

# BTI Client Service A-Team

Survey of Law Firm Client Service Performance



# Table of Contents

## Introduction

Back to Basics: Client Service Regains Its Standing as Mission Critical	2
About The BTI Client Service A-Team: The Survey of Law Firm Client Service Performance	4
The A-Team—Clients Rank Law Firms	4
Three Types of Honors	5
BTI's Methodology and Approach	6

## 17 Activities Driving Client Relationships

17 Activities Driving Client Relationships: Full-Size Chart	8
Client-Driven, Client-Defined Activities	9
Definitions of the 17 Activities	10

## Superior Financial Rewards: The Best Law Firms

Superior Financial Rewards: The 4 Most Strategic Activities	14
Client Focus: The Best Law Firms	15
Best of the Best at Client Focus	16
Leaders of the Best at Client Focus	16
Honor Roll of the Best at Client Focus	16
Commitment to Help: The Best Law Firms	19
Best of the Best at Commitment to Help	20
Leaders of the Best at Commitment to Help	20
Honor Roll of the Best at Commitment to Help	20
Understands the Client's Business: The Best Law Firms	23
Best of the Best at Understands the Client's Business	24
Leaders of the Best at Understands the Client's Business	24
Honor Roll of the Best at Understands the Client's Business	24
Provides Value for the Dollar: The Best Law Firms	27
Best of the Best at Provides Value for the Dollar	28
Leaders of the Best at Provides Value for the Dollar	28
Honor Roll of the Best at Provides Value for the Dollar	28

# Table of Contents

## Price of Admission Activities: The Best Law Firms

Price of Admission: Gets You in the Door	32
Keeps Clients Informed: The Best Law Firms	33
Best of the Best at Keeps Clients Informed	34
Leaders of the Best at Keeps Clients Informed	34
Honor Roll of the Best at Keeps Clients Informed	34
Legal Skills: The Best Law Firms	37
Best of the Best at Legal Skills	38
Leaders of the Best at Legal Skills	38
Honor Roll of the Best at Legal Skills	38
Quality Products: The Best Law Firms	41
Best of the Best at Quality Products	42
Leaders of the Best at Quality Products	42
Honor Roll of the Best at Quality Products	42
Deals with Unexpected Changes: The Best Law Firms	45
Best of the Best at Deals with Unexpected Changes	46
Leaders of the Best at Deals with Unexpected Changes	46
Honor Roll of the Best at Deals with Unexpected Changes	46
Handles Problems: The Best Law Firms	49
Best of the Best at Handles Problems	50
Leaders of the Best at Handles Problems	50
Honor Roll of the Best at Handles Problems	50
Meets Core Scope: The Best Law Firms	53
Best of the Best at Meets Core Scope	54
Leaders of the Best at Meets Core Scope	54
Honor Roll of the Best at Meets Core Scope	54

## Bolster the Case Activities: The Best Law Firms

Bolster the Case: Build the Case for Superior Service	58
---	----

## Table of Contents

<b>Breadth of Services: The Best Law Firms</b>	59
Best of the Best at Breadth of Services	60
Leaders of the Best at Breadth of Services	60
Honor Roll of the Best at Breadth of Services	60
<b>Helps Advise on Business Issues: The Best Law Firms</b>	62
Best of the Best at Helps Advise on Business Issues	63
Leaders of the Best at Helps Advise on Business Issues	63
Honor Roll of the Best at Helps Advise on Business Issues	63
<b>Regional Reputation: The Best Law Firms</b>	66
Best of the Best at Regional Reputation	67
Leaders of the Best at Regional Reputation	67
Honor Roll of the Best at Regional Reputation	67
<b>Unprompted Communication: The Best Law Firms</b>	70
Best of the Best at Unprompted Communication	71
Leaders of the Best at Unprompted Communication	71
Honor Roll of the Best at Unprompted Communication	71
<b>Brings Together National Resources: The Best Law Firms</b>	74
Best of the Best at Brings Together National Resources	75
Leaders of the Best at Brings Together National Resources	75
Honor Roll of the Best at Brings Together National Resources	75

## Calling Card Activities: The Best Law Firms

<b>The Calling Cards: Magnets for New Clients</b>	78
<b>Anticipates the Client's Needs: The Best Law Firms</b>	79
Best of the Best at Anticipates the Client's Needs	80
Leaders of the Best at Anticipates the Client's Needs	80
Honor Roll of the Best at Anticipates the Client's Needs	80
<b>Innovative Approach: The Best Law Firms</b>	83
Best of the Best at Innovative Approach	84
Leaders of the Best at Innovative Approach	84
Honor Roll of the Best at Innovative Approach	84

# Table of Contents

## Which Law Firm Is Most Arrogant

Which Law Firm Is Most Arrogant _____	87
Law Firm Most Often Cited as Being Most Arrogant _____	88
Law Firms Frequently Cited as Being Most Arrogant _____	88
Law Firms Cited as Being Most Arrogant _____	88

## The BTI Client Service 30

The BTI Client Service 30: Full-Size Chart _____	91
The BTI Client Service 30: Raising the Client Service Standard _____	92
BTI Client Service Standouts _____	93

## The BTI Client Service 30: Profiles

1. Skadden, Arps, Slate, Meagher & Flom _____	95
2. Jones Day _____	96
3. Sidley Austin _____	97
4. Morgan Lewis _____	98
5. Kirkland & Ellis _____	99
6. Morrison & Foerster _____	100
7. Latham & Watkins _____	101
8. Thompson Hine _____	102
9. Faegre Baker Daniels _____	103
10. Gibson, Dunn & Crutcher _____	104
11. Reed Smith _____	105
12. Mayer Brown _____	106
13. Bryan Cave _____	107
14. Seyfarth Shaw _____	108
15. McDermott Will & Emery _____	109
16. Holland & Knight _____	110
17. Hogan Lovells _____	111
18. Littler Mendelson _____	112
19. Norton Rose Fulbright _____	113
20. Greenberg Traurig _____	114

# Table of Contents

21. Jackson Lewis	115
22. K&L Gates	116
23. Foley & Lardner	117
24. Alston & Bird	118
25. McGuireWoods	119
26. Venable	120
27. DLA Piper	121
28. Ogletree, Deakins, Nash, Smoak & Stewart	122
29. Thompson Coburn	123
30. Husch Blackwell	124

## Performance Across the 17 Activities Driving Superior Client Relationships

2014 Performance Across the 17 Activities Driving Superior Client Relationships	126
Law Firms Listed Alphabetically	126

## Client Service Performance of the Am Law 200

Client Service Performance of the Am Law 200 for 2014	148
---	-----

## About The BTI Consulting Group, Inc.

Who We Are	156
Key Services to Help Our Clients	157
Strategic Market Research	157
Consulting	157
Private Briefings	157
Additional Insights from BTI Publications	158

## Index of Law Firms 160

## Terms of Use 176

## Introduction

## Introduction

### Back to Basics: Client Service Regains Its Standing as Mission Critical

It's 5 years after the economic collapse and the legal market is still waiting for a recovery. Client spending—while on the rise—has been redirected to internal resources driving fewer matters, rate pressure, increased competition and, most recently, another wave of law firm layoffs.

