



# BTI's How Clients Hire:

The Role of Legal Directories  
and Online Lawyer Profiles

2011

## BTI’s How Clients Hire: The Role of Legal Directories and Online Lawyer Profiles

---

<b>Executive Summary</b> .....	2
<b>The Role of Legal Directories and Online Lawyer Profiles</b> .....	5
<b>The Most Recommended Legal Directories and Online Lawyer Profile Services</b> .....	11
• What Corporate Counsel are Saying About Legal Directories and Online Lawyer Profiles .....	15
• What’s in a Name: The Most Well-Known Directories and Online Lawyer Profiles .....	21
• The Resources Clients Rate as Most Helpful in the Selection and Hiring of Outside Counsel .....	24
<b>Help or Hinder: Opting Out and What It Means to Clients</b> .....	25
<b>Research Methodology, Approach and Demographics</b> .....	28
• About the Study .....	29
• Demographics of Survey Respondents: Industry, Revenue, Title, Fortune Ranking and Number of In-House Attorneys .....	30
• About BTI’s Independent Research with Corporate Counsel .....	31
<b>About BTI</b> .....	32



## Executive Summary

# Uncovering the Truth About Legal Directories and Online Lawyer Profiles

---

BTI's independent research with more than 2,800 buyers of legal services shows referrals are the single best source of law firm introductions. Referrals from peers, colleagues, business acquaintances and law firm classmates all top the charts as unparalleled sources of information to find new law firms and attorneys. Recommendations are a law firm's most valuable asset in the war to win new business.

But what happens after in-house legal professionals receive a law firm referral? Or what about the many instances when a referral or recommendation is unavailable—where do GCs turn?

LexisNexis commissioned The BTI Consulting Group to conduct an expansive online study of in-house legal professionals to find the answer. Our objective, specifically, was to better understand the role of legal directories, online lawyer profiles and other information sources in legal departments' quest to identify the best attorneys. More than 570 legal decision makers responded to the call, providing in-depth insights into exactly how they use online resources, lawyer profiles and legal directories to select and hire outside counsel. Read on to learn:

- Why 9 of 10 corporate legal professionals turn to legal directories and online lawyer profiles
- Which resources legal decision makers turn to most often—and why
- How clients rate online lawyer profiles and legal directories—by name
- What absence from a legal directory or lawyer profile service can do to your firm

## Executive Summary

# Teaching an Old Dog New Tricks

---

The past few years have shined a spotlight on the use of online tools overall and for the hiring and selection of outside counsel. Is it no wonder then, that this attention has reinvigorated an old standby in the arsenal of resources corporate counsel rely on to pick their law firms?

The increasing popularity of LinkedIn, Facebook and other social media sites has heightened interest in online sources of information about people and companies. Rare is the HR manager who does not turn to an online search engine to learn more about a high-prospect candidate. Rare too, apparently, is the in-house legal professional who does not access insights online about the law firms and attorneys they hire.

In-house legal professionals are discovering more ways to use online tools—new and old—to help them perform better. As online resources become mainstream, Martindale-Hubbell and LinkedIn are the two biggest beneficiaries. Legal decision makers are using Martindale-Hubbell substantially more often than LinkedIn (or anyone else). This research suggests a fundamental change in how in-house legal professionals have been and plan to use online directories.

An old dog *can* learn new tricks.

## Executive Summary

# Directories Not Dead Yet

### What We Learned

#### About the Role of Legal Directories and Online Lawyer Profiles

- 77.1% of in-house counsel and staff use a legal directory or online lawyer profile to validate the credentials of a referral
- 80.8% of corporate counsel and staff use online lawyer profile services to identify attorneys in unfamiliar jurisdictions or areas of expertise when a referral is unavailable
- In-house legal departments use online lawyer profile services for an average of 4 key activities when selecting, evaluating and hiring outside counsel

#### About Opting Out

- Absence from a legal directory hinders up to 51.4% of clients from hiring a law firm
  - Almost half of legal decision makers are unlikely to hire an attorney not listed in Martindale-Hubbell
  - 10.0% of corporate clients are unlikely to hire an attorney absent from Chambers & Partners

