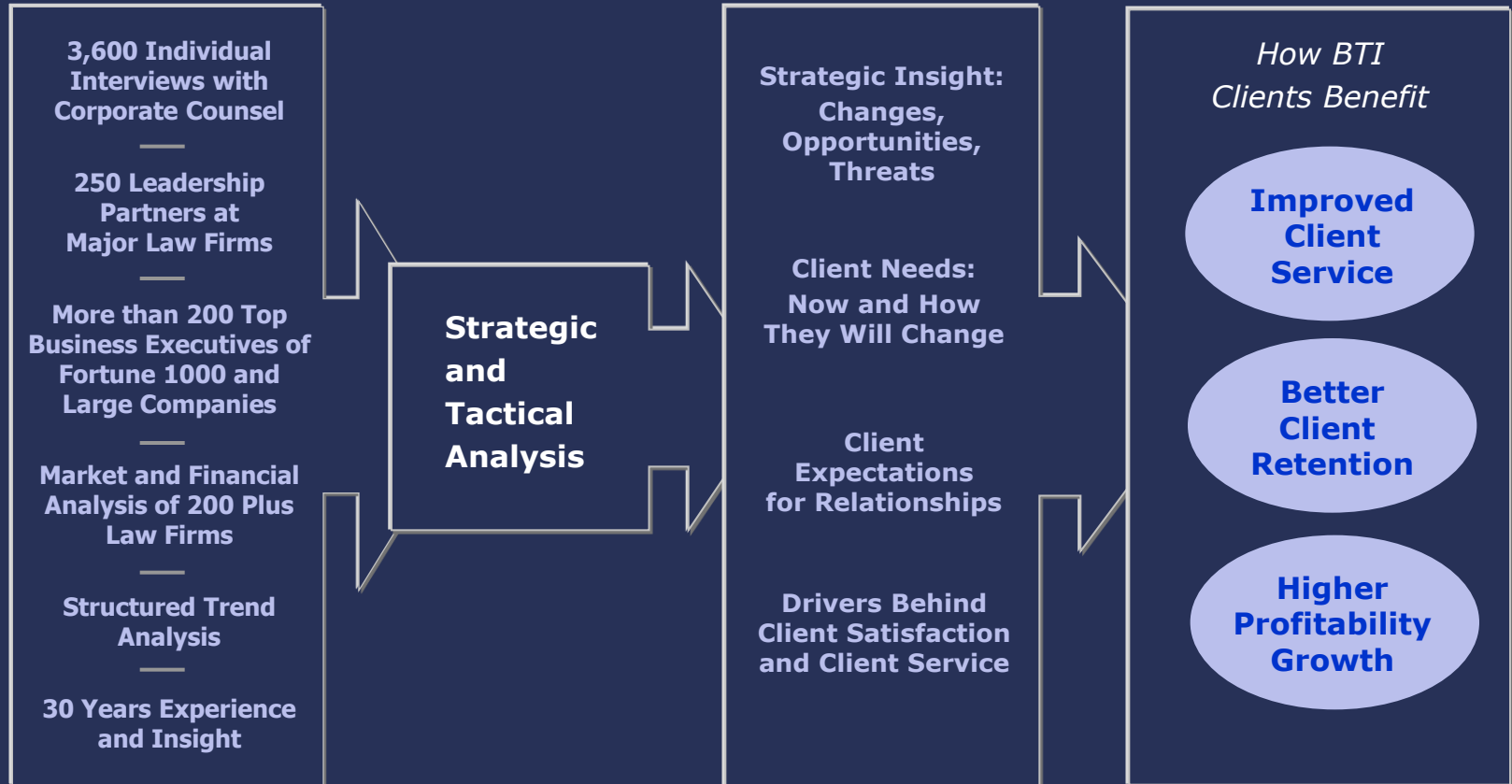


# Getting Aligned: BTI's Premium Practices Forecast and Strategic Assessment for Law Firms

*Prepared for:* **Delaware Valley Law Firm Marketing Group**  
October 23, 2012

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# The BTI Approach



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# What We Will Talk About Today

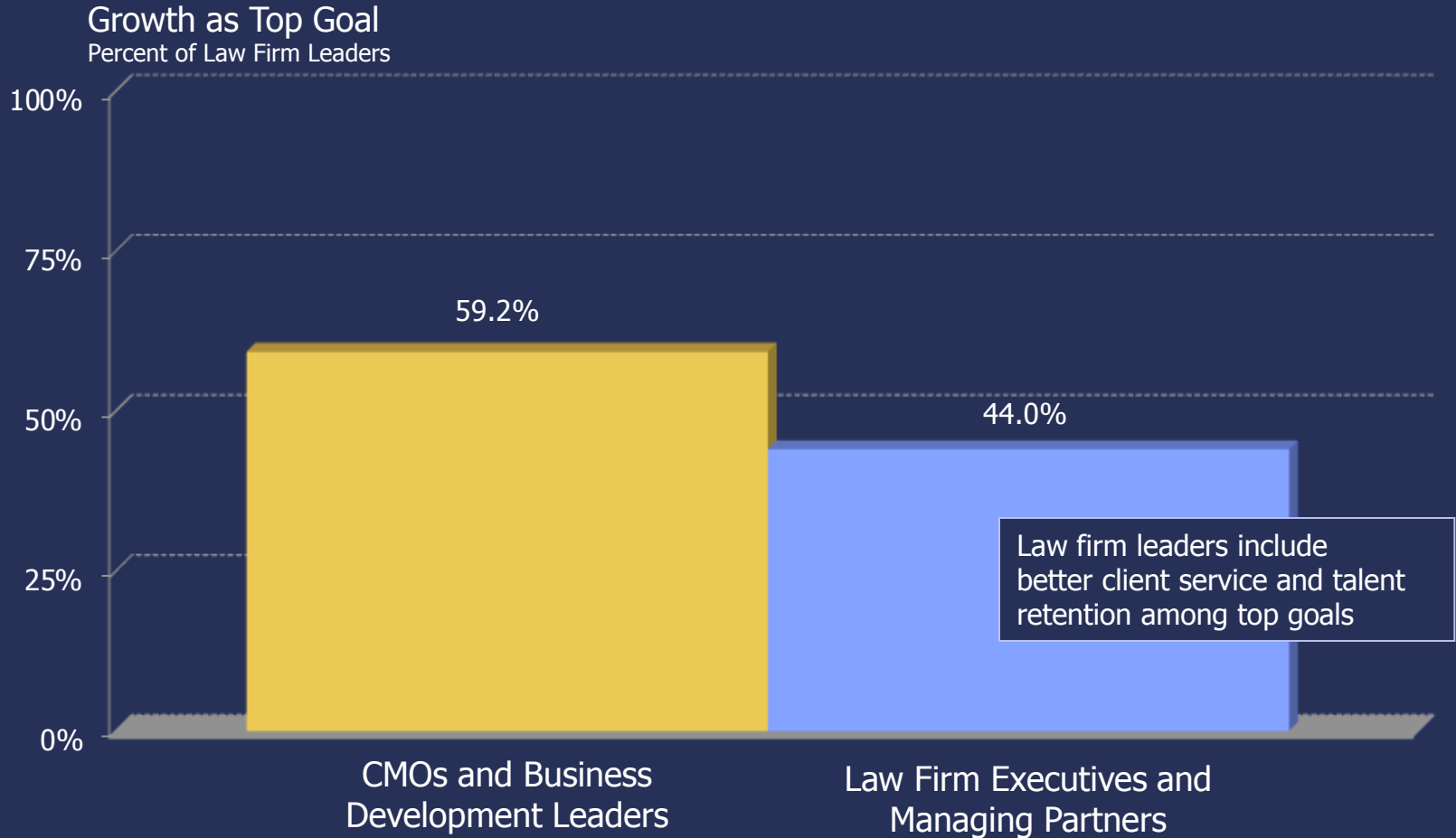
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## Step One

- ◆ Checking Alignment: Law Firms v. Market Realities

# Marketers and Leadership Partners Agree: Driving Revenue Growth is the Primary Goal for Today's Law Firms

What do you consider to be your top goal for your firm?