But rather than focus on unsustainable growth strategies (think: routine rate increases, repetitive lateral hires or costly mergers), law firms have finally directed their full attention to what remains the cornerstone of successful businesses: superior client service.

In the *BTI Client Service A-Team 2014*, corporate counsel identify the 336 law firms they say deliver the absolute best client service. This year's list is evidence of the resurgence in client service excellence.

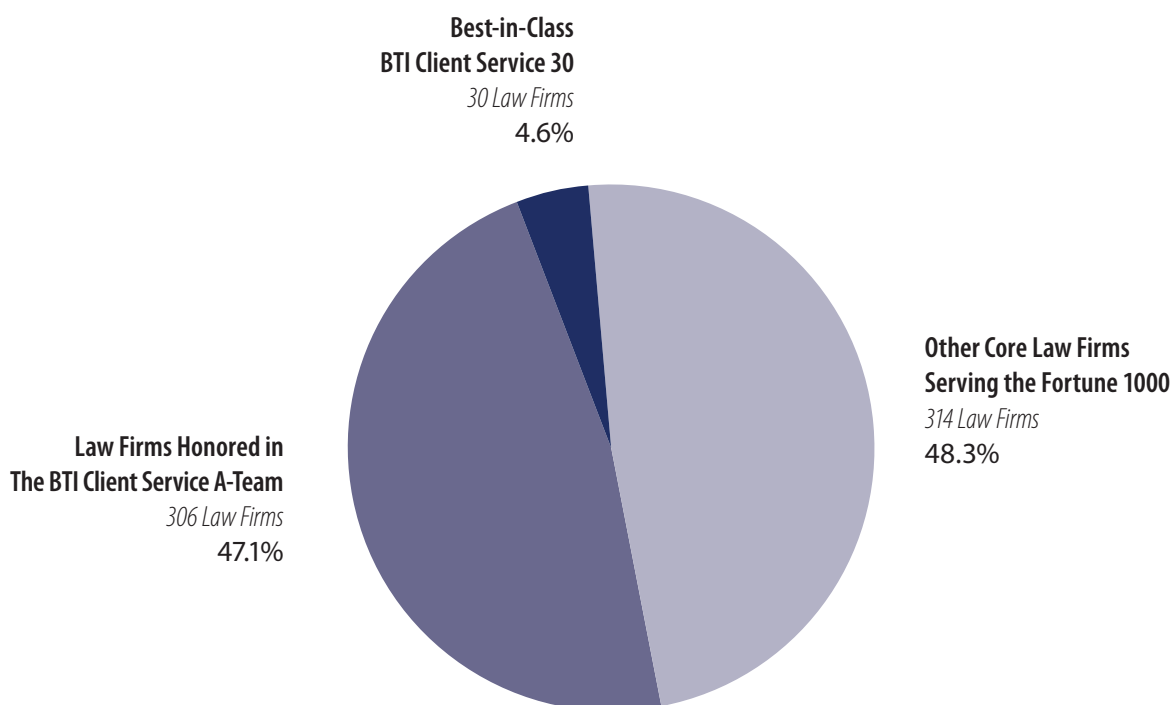
- A new leader in client service excellence emerges
- Past client service leaders reassert themselves to reclaim top honors
  - 8 law firms make their way back into The BTI Client Service 30 after suffering client service setbacks in 2013
- Law firms must deliver on all cylinders in order to stand out from the pack
  - More than half of The BTI Client Service 30 earn recognition in each of the 17 activities proven to drive superior client relationships
- Firms of all sizes prove their dedication to client service excellence
  - 55.4% of the 2014 A-Team hail from outside the Am Law 200

Who says law firms can't change the way they do business? The *BTI Client Service A-Team* is proof they can.



## Introduction

### 650 Core Law Firms Serve the Fortune 1000



BTI's research reveals 650 core law firms serve large and Fortune 1000 clients. However, just over half—51.7%—earn client nominations for superior client service delivery. These 336 firms make up the BTI Client Service A-Team 2014. Of these, a mere 30 firms distinguish themselves as the absolute best to earn the prestigious ranking of The BTI Client Service 30.

Using corporate counsel's unprompted feedback, BTI analyzes how each firm performs in the 17 client service activities (see following page) which are most important and influential to clients. Firms in The BTI Client Service 30 outperform their peers by a factor of 7.8—truly differentiating themselves in the eyes of clients.

## Introduction

### About The BTI Client Service A-Team: The Survey of Law Firm Client Service Performance

#### *The A-Team—Clients Rank Law Firms*

The *BTI Client Service A-Team* evaluates individual law firm performance through the eyes of the client. No law firms influence the results, submit nominations or provide client names. The research is independent and unbiased. The client—the most important judge of client service—solely decides which law firms are best at the 17 activities driving superior client relationships.

The 17 activities fall into the following categories:

#### **4 Activities Deliver Superior Financial Rewards**

- Client Focus
- Commitment to Help
- Understands the Client's Business
- Provides Value for the Dollar

#### **6 Activities Are the Price of Admission**

- Keeps Clients Informed
- Legal Skills
- Quality Products
- Deals with Unexpected Changes
- Handles Problems
- Meets Core Scope

#### **5 Activities Bolster the Case for Client Loyalty**

- Breadth of Services
- Helps Advise on Business Issues
- Regional Reputation
- Unprompted Communication
- Brings Together National Resources

#### **2 Activities Act as Calling Cards for Your Firm**

- Anticipates the Client's Needs
- Innovative Approach

## Introduction

### *Three Types of Honors*

Nominated firms receive one of three honors:

#### **Best of the Best**

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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**

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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**

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

## Introduction

### *BTI's Methodology and Approach*

BTI's analysis draws on candid feedback from nearly 300 corporate counsel to determine precisely which law firms top the charts in client service. General Counsel and C-level executives define 17 activities they use to select and evaluate outside counsel. BTI asks corporate counsel to delineate, unprompted, the law firm best at each of the 17 activities driving superior client relationships.