#### About the Players

- Martindale-Hubbell is the single most prominent legal directory—in terms of awareness, usage and perceived helpfulness—across companies and legal departments of all sizes
- If choosing to appear in just one legal directory, 71.2% of in-house counsel and staff recommend a law firm select Martindale-Hubbell
  - The next closest competitors—Chambers, ACC Value Index and LinkedIn—are recommended, in aggregate, by 14.6% of in-house legal professionals
- LinkedIn and Martindale-Hubbell are the most frequently used resources overall, for any reason
  - Yet 2 times more corporate clients use Martindale-Hubbell than any other resource for 6 key activities tied to the selection and hiring of law firms, such as identifying new counsel, validating referrals and evaluating outside counsel



# The Role of Legal Directories and Online Lawyer Profiles

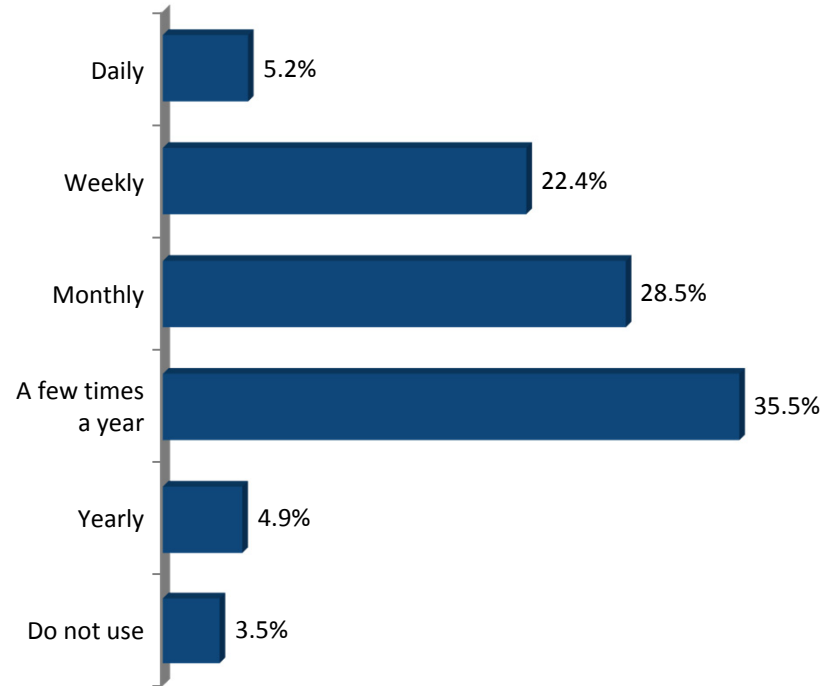


## 9 out of 10 In-House Legal Professionals Turn to Online Lawyer Profiles or Legal Directories at Least Once a Year

How frequently have you used an online lawyer profile or legal directory in the last 12 months? (List of frequencies provided)

- 96.5% of in-house counsel and staff access an online lawyer profile or legal directory at least once a year—for any reason
- On average, in-house legal professionals are more likely to use online lawyer profiles or legal directories a few times a year (35.5%)
- 56.1% of legal decision makers turns to online lawyer profiles or legal directories at least monthly
  - Monthly (28.5%)
  - Weekly (22.4%)
  - Daily (5.2%)

**How Frequently Legal Decision Makers Use Legal Directories and Online Lawyer Profiles**  
Percent of Legal Decision Makers



## 9 out of 10 Legal Decision Makers Turn to Martindale-Hubbell at Least Once a Year

How frequently have you used an online lawyer profile or legal directory in the last 12 months? (List of frequencies provided)

- In-house legal professionals regularly turn to legal directories and online lawyer profiles for a variety of activities (see the following pages for more insights on *exactly how corporate clients use each resource*)
  - 96.5% have used one or more of 8 major sources of lawyer profiles in the past year
- In the last 12 months—for any purpose—
  - 90.4% of in-house counsel and staff have used Martindale-Hubbell
  - 67.7% of in-house counsel and staff have used LinkedIn
  - Fewer than 1 in 4 in-house counsel and staff have turned to ACC Value Index, Legal 500 or AVVO

In-house legal professionals turn to some online tools, such as LinkedIn, for reasons other than the selection and hiring of outside counsel

**How Frequently Legal Decision Makers Use Legal Directories and Online Lawyer Profiles for Any Purpose** (Percent of Legal Decision Makers)