Source: Targeted LMA Outreach and BTI Survey of CMOs and Business Development Leaders

# Law Firm Misalignment: How Leaders Rate Their Firms' Strategies Against Market Realities

On a scale of 1 to 10, with 10 being the highest, how would you rate the overall service you receive from your primary provider?

## How Law Firm Leaders Rate Strategic Alignment with Market Realities

1 - 10 Rating



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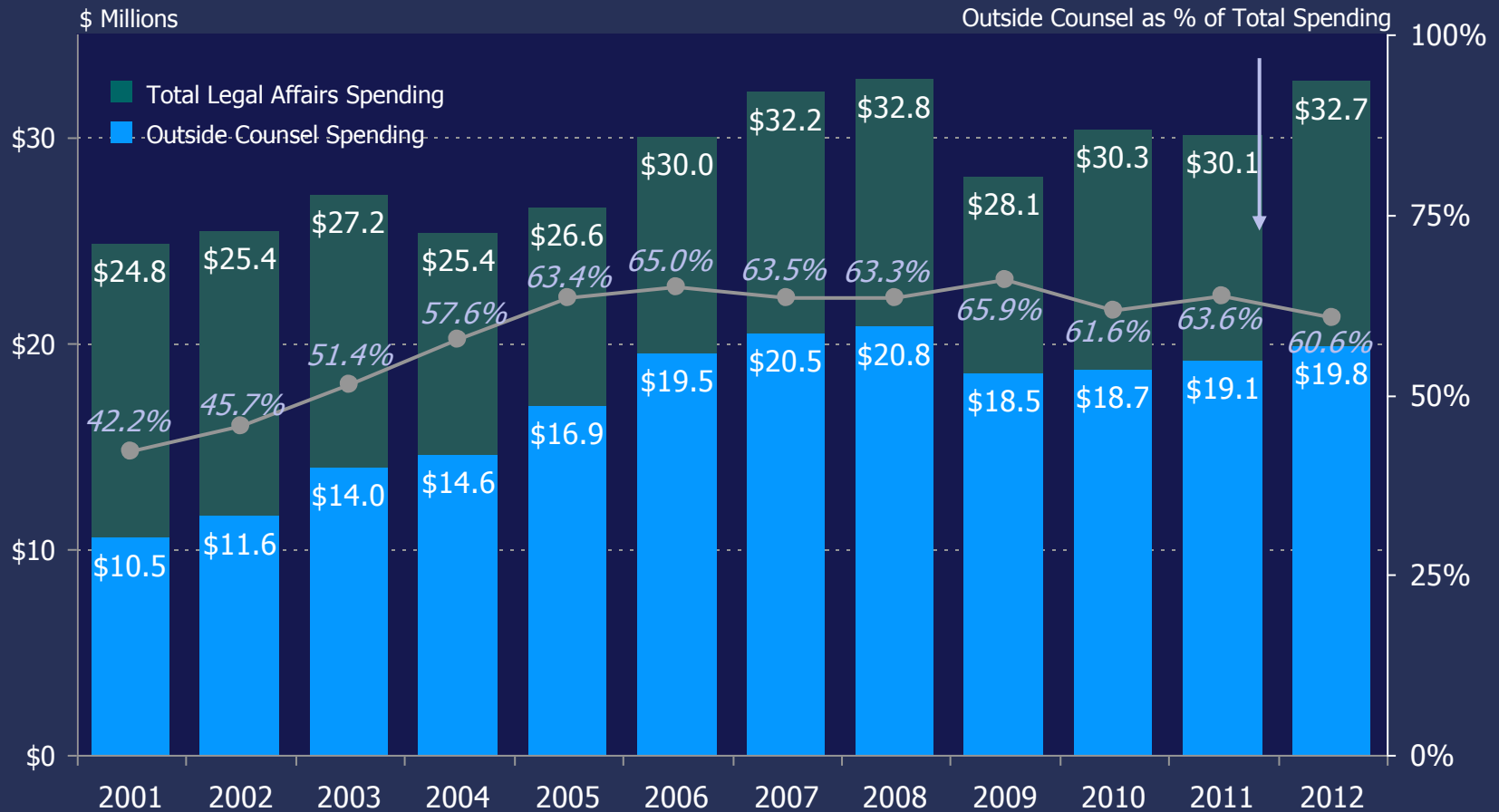
# What We Will Talk About Today

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## Today's Agenda: How Can Law Firms Propel Growth

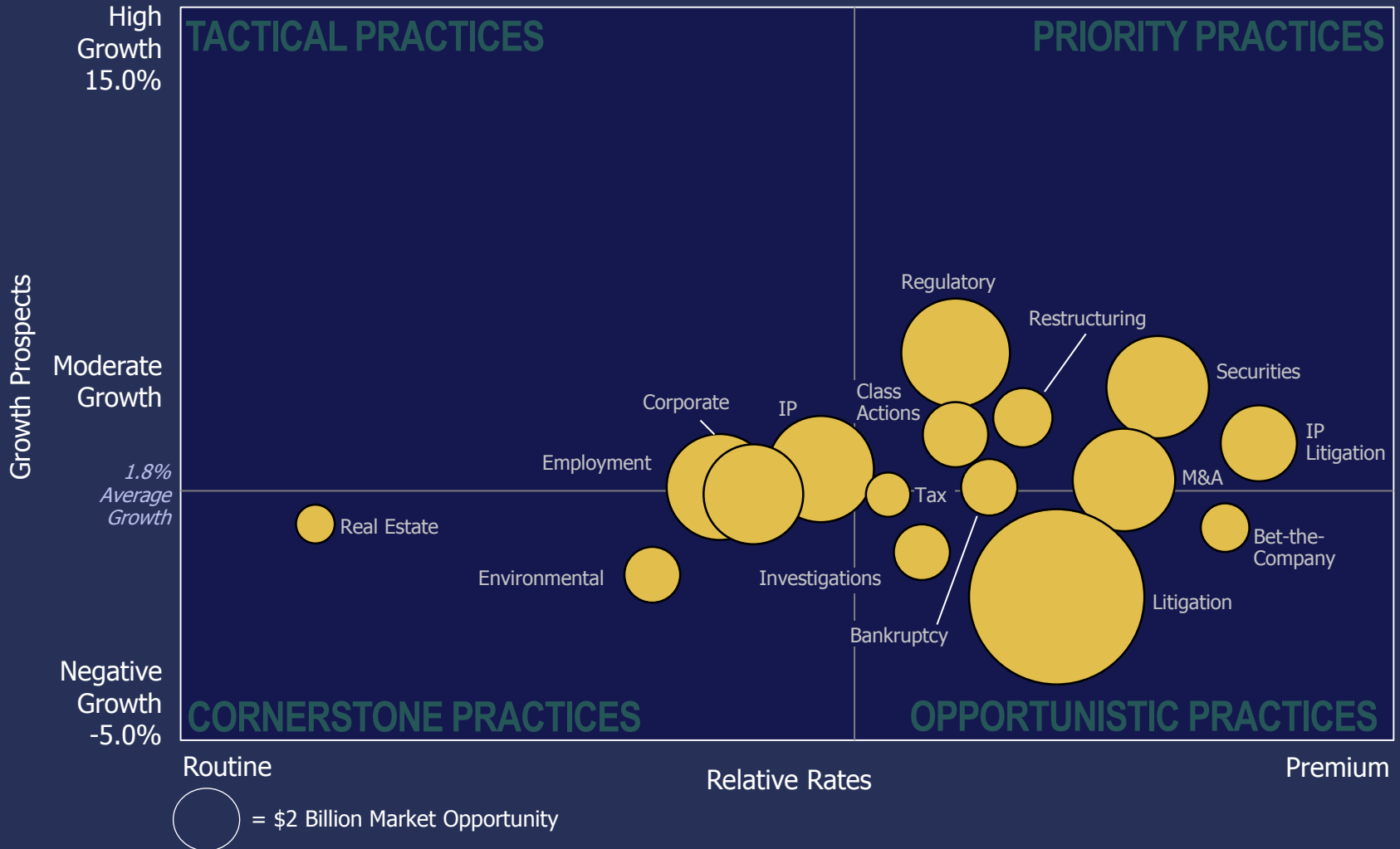
1. Target Your Opportunities Carefully
  - ◆ BTI's Premium Practices Forecast
2. Stand Out from the Competition
  - ◆ 17 Activities Driving Client Relationships
3. Choose Your Path Wisely
  - ◆ Strategic and Financial Analysis of Law Firms