BTI's scoring system relies on 3 key variables:

1. How important each of the 17 activities is to clients in their relationships with law firms
2. How difficult it is for clients to find law firms who perform well on each activity
3. Candid, word-for-word feedback from clients as to which law firm stands out as best in each of the 17 activities driving client relationships

This fact-based, comprehensive analysis draws on more than 3,700 client interviews conducted over the span of 13 years. This year, BTI interviewed nearly 300 corporate counsel at large and Fortune 1000 companies to probe all aspects of client relationships. Our interviews were conducted between March 11, 2013 and July 22, 2013. These interviews represent:

- Global 500, Fortune 1000 and top-spending organizations
  - Average revenue of \$16.4 billion
  - Median revenue of \$4.1 billion
- More than 15 industries, including:
  - Banking
  - Chemicals
  - Consumer Goods
  - Energy
  - Financial Services
  - High Tech
  - Insurance
  - Investment Banks
  - Manufacturing
  - Pharmaceuticals
  - Professional Services
  - Retail Trade
  - Telecommunications
  - Transportation
  - Wholesale Trade
- Top legal executives
  - 46.8% of interviews with General Counsel and Chief Legal Officers
  - 44.3% of interviews with direct reports to General Counsel

**HOME**

## About The BTI Consulting Group, Inc.

## About The BTI Consulting Group, Inc.

### Who We Are

BTI dissects each and every aspect of the client experience through more than 13,000 independent interviews with C-level executives and systematic analysis. BTI has helped professional services firms boost client service for 24 years.

BTI is the leading provider of strategic research to the legal community—performing more market research about law firms than virtually anyone. BTI has helped more than 150 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 13th year.

More than 70 of the 100 largest law firms use BTI's services and research to:

- Implement robust client feedback programs
- Assess brand awareness and market positioning
- Target market opportunities
- Establish best practices and benchmarks to drive performance

BTI conducts the most insightful, custom client surveys as part of world-class client feedback programs to drive consistent client service delivery for leading professional services firms. Clients use BTI's fact-based approach and powerful decision-making tools to drive change, create urgency and substantially boost performance.

## About The BTI Consulting Group, Inc.

### Key Services to Help Our Clients

BTI performs a broad range of services for its clients, including:

#### *Strategic Market Research*

- High-Impact Client Feedback Surveys
- Market Awareness and Brand Health
- Client Development Research
- Client Satisfaction Surveys
- Best Practices for Superior Client Service
- Private Briefings on Market Trends

#### *Consulting*

- Client-Centric Business Strategies
- Strategic Business Planning
- BTI Client Focus Boot Camp
- Garnering Premium Rates by Articulating Superior Value

#### *Private Briefings*

BTI also offers private briefings both in person and via the web. Chock full of client-based insights, perspectives and facts, BTI briefings draw from our research, experience and other resources to provide provocative, constructive insights to help you boost client satisfaction, increase client retention and improve your performance. We can tailor our briefing to include specific feedback on your firm.

Please call Michael B. Rynowecer at +1 617 439 0333 ext. 5048 to learn more about BTI's custom research and services.

## About The BTI Consulting Group, Inc.

### Additional Insights from BTI Publications

#### *BTI Premium Practices Forecast 2014: Survey of Corporate Legal Spending*

Discover what's in store for the 2014 legal market: which practices are on the rise, which industries are planning for more new matters and exactly what clients are looking for from the law firms they choose to represent them. Based on 300 one-on-one interviews with large corporate clients, founded in over 13 years of key trends and replete with over 32 practice-specific recommendations for driving business.

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

#### *BTI Litigation Outlook 2014: Changes, Trends and Opportunities for Law Firms*

Delve into the world of Litigation with a comprehensive, high-impact analysis of client spending, buying habits and opinions on over 240 law firms—by name. The only fact-based tool based exclusively on 300 one-on-one interviews with corporate counsel. Proven to boost ROI on business development efforts. Get your copy of the *BTI Litigation Outlook 2014* today.

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



#### *The BTI Brand Elite 2013: Client Perceptions of the Best-Branded Law Firms*



More than 3,400 in-depth interviews with corporate counsel reveal 9 distinct dimensions of law firm brand drive client selection and hiring—and are proven to generate new business and higher profits. *The BTI Brand Elite* delineates exactly how clients perceive nearly 400 law firms and which 18 enjoy the best brand image in the eyes of clients.

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

#### *The 2014 BTI Client Service All-Stars*

Corporate counsel's keen assessment of outside counsel separates the attorneys who deliver excellent client service from those simply delivering good client service. See which attorneys step up to meet—and exceed—clients' expectations and earn recognition, by name, from corporate counsel for delivering the absolute best client service. *Coming soon.*

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

You can order these and other compelling BTI research or publications at [www.bticonsulting.com](http://www.bticonsulting.com).

**HOME**



## Index of Law Firms

# Index of Law Firms

## A

Adams and Reese .....	16, 24, 28, 46, 54, 67, 80, 84, 126, 153
Akerman Senterfitt .....	151
Akin Gump Strauss Hauer & Feld .....	20, 63, 75, 80, 88, 126, 149
Allen Matkins Leck Gamble Mallory & Natsis .....	153
Allen & Gooch .....	28, 54, 126
Allen & Overy .....	60, 126
Alston & Bird .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 63, 67, 71, 75, 80, 84, 91, 92, 93, 118, 126, 149
Andrews Kurth .....	28, 126, 151
Andrus, Scales, Starke & Sawall .....	28, 34, 38, 42, 46, 50, 54, 71, 80, 126
Archer & Greiner .....	154
Arena Hoffman .....	16, 20, 24, 28, 38, 42, 126
Arent Fox .....	16, 28, 38, 75, 80, 126, 152
Armstrong Teasdale .....	154
Arnall Golden Gregory .....	20, 24, 38, 63, 80, 126
Arnold & Porter .....	16, 20, 24, 34, 46, 75, 80, 84, 88, 126, 149
Arnstein & Lehr .....	16, 24, 34, 38, 46, 50, 71, 126