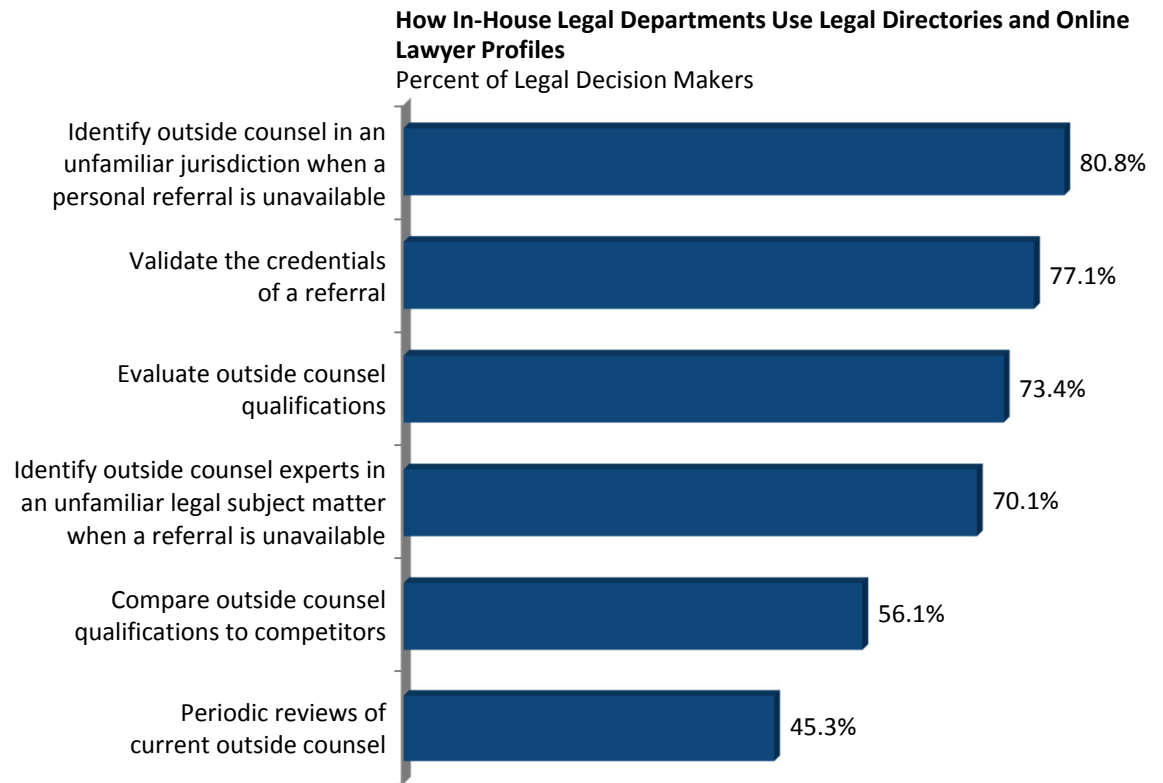
Frequency	ACC Value Index	AVVO	Best Lawyers/ US News & World Report	Chambers & Partners	Legal 500	LinkedIn	Martindale- Hubbell*	Super Lawyers	Total
Used at Least Monthly	4.4%	1.7%	3.5%	4.0%	2.4%	41.4%	32.3%	6.3%	56.1%
Used at Least Yearly	22.4%	9.6%	32.5%	25.3%	17.1%	67.7%	90.4%	41.6%	96.5%
Did Not Use in the Last 12 Months	77.6%	90.4%	67.5%	74.7%	82.9%	32.3%	9.6%	58.4%	3.5%

\* Including Martindale-Hubbell Lawyer Ratings and martindale.com.

## Over 70% of Corporate Counsel and Legal Staff Turn to an Online Lawyer Profile or Legal Directory to Identify, Evaluate or Validate Credentials of Outside Counsel

Please indicate whether you have used an online lawyer profile or legal directory for the following purposes. (List of activities provided)

- 88.3% of corporate clients use a legal directory or online resource for at least 1 of 6 major activities to select, hire and evaluate law firms
- 8 of 10 in-house legal counsel and staff use lawyer profiles or directories to
  - Identify outside counsel in an unfamiliar jurisdiction when a referral is unavailable
- 7 of 10 in-house legal counsel and staff use lawyer profiles or directories to
  - Validate the credentials of a referral
  - Evaluate outside counsel qualifications
  - Identify outside counsel in an unfamiliar legal subject matter when a referral is unavailable



Note: Chart adds up to more than 100%. Multiple responses allowed. List of activities represents 6 common activities in which corporate clients engage when hiring, selecting and working with law firms according to BTI's independent research.