# The First Signs of Change: Legal Spending on the Rise Little Growth in Dollars Going to Outside Counsel



Source: BTI Premium Practices Forecast 2013: Survey of Corporate Legal Spending

# Premium Practices Roadmap for 2013



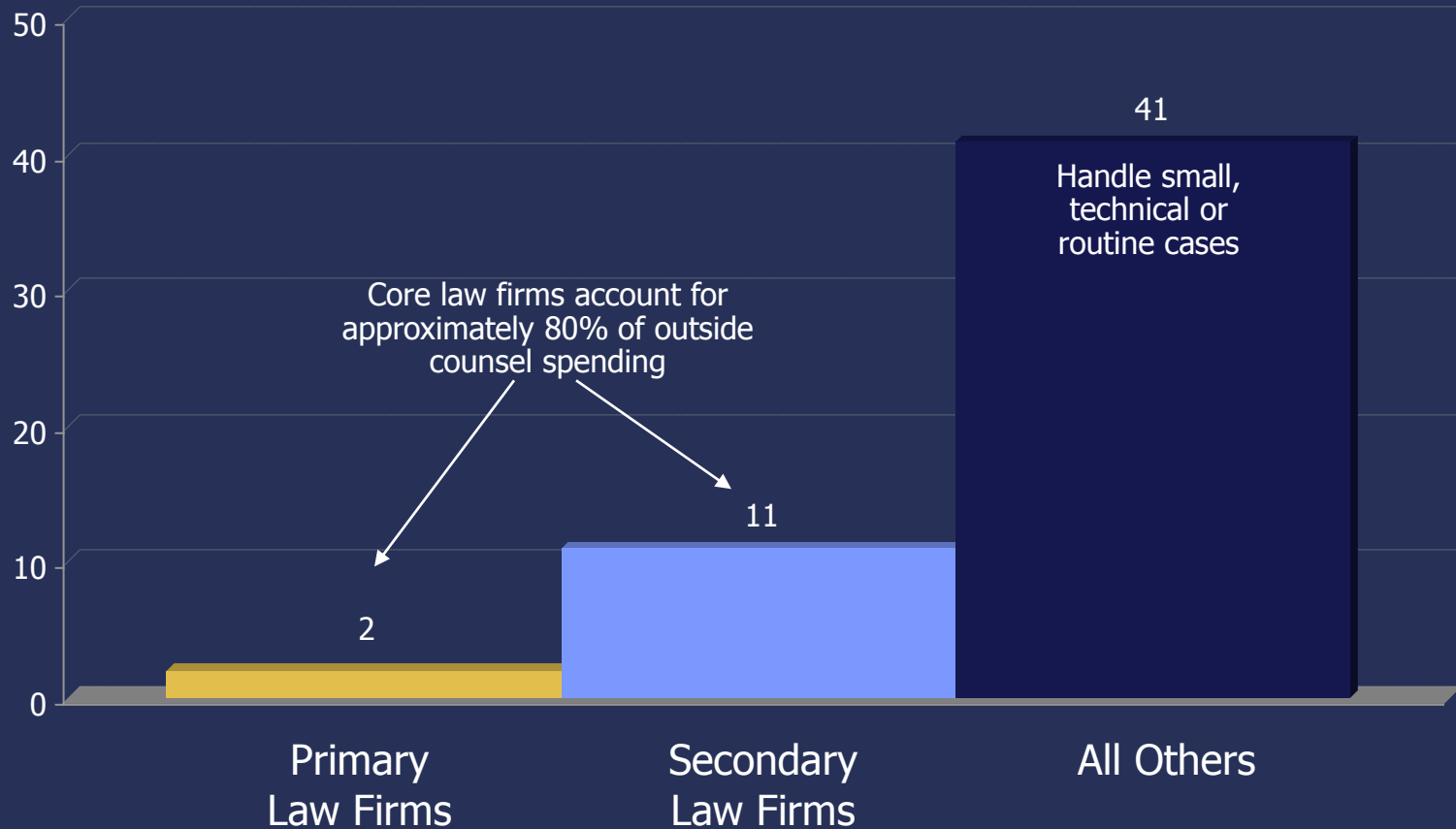
Source: BTI Premium Practices Forecast 2013: Survey of Corporate Legal Spending