## B

Baker & McKenzie .....	16, 20, 24, 34, 38, 42, 46, 54, 60, 63, 67, 71, 75, 80, 84, 88, 126, 148
Baker Botts .....	20, 28, 42, 46, 50, 54, 60, 67, 71, 75, 88, 126, 149
Baker Donelson .....	16, 28, 34, 38, 42, 50, 60, 63, 67, 71, 80, 126, 151
BakerHostetler .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 63, 67, 71, 75, 80, 84, 126, 150
Ballard Spahr .....	16, 20, 24, 34, 38, 42, 46, 50, 63, 67, 71, 80, 127, 151
Banner & Witcoff .....	34, 38, 42, 46, 50, 54, 71, 80, 127
Barg Coffin Lewis & Trapp .....	34, 38, 75, 80, 127
Barnes & Thornburg .....	28, 46, 50, 67, 71, 127, 151
Bartlit Beck Herman Palenchar & Scott .....	24, 38, 42, 46, 50, 54, 80, 84, 127
Bass, Berry & Sims .....	20, 127
Beirne, Maynard & Parsons .....	42, 67, 127

## Index of Law Firms

Belin McCormick .....	50, 127
Berkowitz Oliver Williams Shaw & Eisenbrandt .....	16, 20, 24, 28, 54, 63, 127
Bingham Greenebaum Doll .....	54, 127
Bingham McCutchen .....	16, 34, 38, 42, 50, 60, 63, 75, 80, 127, 148
Black McCuskey Souers & Arbaugh .....	20, 24, 34, 38, 42, 46, 50, 54, 67, 71, 80, 84, 127
Blake, Cassels & Graydon .....	16, 34, 42, 63, 67, 127
Blank Rome .....	20, 24, 34, 38, 42, 50, 63, 67, 80, 127, 151
Boardman & Clark .....	28, 127
Bodman .....	16, 20, 24, 28, 34, 46, 50, 54, 63, 80, 127
Boies, Schiller & Flexner .....	151
Bonnett, Fairbourn, Friedman & Balint .....	20, 34, 128
Boutin Jones .....	16, 20, 60, 71, 75, 80, 84, 128
Bowman and Brooke .....	84, 128
Bracewell & Giuliani .....	28, 34, 42, 46, 54, 60, 63, 75, 128, 151
Bradley Arant Boult Cummings .....	16, 20, 24, 28, 34, 46, 54, 63, 67, 80, 84, 128, 152
Bressler, Amery & Ross .....	28, 128
Briggs and Morgan .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 67, 71, 80, 84, 128
Brinks Hofer Gilson & Lione .....	24, 46, 128
Brooks, Pierce, McLendon, Humphrey & Leonard .....	28, 63, 128
Brouse McDowell .....	24, 128
Brown, Roseta, Long, McConville and Kilcullen.....	24, 28, 34, 50, 128
Brown Rudnick .....	153
Brownstein Hyatt Farber Schreck .....	153
Bryan Cave .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 63, 67, 71, 75, 80, 84, 91, 92, 107, 128, 149
Buchanan Ingersoll & Rooney .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 67, 128, 151
Buckingham, Doolittle & Burroughs .....	24, 63, 128
BuckleySandler .....	20, 38, 50, 67, 84, 128, 154
Burch & Cracchiolo .....	28, 80, 128
Burr & Forman .....	153
Butler Snow .....	16, 20, 24, 28, 34, 38, 42, 46, 54, 63, 67, 71, 80, 84, 129

# Index of Law Firms

## C

Cadwalader, Wickersham & Taft .....	34, 84, 88, 129, 150
Cahill Gordon & Reindel .....	150
Cairncross & Hempelmann .....	67, 129
Calfee .....	16, 20, 28, 34, 38, 42, 46, 50, 54, 67, 71, 75, 80, 84, 129
Cameron & Mittleman .....	16, 24, 28, 129
Cantor Colburn .....	84, 129
Carlton Fields .....	153
Carmody & Torrance .....	16, 20, 24, 28, 34, 38, 42, 54, 60, 71, 75, 80, 129
Cassiday Schade .....	20, 24, 34, 46, 71, 129
Chadbourn & Parke .....	60, 63, 129, 151
Chambliss, Bahner & Stophel .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 63, 67, 71, 75, 80, 84, 129
Chapman and Cutler .....	152
Choate, Hall & Stewart .....	24, 28, 34, 129, 153
Clearspire .....	34, 54, 129
Cleary Gottlieb Steen & Hamilton .....	38, 42, 46, 50, 63, 80, 84, 129, 148
Clifford Chance .....	38, 67, 88, 129
CMS Cameron McKenna .....	28, 34, 63, 71, 129
Coats Rose .....	24, 34, 71, 129
Coblentz, Patch, Duffy & Bass.....	38, 46, 50, 54, 63, 84, 130
Cole, Scott & Kissane .....	80, 130
Connelly • Baker • Wotring .....	34, 60, 84, 130
Constangy, Brooks & Smith .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 63, 71, 75, 80, 84, 130
Cooley .....	16, 20, 34, 46, 50, 63, 71, 84, 130, 149
Cooper Levenson .....	42, 130
Covington & Burling .....	16, 24, 34, 38, 42, 46, 51, 60, 63, 71, 75, 80, 130, 149
Cox Smith Matthews .....	20, 24, 46, 51, 54, 60, 63, 67, 80, 130
Cozen O'Connor .....	16, 20, 24, 28, 54, 84, 130, 151
Cravath, Swaine & Moore .....	20, 34, 51, 60, 63, 88, 130, 149
Crowe & Dunlevy .....	16, 54, 67, 71, 80, 130

**HOME**

# Index of Law Firms

Crowell & Moring .....	24, 28, 35, 63, 71, 84, 130, 150
Curtis .....	16, 20, 24, 35, 38, 42, 46, 51, 54, 63, 67, 71, 75, 80, 84, 130, 153

## D

Datsopoulos MacDonald & Lind .....	20, 24, 28, 35, 38, 42, 46, 51, 54, 67, 71, 80, 84, 130
Davies Ward Phillips & Vineberg .....	38, 42, 51, 54, 63, 130
Davis & Gilbert .....	16, 20, 24, 28, 35, 38, 54, 60, 67, 71, 75, 80, 130
Davis Polk & Wardwell .....	16, 20, 24, 28, 35, 38, 42, 46, 50, 54, 63, 67, 71, 75, 80, 131, 148
Davis Wright Tremaine .....	16, 20, 24, 35, 38, 42, 46, 51, 54, 60, 63, 67, 71, 75, 80, 84, 131, 151
Day Pitney .....	152
Debevoise & Plimpton .....	16, 20, 25, 35, 38, 46, 51, 54, 60, 63, 71, 80, 88, 131, 149
Dechert .....	16, 20, 25, 35, 38, 42, 46, 51, 67, 71, 81, 131, 149
Dentons .....	16, 20, 25, 28, 35, 38, 42, 46, 51, 54, 63, 71, 75, 81, 84, 88, 131, 149
Dickinson Wright .....	88, 153
Dickstein Shapiro .....	16, 25, 29, 35, 39, 42, 46, 51, 63, 71, 88, 131, 152
Dinsmore & Shohl .....	81, 131, 152
DLA Piper .....	16, 20, 25, 29, 35, 39, 42, 47, 50, 54, 60, 63, 71, 75, 81, 84, 88, 91, 92, 121, 131, 148
Dority & Manning .....	25, 35, 131
Dorsey & Whitney .....	20, 25, 39, 54, 60, 63, 67, 71, 75, 88, 131, 151
Dow Lohnes .....	39, 63, 84, 131
Drinker Biddle & Reath .....	16, 20, 25, 29, 35, 39, 43, 47, 51, 54, 60, 63, 67, 81, 88, 131, 150
Duane Morris .....	29, 35, 39, 43, 51, 54, 60, 67, 71, 75, 131, 150
Duval & Stachenfeld .....	29, 131
Dykema .....	25, 29, 43, 67, 131, 152