## 2 Times More In-House Legal Professionals Turn to Martindale-Hubbell Than Any Other Resource to Select and Evaluate Outside Counsel

How frequently have you used an online lawyer profile or legal directory in the last 12 months? (List of frequencies provided)

Please indicate whether you have used an online lawyer profile or legal directory for the following purposes. (List of activities provided; see previous page for details)

- 81.3% of corporate clients turn to Martindale-Hubbell for at least one of 6 key activities tied to the selection and hiring of law firms
  - Even more—90.4%—turn to Martindale-Hubbell for any reason over the course of a year
  - The majority of legal decision makers specifically turn to Martindale-Hubbell to identify outside counsel when a referral is unavailable, validate the credentials of a referral and evaluate outside counsel qualifications
    - BTI’s independent research also indicates 51% of corporate clients have used Martindale-Hubbell for legal research in the past 12 months
- Though nearly 70% of in-house legal professionals use LinkedIn overall, just about half of these, or 37.9% of in-house counsel and staff overall, rely on LinkedIn for activities specifically tied to the selection and hiring of attorneys
- Fewer than 30% of in-house legal decision makers use any other legal directory or online lawyer profile service for 6 main activities tied to the selection, hiring and evaluation of law firms

**Which Directories and Lawyer Profiles Corporate Clients Use for Key Activities in Evaluating and Hiring Outside Counsel** (Percent of Legal Decision Makers)

	ACC Value Index	AVVO	Best Lawyers/ US News & World Report	Chambers & Partners	Legal 500	LinkedIn	Martindale- Hubbell*	Super Lawyers	Total
Used at Least Yearly	22.4%	9.6%	32.5%	25.3%	17.1%	67.7%	90.4%	41.6%	96.5%
Use for 1 or More Activities to Evaluate and Hire Outside Counsel	19.6%	6.5%	18.9%	19.8%	7.5%	37.9%	81.3%	26.4%	88.3%

\* Including Martindale-Hubbell Lawyer Ratings and martindale.com.

## Martindale-Hubbell Relied On More Than Other Legal Directories for Each of 6 Key Activities Driving In-House Legal Professionals to Select and Hire Outside Counsel

Please indicate whether you have used an online lawyer profile or legal directory for the following purposes. (List of activities provided)

- More than half of legal decision makers turn to Martindale-Hubbell specifically to
  - Identify outside counsel in an unfamiliar jurisdiction when a personal referral is unavailable
  - Validate the credentials of a referral
  - Evaluate outside counsel qualifications
- 1 in 4 in-house legal professionals rely on LinkedIn to validate the credentials of a referral—second only to Martindale-Hubbell
- Fewer than 20% of legal decision makers use any other resource for each of 6 major activities critical to the assessment, identification and selection of law firms

### Which Directories and Lawyer Profiles Corporate Clients Use for Key Activities in Evaluating and Hiring Outside Counsel (Percent of Legal Decision Makers)

Purpose	ACC Value Index	AVVO	Best Lawyers/ US News & World Report	Chambers & Partners	Legal 500	LinkedIn	Martindale- Hubbell*	Super Lawyers	Total Respondents
Identify outside counsel in an unfamiliar jurisdiction when a personal referral is unavailable	13.1%	3.5%	11.2%	15.7%	4.7%	17.3%	66.4%	14.0%	80.8%
Validate the credentials of a referral	12.8%	4.2%	7.7%	10.8%	3.8%	24.0%	62.2%	12.6%	77.1%
Evaluate outside counsel qualifications	11.2%	3.0%	10.5%	12.8%	3.3%	17.3%	54.2%	12.9%	73.4%
Identify outside counsel experts in an unfamiliar legal subject matter when a referral is unavailable	10.8%	2.8%	9.8%	13.1%	3.3%	14.5%	49.8%	14.0%	70.1%
Compare outside counsel qualifications to competitors	9.6%	2.1%	7.5%	10.5%	3.0%	10.3%	39.0%	10.7%	56.1%
Periodic reviews of current outside counsel	10.5%	2.3%	6.8%	9.6%	2.6%	10.1%	24.0%	10.0%	45.3%

\* Including Martindale-Hubbell Lawyer Ratings and martindale.com.