# Corporate Counsel Rely on 13 Core Law Firms to Handle Bulk of Legal Work

## Law Firm Utilization

Number of Law Firms



# Winning Work Gets Harder Corporate Counsel Expand Roster of Law Firms

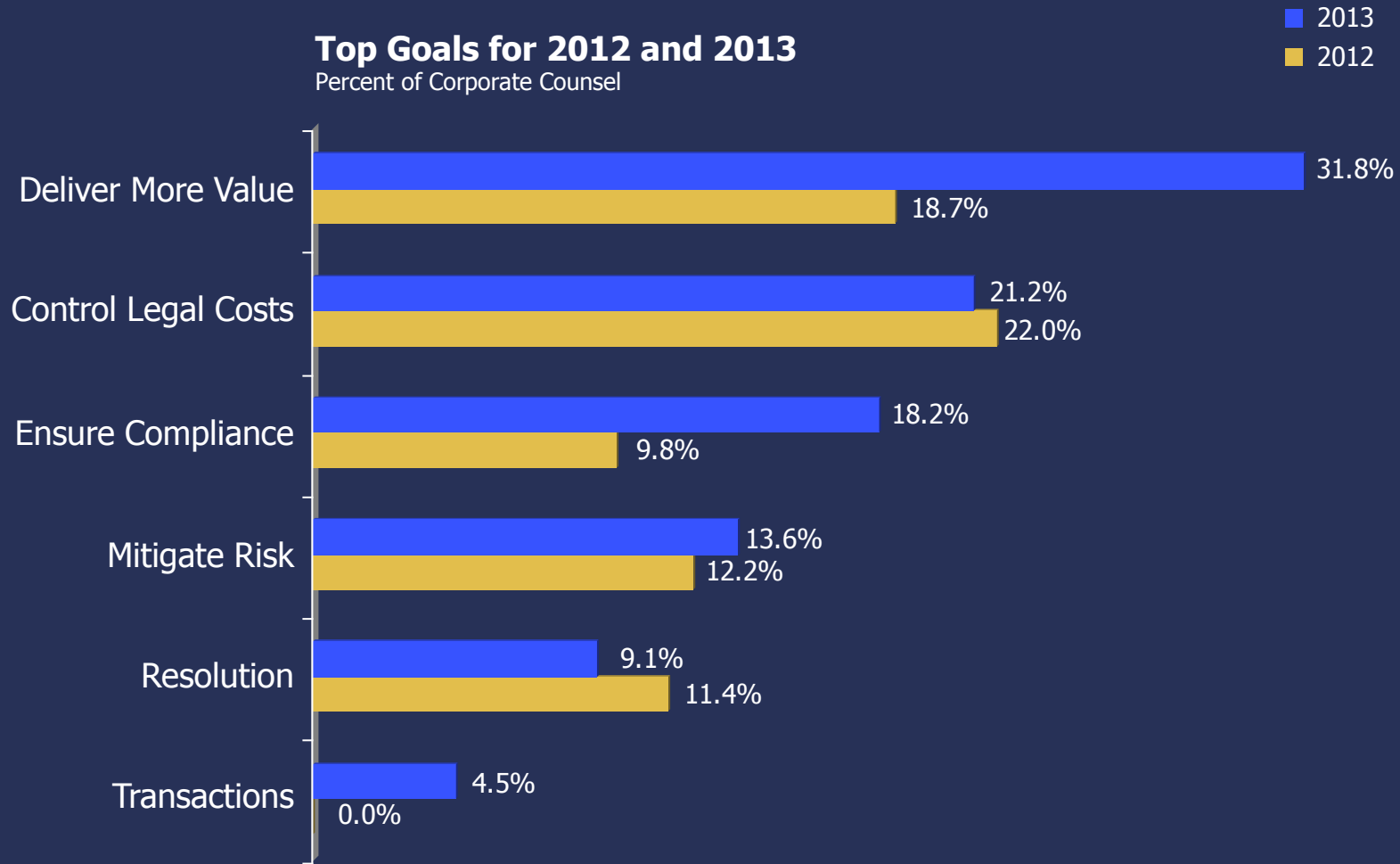
Number of Law Firms Used



Source: BTI Premium Practices Forecast 2013: Survey of Corporate Legal Spending

# Corporate Counsel Embrace a New Top Goal for 2013 Deliver Extraordinary Value

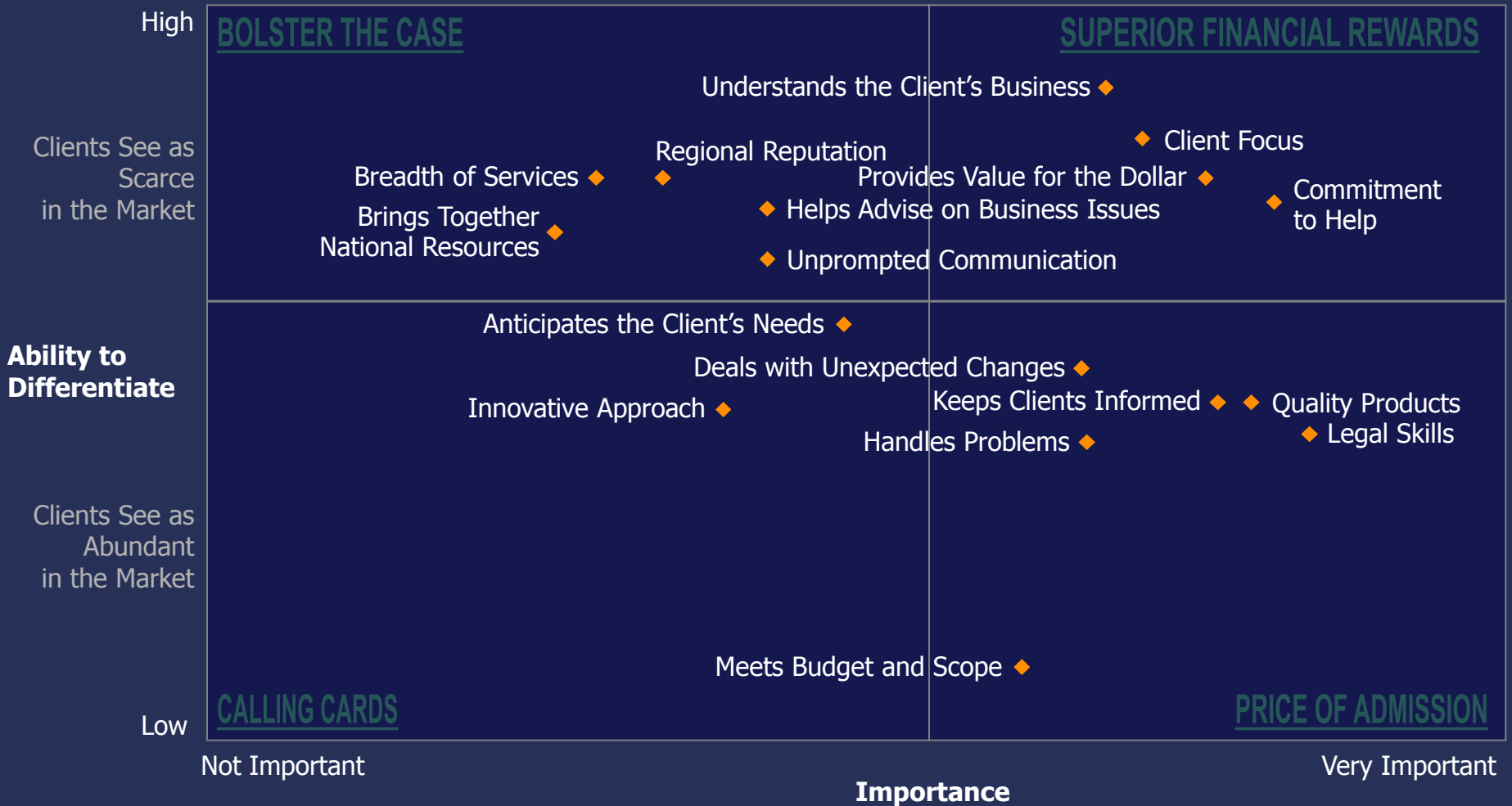
What do you see as your most important goal over the next 12 months?