## E

Eckert Seamans Cherin & Mellott .....	20, 29, 35, 39, 51, 67, 71, 131
Edwards Wildman Palmer .....	17, 20, 25, 29, 35, 47, 51, 63, 71, 81, 132, 150

## Index of Law Firms

Enoch Kever .....	35, 39, 43, 71, 132
Epstein Becker Green .....	60, 75, 132, 153
Eversheds .....	17, 21, 29, 35, 51, 55, 60, 63, 67, 75, 84, 132

### F

Faegre Baker Daniels .....	16, 20, 24, 28, 35, 39, 43, 47, 50, 54, 60, 63, 67, 71, 80, 84, 91, 92, 93, 103, 132, 150
Farrell Fritz .....	29, 67, 132
Faruki Ireland & Cox .....	25, 35, 39, 47, 51, 67, 71, 81, 84, 132
Fay Sharpe .....	67, 132
Fenwick & West .....	21, 35, 63, 67, 88, 132, 151
Finnegan .....	17, 55, 71, 132, 150
Fish & Richardson .....	39, 51, 55, 67, 75, 81, 84, 132, 150
Fisher & Phillips .....	21, 25, 35, 43, 47, 67, 71, 75, 81, 84, 88, 132, 153,
Fitzpatrick, Cella, Harper & Scinto .....	153
Foley & Lardner .....	16, 21, 25, 28, 35, 39, 43, 47, 51, 54, 60, 64, 67, 71, 75, 81, 84, 88, 91, 92, 93, 117, 132, 149
Foley Hoag .....	17, 21, 25, 35, 39, 43, 51, 55, 60, 64, 67, 75, 81, 132, 153
Forman Perry Watkins Krutz & Tardy .....	84, 132
Foster Employment Law .....	17, 21, 25, 29, 39, 43, 55, 67, 72, 84, 132
Fox Rothschild .....	151
Fragomen, Del Rey, Bernsen & Loewy .....	150
Frankfurt Kurnit Klein & Selz .....	17, 29, 35, 39, 64, 84, 133
Freshfields Bruckhaus Deringer .....	21, 25, 35, 39, 43, 47, 51, 60, 133
Freund, Freeze & Arnold .....	17, 21, 29, 39, 51, 67, 72, 133
Fried, Frank, Harris, Shriver & Jacobson .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 60, 64, 68, 72, 75, 81, 84, 133, 150
Frost Brown Todd .....	21, 25, 29, 60, 68, 81, 84, 88, 133, 152

### G

Gallagher & Kennedy .....	21, 25, 35, 133
Gardere Wynne Sewell .....	29, 133, 153
Garlin Driscoll .....	21, 25, 35, 81, 133

# Index of Law Firms

Gibbons .....	29, 133, 154
Gibson, Dunn & Crutcher .....	16, 20, 25, 29, 34, 38, 42, 46, 50, 55, 60, 64, 68, 71, 75, 80, 84, 88, 91, 92, 104, 133, 148
Gilliland & Hayes .....	29, 133
Gleis Lutz.....	88
Godfrey & Kahn.....	17, 21, 29, 39, 43, 51, 55, 64, 68, 81, 133
Goodwin Procter .....	21, 35, 51, 68, 133, 149
Gordon & Rees .....	17, 133, 152
Gordon Feinblatt .....	21, 81, 133
Goulston & Storrs .....	153
Gowling Lafleur Henderson .....	64, 133
Gray Plant Mooty .....	17, 25, 29, 51, 55, 64, 68, 134
GrayRobinson .....	153
Greenberg Traurig .....	17, 21, 25, 29, 35, 39, 42, 46, 50, 55, 60, 63, 72, 75, 80, 85, 91, 92, 114, 134, 148
Grossman, Tucker, Perreault & Pfleger .....	17, 29, 39, 43, 51, 134

## H

Hagens Berman.....	88
Hahn Loeser & Parks .....	17, 21, 25, 29, 51, 55, 64, 72, 81, 134
Hanson Bridgett .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 64, 68, 72, 75, 81, 85, 134
Hawkins Parnell Thackston & Young .....	29, 134
Haynes and Boone .....	21, 134, 151
Haynsworth Sinkler Boyd .....	21, 25, 29, 55, 60, 64, 68, 72, 134
Herrick, Feinstein .....	154
Higgs Fletcher & Mack .....	68, 134
Hill, Farrer & Burrill .....	29, 134
Hinshaw & Culbertson .....	25, 29, 35, 43, 51, 60, 68, 72, 134, 152
Hiscock & Barclay .....	29, 134
Hoblit Ferguson Darling .....	29, 134
Hodgson Russ.....	88

# Index of Law Firms

Hogan Lovells .....	16, 21, 25, 29, 34, 39, 42, 47, 50, 60, 63, 68, 72, 75, 81, 85, 88, 91, 92, 93, 111, 134, 148
Holland & Hart .....	21, 25, 35, 39, 43, 47, 55, 60, 64, 68, 81, 85, 134, 152
Holland & Knight .....	16, 21, 24, 28, 35, 39, 43, 47, 50, 55, 60, 64, 68, 72, 75, 81, 84, 88, 91, 92, 93, 110, 135, 149
Hollingsworth .....	35, 88, 135
Honigman Miller Schwartz and Cohn .....	25, 68, 135, 152
Hudson Cook .....	25, 29, 135
Hughes Hubbard & Reed .....	21, 25, 39, 43, 47, 51, 55, 64, 68, 81, 135, 150
Hunton & Williams .....	17, 21, 25, 29, 35, 39, 43, 51, 60, 64, 68, 72, 75, 85, 135, 149
Husch Blackwell .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 60, 64, 67, 72, 80, 85, 91, 92, 124, 135, 151