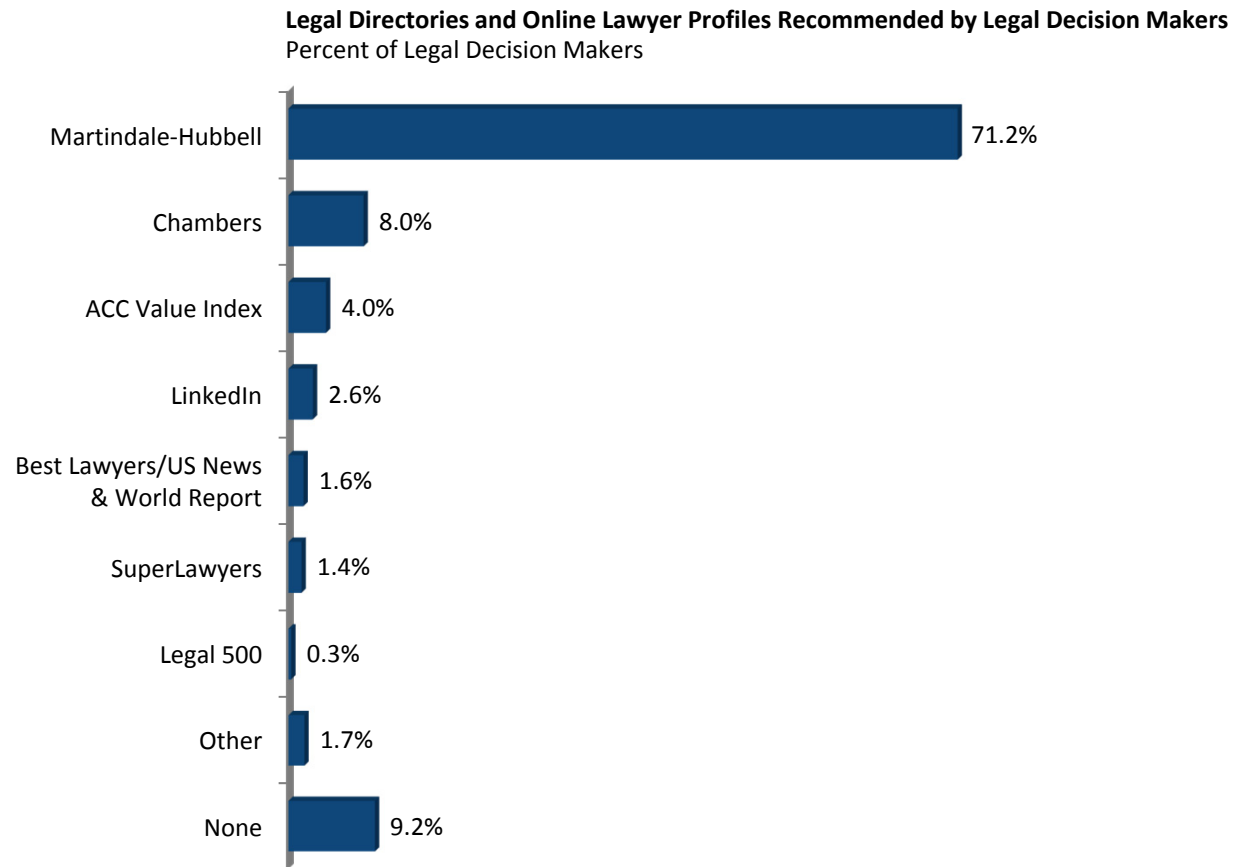
# The Most Recommended Legal Directories and Online Lawyer Profile Services



## If Choosing to Appear in Just One Legal Directory, 71.2% of Legal Decision Makers Recommend that a Law Firm Select Martindale-Hubbell

If a law firm could only appear in ONE directory, which ONE would you recommend? (Open-ended response; No examples or names provided by BTI)

- 89.2% of in-house counsel and staff recommend a law firm select one of 7 well-known lawyer profile providers
  - Another 1.7% suggest alternatives such as
    - Bar Association websites
    - Findlaw
    - Lawyers.com
  - 9.2% of clients say “don’t bother”
- Martindale-Hubbell earns more recommendations from in-house legal professionals than all other legal directories combined (71.2%)
  - In aggregate, other leading legal directories earn top recommendations from 17.9% of corporate counsel and legal staff
    - Chambers (8.0%)
    - ACC Value Index (4.0%)
    - LinkedIn (2.6%)
    - Best Lawyers/US News & World Report (1.6%)
    - Super Lawyers (1.4%)
    - Legal 500 (0.3%)



## Martindale-Hubbell Leads Other Resources in Recommendations Across Company Size and Role in the Hiring Process; ACC Value Index and Chambers Rates Vary Somewhat

If a law firm could only appear in *ONE* directory, which *ONE* would you recommend? (Open-ended response; No examples or names provided by BTI)