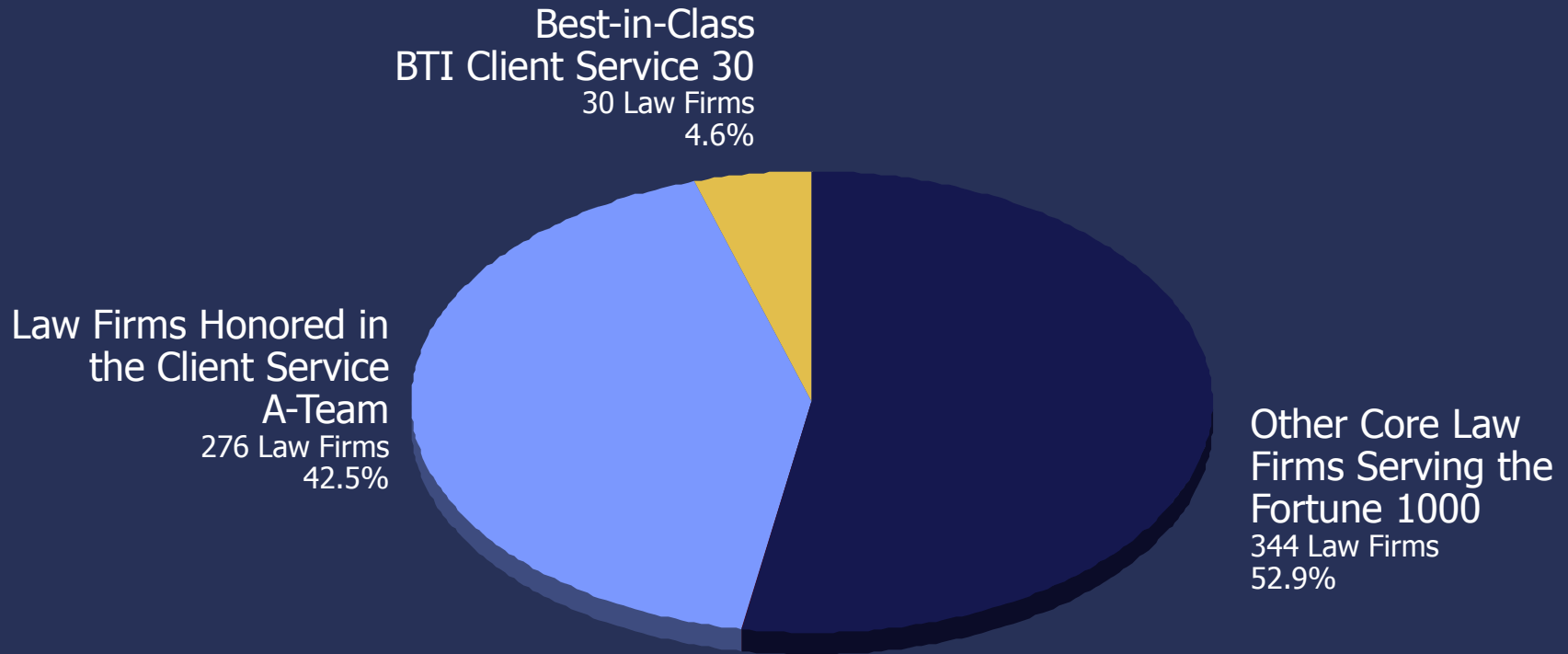
Note: Chart does not add up to 100%.  
Responses smaller than 4% excluded.

Source: BTI Premium Practices Forecast 2013: Survey of Corporate Legal Spending

# 17 Activities Driving Superior Client Relationships



# 650 Core Law Firms Serve the Fortune 1000; Just 306 Stand Out for Superior Client Service



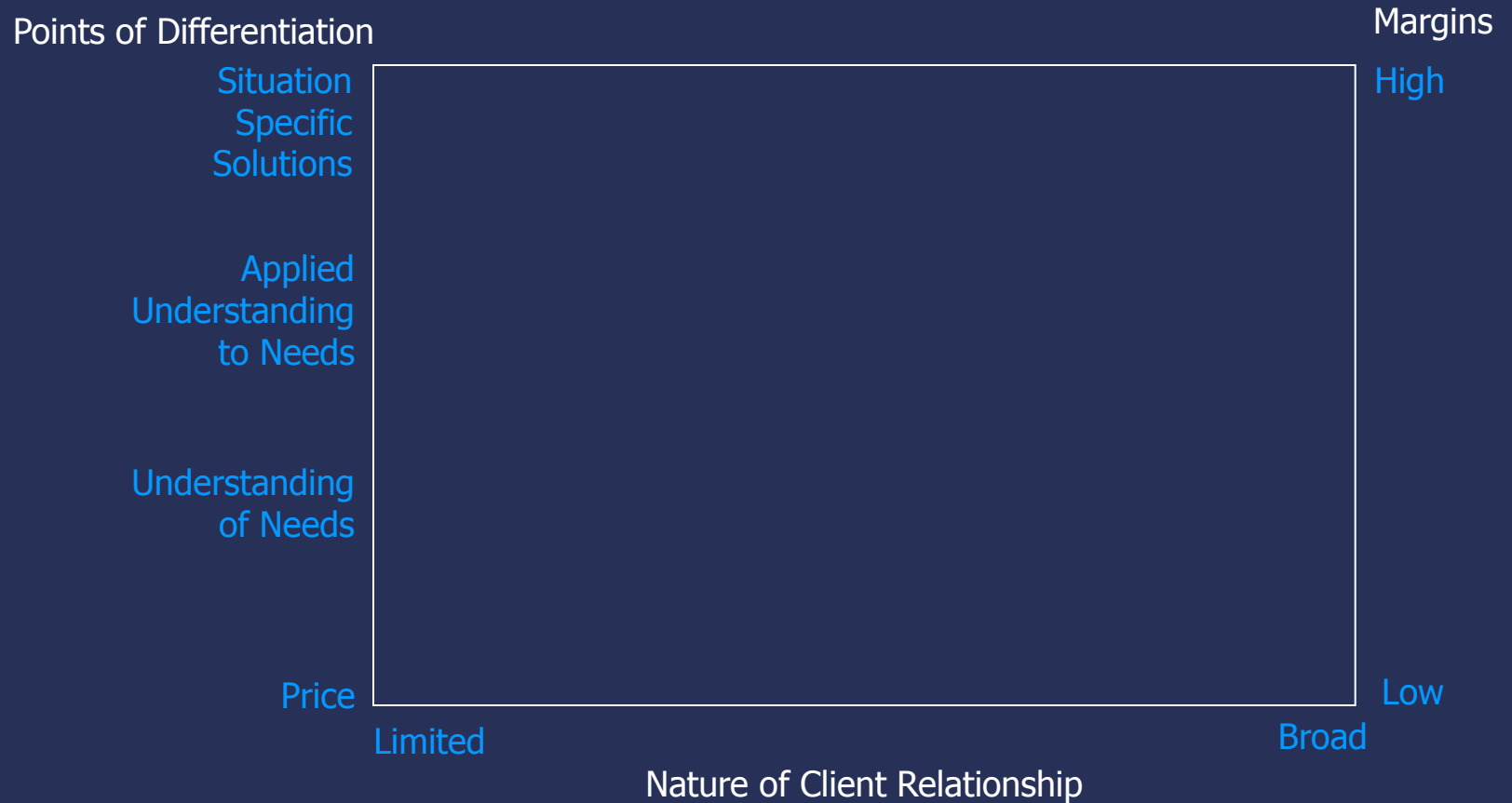
Source: The BTI Client Service A-Team: Survey of Client Service Performance for Law Firms