## I

Ice Miller .....	88, 153
Irell & Manella .....	39, 51, 88, 135, 152

## J

Jackson Kelly .....	29, 135
Jackson Lewis .....	17, 21, 25, 28, 34, 38, 43, 46, 50, 55, 64, 68, 72, 75, 81, 85, 91, 92, 115, 135, 150
Jackson Walker .....	21, 28, 35, 39, 43, 51, 64, 68, 72, 81, 135, 152
Jeffer Mangels Butler & Mitchell .....	47, 85, 135, 154
Jenner & Block .....	17, 25, 29, 35, 39, 43, 47, 50, 55, 60, 64, 68, 72, 75, 80, 85, 135, 150
Johnson & Bell .....	88
Jones Day .....	16, 20, 24, 34, 38, 42, 46, 50, 54, 60, 63, 67, 72, 75, 80, 84, 88, 91, 92, 93, 96, 135, 148
Jones Walker .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 64, 68, 72, 81, 135
Jorden Burt .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 64, 72, 81, 85, 135



# Index of Law Firms

## K

K&L Gates .....	17, 21, 24, 34, 39, 42, 47, 50, 55, 60, 64, 68, 72, 75, 81, 85, 91, 92, 116, 136, 148
Kalbaugh, Pfund & Messersmith .....	21, 136
Kasowitz Benson Torres & Friedman .....	152
Kastell .....	43, 136
Katten Muchin Rosenman .....	17, 21, 29, 35, 64, 75, 136, 150
Kaye Scholer .....	150
Kean Miller .....	17, 21, 25, 29, 60, 68, 81, 136
Keker & Van Nest .....	25, 35, 43, 51, 64, 68, 136
Kelley Drye & Warren .....	17, 21, 29, 39, 43, 51, 55, 64, 81, 85, 136, 152
Kelly, Sutter & Kendrick .....	68, 136
Kennerly, Lamishaw & Rossi .....	17, 43, 47, 55, 81, 136
Kenyon & Kenyon .....	154
Kilpatrick Townsend & Stockton .....	21, 29, 136, 150
Kim & Chang .....	17, 21, 35, 43, 68, 136
King & Partners .....	81, 136
King & Spalding .....	28, 35, 39, 43, 47, 51, 55, 60, 68, 72, 76, 81, 85, 136, 148
Kirkland & Ellis .....	16, 20, 24, 34, 38, 42, 46, 50, 54, 60, 63, 67, 71, 75, 80, 84, 88, 91, 92, 93, 99, 136, 148
Klarquist Sparkman .....	29, 35, 68, 72, 136
Knobbe Martens Olson & Bear .....	152
Kramer Levin Naftalis & Frankel .....	151
Kutak Rock .....	17, 21, 25, 29, 47, 61, 68, 72, 136, 152

## L

Lane & Waterman .....	35, 137
Lane Powell .....	72, 137, 154
Larson • King .....	17, 21, 25, 29, 39, 51, 55, 137
Lash & Goldberg .....	17, 137
Latham & Watkins .....	17, 20, 24, 29, 34, 38, 42, 46, 50, 54, 60, 63, 68, 71, 75, 80, 84, 88, 91, 92, 93, 101, 137, 148

# Index of Law Firms

Lathrop & Gage .....	25, 51, 55, 68, 137, 153
LeClairRyan .....	68, 72, 137, 153
Leftwich & Ludaway .....	29, 137
Lewis Brisbois Bisgaard & Smith .....	150
Lewis Roca Rothgerber .....	17, 21, 25, 35, 39, 51, 68, 81, 137
Lewis, Rice & Fingersh .....	17, 21, 47, 81, 137
Linklaters .....	61, 64, 88, 137
Lionel Sawyer & Collins .....	68, 137
Liskow & Lewis .....	68, 137
Littler Mendelson .....	17, 21, 24, 28, 34, 39, 43, 47, 51, 55, 61, 64, 68, 72, 75, 81, 85, 88, 91, 92, 112, 137, 150
Locke Lord .....	17, 21, 25, 29, 35, 47, 51, 55, 61, 64, 68, 72, 81, 85, 137, 150
Loeb & Loeb .....	152
Lowenstein Sandler .....	152

## M

Manatt, Phelps & Phillips .....	17, 21, 25, 39, 43, 72, 137, 151
Marcello & Kivisto .....	17, 25, 29, 35, 43, 47, 51, 72, 138
Markowitz, Herbold, Glade & Mehlhaf .....	17, 21, 25, 35, 39, 43, 47, 51, 68, 72, 81, 85, 138
Marshall, Dennehey, Warner, Coleman & Goggin .....	76, 138
Mayer Brown .....	16, 21, 24, 29, 35, 38, 42, 47, 50, 54, 61, 64, 68, 72, 75, 80, 85, 88, 91, 92, 93, 106, 138, 148
Maynard Cooper & Gale .....	29, 81, 138
McCarter & English .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 61, 64, 68, 72, 76, 81, 138, 152
McDermott Will & Emery .....	16, 21, 25, 29, 34, 39, 42, 46, 50, 54, 60, 64, 68, 71, 75, 80, 84, 88, 91, 92, 109, 138, 148
McElroy, Deutsch, Mulvaney & Carpenter .....	154
McGrath North Mullin & Kratz .....	25, 29, 55, 68, 81, 138
McGuireWoods .....	17, 21, 25, 28, 35, 39, 43, 47, 50, 60, 64, 68, 72, 76, 81, 91, 92, 93, 119, 138, 149
McKenna Long & Aldridge .....	35, 72, 81, 138, 150
McKool Smith .....	85, 138

# Index of Law Firms

Michael Best & Friedrich .....	35, 55, 138, 154
Milbank, Tweed, Hadley & McCloy .....	149
Miles & Stockbridge .....	29, 138
Miller & Martin .....	29, 39, 43, 47, 51, 55, 61, 68, 76, 138
Miller Canfield .....	17, 21, 25, 47, 61, 68, 72, 138, 153
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo .....	17, 21, 35, 64, 76, 81, 138, 151
Mirick O'Connell .....	17, 21, 25, 43, 139
Mitchell Silberberg & Knupp .....	17, 21, 25, 29, 35, 68, 72, 81, 139
Moore & Van Allen .....	153
Morgan Lewis .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 64, 68, 71, 75, 81, 84, 88, 91, 92, 93, 98, 139, 148
Morris, Manning & Martin .....	154
Morrison & Foerster .....	16, 20, 24, 29, 34, 38, 42, 46, 50, 54, 61, 63, 68, 71, 75, 80, 84, 88, 91, 92, 100, 139, 148
Morse, Barnes-Brown & Pendleton .....	29, 139
Moses & Singer .....	17, 21, 25, 29, 35, 39, 43, 47, 51, 55, 61, 64, 68, 72, 76, 81, 139
Moss & Barnett .....	25, 39, 43, 64, 68, 139
Munger, Tolles & Olson .....	152

## N

Nelson Kinder + Mosseau .....	21, 25, 29, 81, 139
Nelson Mullins .....	17, 21, 25, 28, 36, 55, 68, 139, 151
Nexsen Pruet .....	25, 139
Nixon Peabody .....	150
Norton Rose Fulbright.....	17, 21, 24, 28, 36, 39, 43, 47, 50, 55, 61, 64, 67, 72, 75, 81, 85, 88, 91, 92, 93, 113, 139, 149
Novak Druce Connolly Bove + Quigg .....	25, 30, 36, 39, 47, 51, 64, 81, 139
Nyemaster Goode .....	17, 25, 30, 39, 43, 51, 55, 68, 139

## O

Ogletree, Deakins, Nash, Smoak & Stewart .....	17, 21, 26, 28, 34, 39, 47, 50, 55, 68, 72, 76, 80, 85, 91, 92, 122, 139, 151
O'Melveny & Myers .....	21, 36, 39, 47, 64, 139, 149

# Index of Law Firms

Oppenheimer Wolff & Donnelly .....	17, 30, 55, 64, 139
Oppenhoff & Partner .....	21, 140
Orrick, Herrington & Sutcliffe .....	17, 21, 26, 30, 36, 39, 43, 47, 51, 55, 61, 64, 68, 72, 76, 81, 85, 88, 140, 148
Osha Liang .....	30, 43, 140

## P

Park, Vaughan, Fleming & Dowler .....	30, 43, 140
Parker Milliken .....	26, 30, 39, 43, 47, 55, 64, 68, 72, 81, 140
Parker Poe Adams & Bernstein .....	26, 68, 140
Parr Brown Gee & Loveless .....	17, 26, 30, 140
Patterson Belknap Webb & Tyler .....	153
Patton Boggs .....	88, 151
Paul Hastings .....	17, 21, 26, 36, 39, 43, 51, 55, 68, 72, 81, 85, 140, 148
Paul, Weiss .....	26, 36, 39, 43, 47, 51, 61, 64, 88, 140, 148
Pepper Hamilton .....	72, 140, 150
Perkins Coie .....	39, 43, 61, 68, 140, 149
Perry Law Firm, The .....	21, 26, 30, 36, 47, 51, 55, 64, 68, 81, 140
Peters & Monyak .....	30, 140
Phelps Dunbar .....	154
Phillips Lytle .....	17, 21, 26, 30, 36, 43, 47, 51, 55, 61, 64, 72, 76, 81, 85, 140
Pierce Atwood .....	26, 30, 39, 51, 55, 68, 76, 81, 140
Pietragallo Gordon Alfano Bosick & Raspanti .....	68, 140
Pillsbury Winthrop Shaw Pittman .....	17, 26, 39, 43, 55, 64, 72, 76, 81, 141, 149
Pinsent Masons .....	22, 30, 141
Polsinelli .....	17, 22, 26, 30, 36, 43, 47, 51, 61, 68, 72, 76, 81, 84, 141, 151
Porter Hedges .....	36, 43, 47, 68, 141
Porter Wright Morris & Arthur .....	153
Potter, DeAgostino, O'Dea & Patterson .....	69, 141
Proskauer Rose .....	17, 30, 69, 141, 149

# Index of Law Firms

## Q

Quarles & Brady .....	17, 22, 26, 30, 36, 39, 43, 51, 55, 64, 69, 72, 81, 85, 141, 152
Quinn Emanuel Urquhart & Sullivan .....	40, 47, 51, 61, 69, 76, 81, 88, 141, 148

## R

Reed Smith .....	17, 20, 24, 30, 34, 38, 42, 46, 50, 55, 60, 63, 67, 72, 76, 81, 84, 91, 92, 93, 105, 141, 148
Reich & Paoletta .....	30, 141
Reinhart Boerner Van Deuren .....	17, 22, 30, 40, 43, 51, 55, 64, 69, 81, 141
Reminger .....	26, 30, 36, 141
Rendigs, Fry, Kiely & Dennis .....	17, 26, 30, 36, 40, 52, 55, 64, 85, 141
Robins, Kaplan, Miller & Ciresi .....	22, 36, 64, 141, 153
Robinson Bradshaw & Hinson .....	22, 30, 69, 141
Robinson & Cole .....	154
Roetzel & Andress .....	154
Rogers Joseph O'Donnell.....	17, 30, 141
Ropes & Gray .....	40, 43, 47, 52, 61, 64, 69, 76, 85, 88, 142, 148
Rose Law Firm .....	18, 26, 30, 36, 43, 47, 52, 55, 64, 81, 142

## S

Sandberg, Phoenix & von Gontard .....	30, 36, 142
Sander Ingebretsen & Wake .....	26, 142
Saul Ewing .....	18, 22, 26, 47, 64, 69, 82, 142, 153
Schellenberg Wittmer.....	88
Schiff Hardin .....	18, 26, 30, 47, 52, 64, 88, 142, 152
Schmoyer Reinhard .....	18, 30, 85, 142
Schulte Roth & Zabel .....	88, 150
Scopelitis, Garvin, Light, Hanson & Feary .....	18, 22, 26, 30, 36, 40, 47, 64, 72, 76, 82, 142
Scudder Law Firm .....	64, 142
Sedgwick .....	22, 26, 30, 36, 43, 47, 55, 72, 76, 142, 152
Senniger Powers .....	43, 52, 142
Severson & Werson .....	69, 142