# The 2012 BTI Client Service 30: The Cream of the Crop

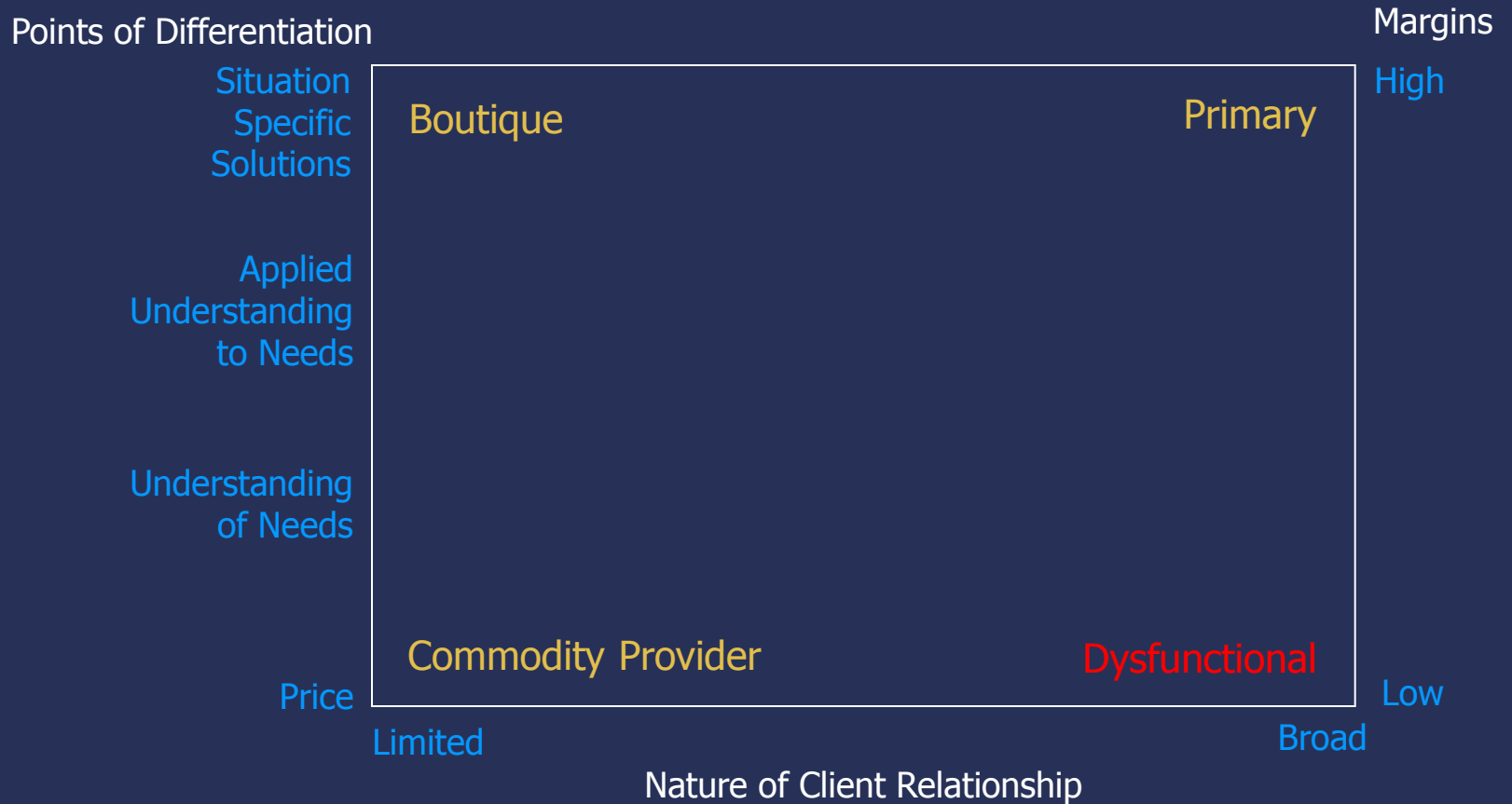
BTI Client Service Rank	BTI Client Service Score	BTI Client Service Rank	BTI Client Service Score
1. Jones Day	463.04	16. Reed Smith	137.57
2. Bryan Cave	266.42	17. Sullivan & Cromwell	132.53
3. Holland & Knight	252.15	18. Seyfarth Shaw	126.28
4. Foley & Lardner	236.07	19. Winston & Strawn	122.56
5. Alston & Bird	226.42	20. Bracewell & Giuliani	117.38
6. Skadden	215.56	21. Weil, Gotshal & Manges	117.26
7. Baker & McKenzie	198.31	22. Latham & Watkins	114.21
8. Hunton & Williams	171.86	23. Hogan Lovells	106.76
9. Morgan Lewis	169.55	24. Littler Mendelson	106.20
10. Sidley Austin	164.29	25. Vinson & Elkins	97.45
11. Fulbright & Jaworski	162.25	26. Polsinelli Shughart	97.27
12. DLA Piper	161.46	27. Thompson Coburn	95.59
13. Faegre & Benson	157.04	28. Bass, Berry & Sims	91.27
14. Davis Polk & Wardwell	149.33	29. SNR Denton	88.62
15. Thompson Hine	146.56	30. McDermott Will & Emery	86.19

Highlighted firms boast 10 years as part of *The BTI Client Service 30* and are members of *The BTI Client Service Hall of Fame*.

# Strategic Perspective on Client Focus



# Strategic Perspective on Client Focus





# Strategic Perspective on Client Focus



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## 7 Questions to Check Your Strategic Alignment

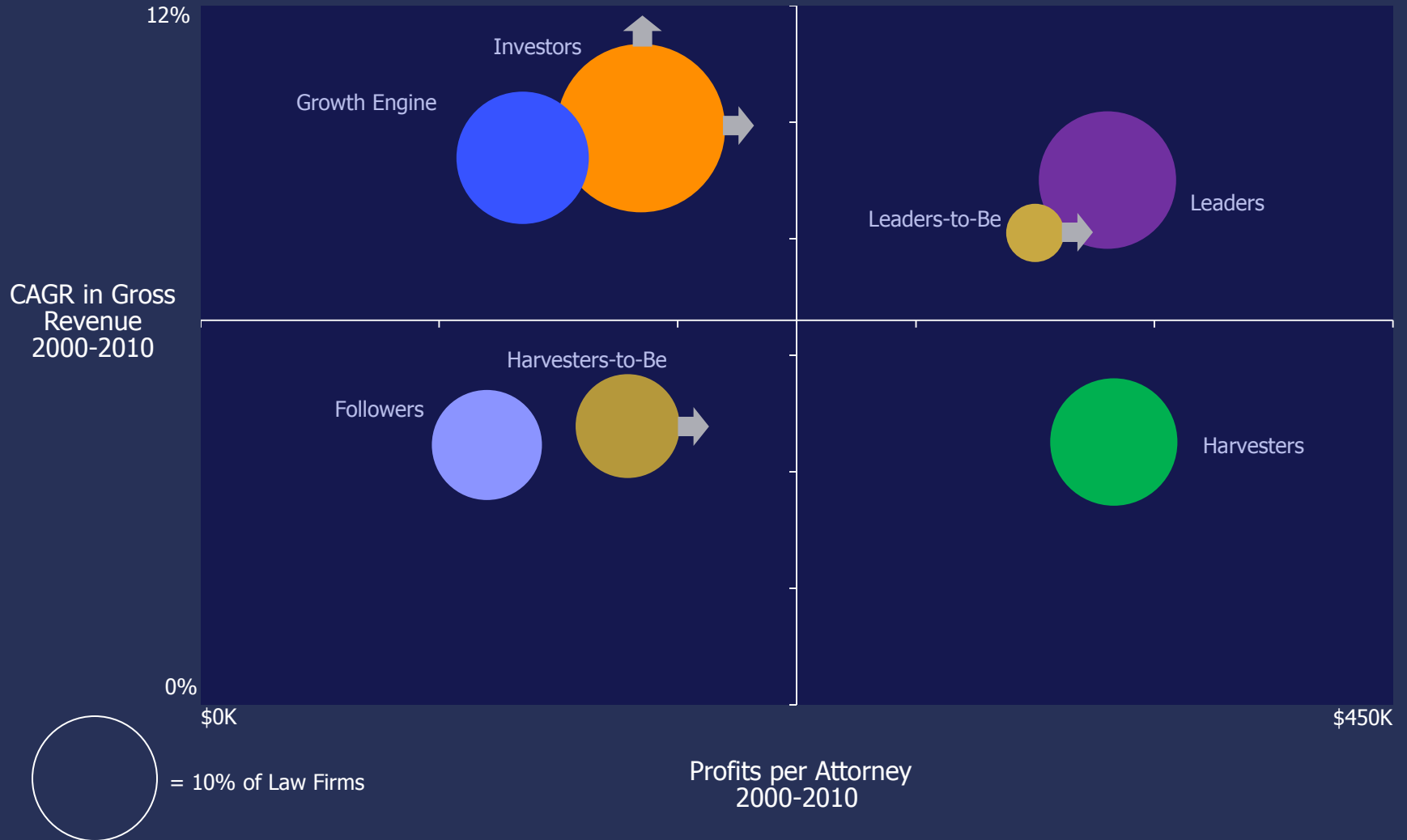
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### 7 Critical Questions