# Index of Law Firms

Seyburn, Kahn, Ginn, Bess and Serlin .....	26, 55, 69, 88, 142
Seyfarth Shaw .....	16, 22, 26, 28, 34, 38, 42, 47, 50, 54, 61, 64, 69, 71, 76, 80, 84, 91, 92, 108, 142, 149
Shearman & Sterling .....	18, 30, 36, 40, 47, 55, 64, 72, 82, 85, 142, 149
Sheppard Mullin Richter & Hampton .....	18, 30, 47, 61, 69, 85, 142, 150
Sherman & Howard .....	18, 22, 47, 72, 143
Shook, Hardy & Bacon .....	18, 22, 26, 30, 36, 40, 52, 55, 69, 72, 76, 82, 84, 143, 151
Shumaker, Loop & Kendrick .....	154
Shutts Bowen .....	153
Sidley Austin .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 64, 67, 72, 75, 80, 85, 88, 91, 92, 93, 97, 143, 148
Sills Cummis & Gross.....	154
Simmons & Simmons .....	18, 22, 40, 44, 47, 61, 64, 143
Simpson Thacher & Bartlett .....	22, 26, 40, 44, 47, 61, 64, 76, 82, 85, 88, 143, 148
Skadden, Arps, Slate, Meagher & Flom .....	16, 20, 24, 28, 34, 38, 42, 46, 50, 54, 60, 63, 69, 71, 75, 80, 85, 88, 91, 92, 93, 95, 143, 148
Slaughter & May .....	88
Smith Anderson .....	36, 40, 47, 52, 55, 69, 143
Snell & Wilmer .....	30, 36, 143, 151
Spicer Rudstrom .....	18, 143
Squire Sanders .....	18, 22, 26, 30, 36, 40, 44, 47, 52, 55, 61, 64, 69, 72, 76, 82, 88, 143, 149
Starnes Davis Florie .....	55, 143
Stein Sperling Bennett De Jong Driscoll .....	30, 143
Step toe & Johnson .....	18, 22, 26, 30, 36, 40, 42, 52, 61, 64, 72, 85, 143, 150
Stevens & Lee .....	154
Stikeman Elliott .....	76, 143
Stinson Morrison Hecker .....	153
Stoel Rives .....	18, 22, 26, 30, 36, 40, 44, 48, 52, 54, 61, 64, 69, 72, 82, 143, 152
Stoll Keenon Ogden .....	18, 22, 26, 30, 36, 40, 44, 48, 52, 55, 65, 69, 72, 82, 85, 143
Strasburger Price Oppenheimer Blend.....	154
Strongin Rothman & Abrams.....	18, 22, 26, 30, 40, 144
Stroock & Stroock & Lavan .....	151

**HOME**

## Index of Law Firms

Stroud, Willink & Howard .....	30, 144
Sullivan & Cromwell .....	18, 22, 26, 30, 38, 44, 48, 52, 54, 61, 69, 72, 76, 88, 144, 148
Sullivan & Worcester .....	154
Sullivan, Ward, Asher & Patton .....	22, 30, 72, 76, 144
Sumner, Schick & Pace .....	30, 144
Sutherland .....	18, 22, 26, 30, 40, 44, 48, 52, 55, 72, 85, 144, 151

### T

Taft Stettinius & Hollister .....	18, 36, 52, 61, 144
Thompson & Knight .....	48, 88, 144, 152
Thompson Coburn .....	18, 22, 26, 28, 36, 40, 44, 48, 52, 55, 65, 67, 72, 82, 91, 92, 123, 144, 153
Thompson Hine .....	16, 20, 24, 28, 34, 40, 44, 46, 50, 55, 61, 65, 69, 72, 76, 80, 85, 91, 92, 93, 102, 144, 152
Troutman Sanders .....	18, 22, 26, 28, 44, 48, 65, 76, 82, 144, 150
Tucker Ellis .....	18, 26, 85, 144

### U

Ulmer & Berne .....	18, 30, 144
Uría Menéndez .....	30, 40, 44, 69, 76, 144

### V

Valorem Law Group .....	18, 22, 30, 36, 48, 52, 144
Van Ness Feldman .....	73, 144
Vandeventer Black.....	88
Varnum .....	65, 69, 145
Vedder Price .....	30, 56, 145, 152
Venable .....	18, 20, 24, 28, 36, 40, 44, 46, 52, 56, 61, 65, 69, 73, 82, 85, 91, 92, 120, 145, 150
Vinson & Elkins .....	18, 26, 36, 40, 44, 52, 56, 61, 65, 69, 73, 76, 82, 85, 89, 145, 149
Vista IP Law Group .....	30, 44, 145
Vorys, Sater, Seymour and Pease .....	18, 26, 30, 36, 40, 61, 65, 69, 145, 153
VVGB .....	48, 145

# Index of Law Firms

## W

Wachtell, Lipton, Rosen & Katz .....	18, 26, 36, 40, 44, 52, 65, 69, 71, 76, 82, 85, 89, 145, 149
Warner Norcross & Judd .....	18, 22, 26, 30, 65, 69, 73, 82, 89, 145
Watt, Tieder, Hoffar & Fitzgerald .....	22, 48, 82, 145
Weil, Gotshal & Manges .....	18, 40, 48, 52, 61, 65, 73, 76, 85, 89, 145, 148
Wendel, Rosen, Black & Dean .....	65, 145
Wesierski & Zurek .....	48, 56, 145
White & Case .....	36, 44, 56, 61, 89, 145, 148
White Mackillop & Gallant .....	18, 30, 145
Wiggin and Dana .....	69, 145
Wiley Rein .....	26, 36, 65, 146, 152
Williams & Connolly .....	22, 26, 30, 40, 44, 48, 52, 56, 65, 69, 76, 82, 85, 89, 146, 150
Williams Mullen .....	73, 146, 154
Willkie Farr & Gallagher .....	73, 146, 149
WilmerHale .....	56, 61, 65, 85, 89, 146, 148
Wilson Elser Moskowitz Edelman & Dicker .....	30, 36, 40, 146, 151
Wilson Sonsini Goodrich & Rosati .....	18, 22, 26, 30, 36, 40, 44, 48, 52, 56, 61, 65, 73, 76, 82, 85, 146, 149
Winstead .....	22, 26, 69, 73, 146, 153
Winston & Strawn .....	18, 36, 48, 52, 56, 61, 65, 73, 76, 85, 89, 146, 149
Wolfe, Snowden, Hurd, Luers & Ahl .....	18, 26, 52, 69, 73, 146
Womble Carlyle .....	18, 22, 26, 30, 36, 40, 44, 48, 52, 56, 65, 69, 73, 82, 85, 146, 151
Woods & Aitken .....	65, 73, 146
Woods Rogers .....	48, 146
Wragge & Co .....	22, 146
Wulfsberg Reese Colvig .....	36, 146
Wyatt, Tarrant & Combs .....	30, 69, 146

## Y

Yukevich   Cavanaugh .....	69, 76, 146
----------------------------	-------------



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**HOME**

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