1. Do your firm's plans conflict with or take advantage of market conditions?
2. Are you working toward 5 or fewer strategic objectives?
3. Are your objectives more than 12 months old?
4. Where do your firm's top clients plan to boost spending in 2013?
5. What are your clients' top goals for 2013?
6. Is your firm actively and specifically responding to and anticipating clients' changing needs and priorities?
7. What specific activities do you engage in every day to be more client-focused than every other law firm?

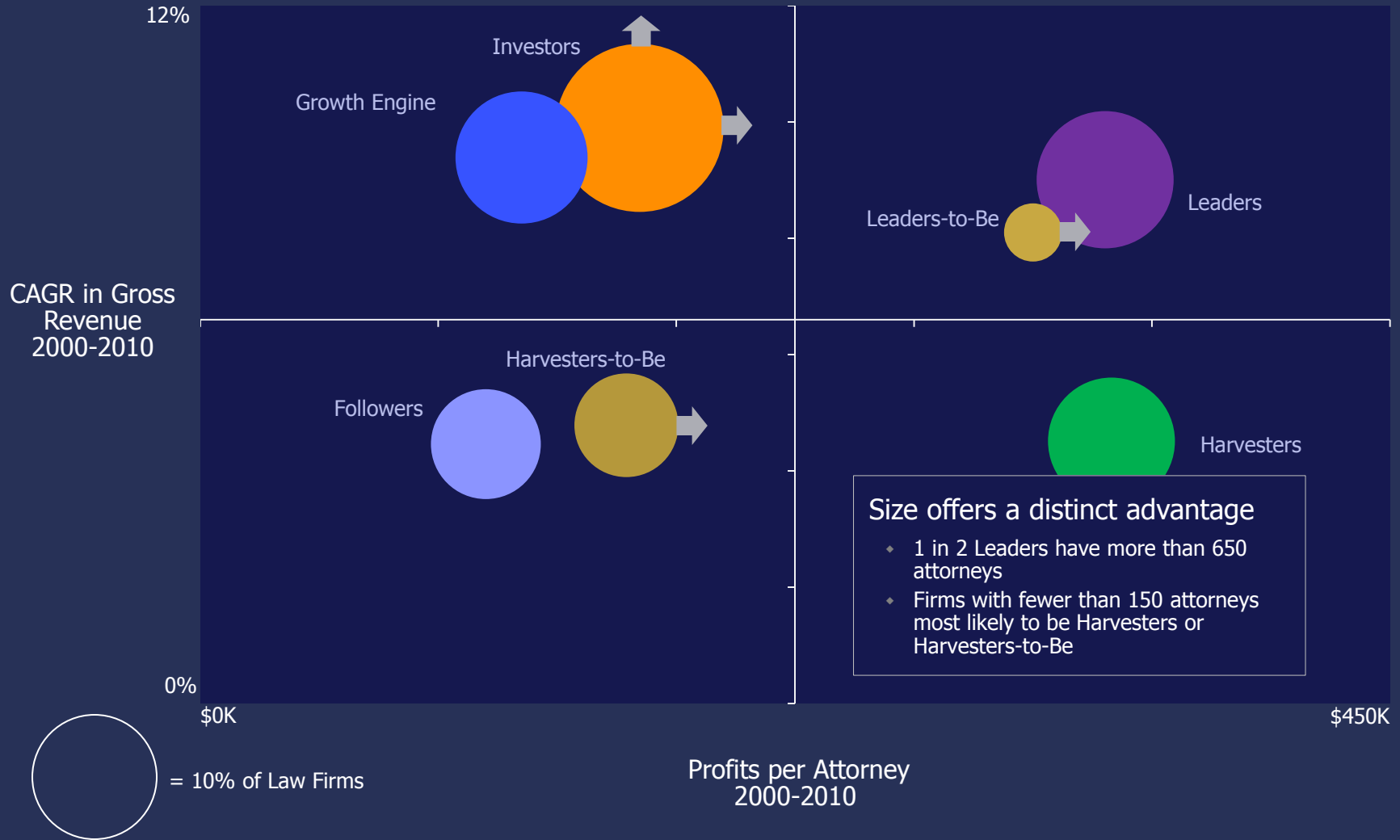
# Law Firm Competitive Analysis 2000-2010

## Trends in Market Share and Profitability



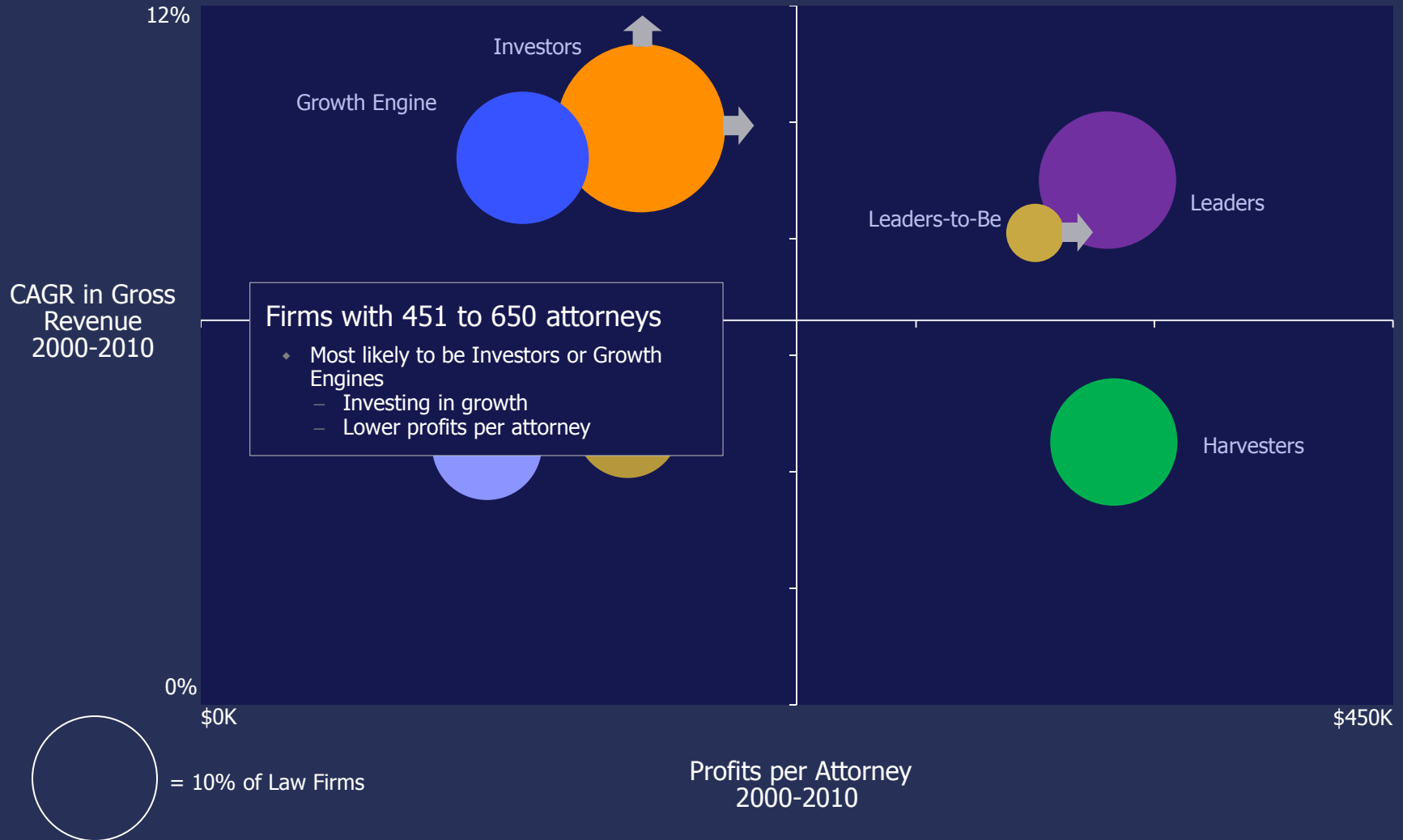
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## Trends in Market Share and Profitability



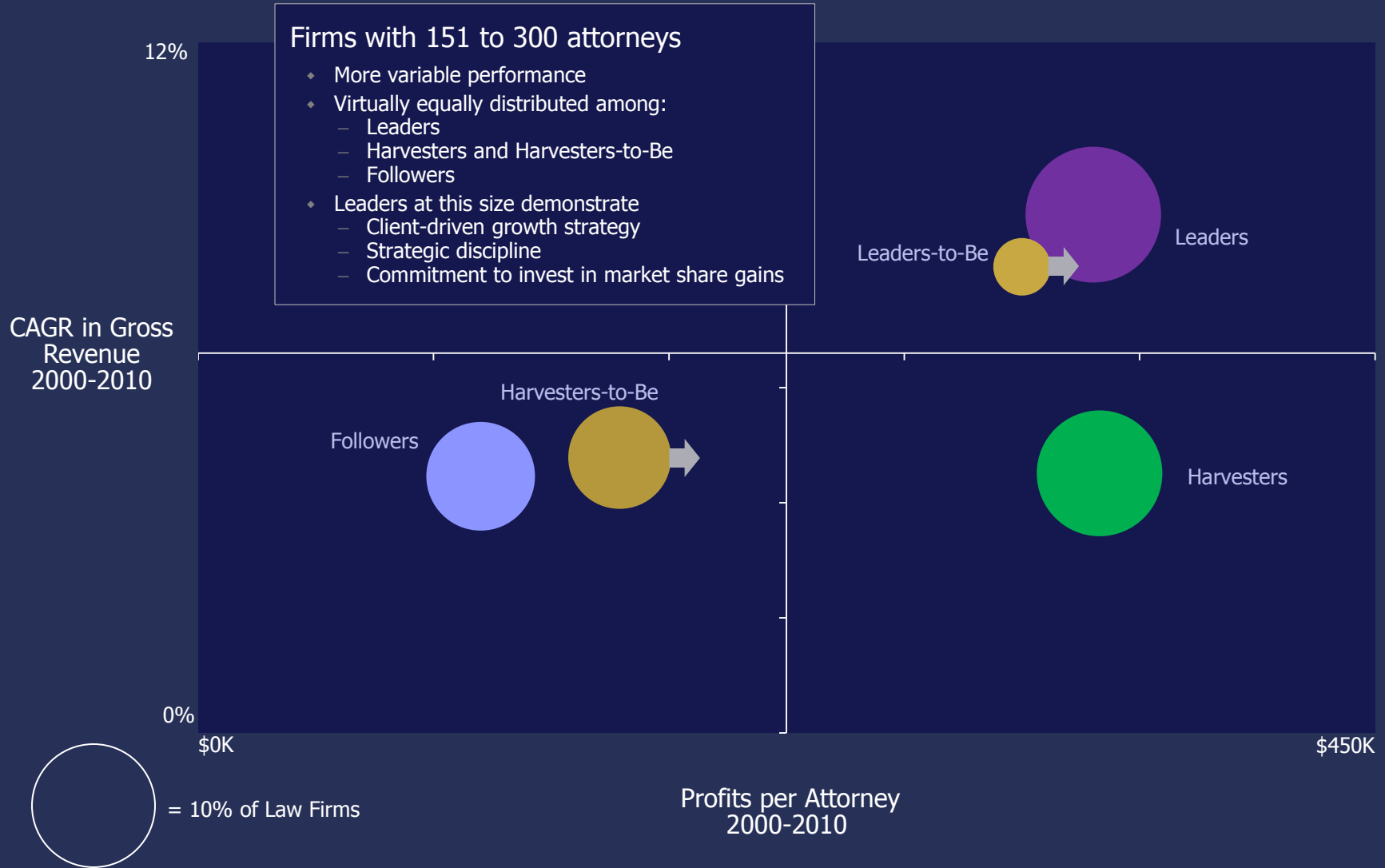
# Law Firm Competitive Analysis 2000-2010

## Trends in Market Share and Profitability



# Law Firm Competitive Analysis 2000-2010

## Trends in Market Share and Profitability



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# Learning from the Leaders

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## What *Leaders* Do Right

- ◆ Win more consistent client recognition for exceptional client service than any other group
- ◆ Solid financial footing allows for greater risk in strategic decision-making
- ◆ Regularly and systematically rely on proven best practices...

# Proven Best Practices to Drive Law Firm Financial Performance

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## 5 Proven Best Practices to Drive Law Firm Performance

### 1. Strategic discipline

### 2. Client-focused business development

- ◆ Scenario planning on the impact of new regulations
- ◆ Brainstorming new deal structures with private equity investors
- ◆ Value-added proposals to introduce new services

### 3. Client service excellence

- ◆ Drive and facilitate development of checklists and client-facing tools
  - Arrange one hour conference calls with partners to brainstorm key issues
  - Capture knowledge to create tools for partners

### 4. Market-focused growth

### 5. Committed leadership



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# About BTI

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## How BTI Helps Our Clients

### 1. The most powerful, high-impact and actionable client surveys

- ◆ Proven call to action for partners
- ◆ Convince attorneys to embrace change
- ◆ Proven metrics linked to profits and growth
- ◆ Metrics linking partner and firm performance
- ◆ Detailed road map for business development
- ◆ Measure against 17 activities client say drive relationships

### 2. Robust client service excellence initiatives

### 3. Compelling strategic assessments

- ◆ Market share gains and losses
- ◆ Client relationship strength and stature
- ◆ Client service performance

## About BTI: BTI Custom Research and Services

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### BTI's In-Depth Client Surveys for Law Firms

- ◆ Conducted over 150 independent client research initiatives for law firms
- ◆ Interviewed over 6,000 clients
- ◆ Helped our clients boost relationships from \$600,000 to more than \$14,000,000 annually
- ◆ Work with law firms with 6 to 600 partners

BTI can help you develop high impact client research initiatives—  
email or call:

Marcie L. Shunk  
mshunk@bticonsulting.com  
+1-617-439-0333

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