- Martindale-Hubbell retains its position as corporate clients’ top-recommended law firm directory regardless of company size or an individual’s role in the hiring decisions
  - Those responsible for researching information on outside counsel are even more likely to recommend Martindale-Hubbell
- ACC Value Index enjoys stronger recommendation rates at companies with less than \$10B in annual revenue—as high as 6.8%
- Chambers enjoys higher recommendation rates among individuals solely or jointly responsible for hiring decisions than those conducting research on attorneys and law firms, at 8.1% and 10.2% respectively
- 14.2% of the largest organizations recommend that a law firm opt out of appearing in a directory
  - Significantly higher than some smaller organizations

### Top 3 Legal Directories Recommended by In-House Counsel and Staff by Company Size and Respondent’s Role in Hiring Outside Counsel (Percent of Legal Decision Makers)

Directory	Total (n=466)	> \$10B (n=120)	\$1B–\$9.9B (n=132)	\$100 M–\$999M (n=125)	< \$100M (n=89)
Martindale-Hubbell*	76.2%	73.3%	75.0%	76.8%	80.9%
Chambers	9.0%	11.7%	8.3%	10.4%	4.5%
ACC Value Index**	4.7%	0.8%	6.8%	6.4%	4.5%
None	10.1%	14.2%	9.8%	6.4%	10.1%

Directory	Total (n=528)	Solely Responsible for Hiring (n=136)	Part of a Group Responsible for Hiring (n=343)	Not Responsible for Hiring <i>BUT</i> Involved in Research to Help Others Hire (n=49)
Martindale-Hubbell*	77.1%	75.0%	76.1%	89.8%
Chambers***	8.7%	8.1%	10.2%	0.0%
ACC Value Index	4.4%	6.6%	4.1%	0.0%
None	9.8%	10.3%	9.6%	10.2%

*BTI note: Non-responses (e.g., don’t know) and individual responses excluded from demographic tables. \* Including Martindale-Hubbell Lawyer Ratings and martindale.com; \*\* ACC Value Index more likely to be recommended by companies with \$1B–\$9.9B and \$100M–\$999M than those with more than \$10B in revenue at the 90% confidence level; \*\*\* Chambers more likely to be recommended by those solely or part of a group responsible for hiring than those conducting researching for hiring, at the 90% confidence level.*



## 4 Main Attributes Drive Legal Decision Makers to Recommend a Directory

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response; Answers categorized by BTI in analysis)

Why Directory is Recommended	Key Features	What Corporate Clients are Saying
Trusted and Established Resource	<ul style="list-style-type: none"> <li>• Prestigious reputation</li> <li>• Longstanding position in the market</li> <li>• Credibility</li> </ul>	<p>“It is the most trusted source; the long-time industry leader.”</p> <p>“It is the traditional source and has the highest perceived credibility.”</p>
Go-to provider	<ul style="list-style-type: none"> <li>• Most frequently used</li> <li>• Considered the industry standard</li> <li>• Only provider used</li> </ul>	<p>“It is the one that comes to mind for me first and therefore I am most likely to check it.”</p> <p>“It’s the gold standard as far as I am concerned.”</p>
Comprehensive	<ul style="list-style-type: none"> <li>• Broadest coverage</li> <li>• Detailed</li> <li>• Substantive</li> <li>• Accurate</li> </ul>	<p>“It has a depth of coverage across practice areas and geographic locations.”</p> <p>“I think it’s the most detailed and has the best evaluations.”</p>
Familiarity	<ul style="list-style-type: none"> <li>• Most well-known</li> </ul>	<p>“It is the source with which I am most comfortable and familiar.”</p> <p>“I was unfamiliar with most of the other directories.”</p>

## What Corporate Counsel Are Saying: Why 71.2% Recommend Martindale-Hubbell

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response)

- Why legal decision makers consider Martindale-Hubbell the one directory they would recommend above all others

“Martindale-Hubbell is still the most comprehensive and I hire individual lawyers—not law firms.”

—General Counsel, Fortune 500 Manufacturer

“Martindale-Hubbell is the industry standard, especially since it has peer ratings that tend to reflect a lot about an attorney’s character, qualifications and overall capabilities.”

—Corporate Counsel, Regional Industrial Manufacturing Company

“Martindale-Hubbell is the basic reference. A firm that is not in it is suspect because everyone knows it is the basic reference. All of the others have a more self-referring commercial quality to them.”

—Associate General Counsel, Large Healthcare Provider

“Martindale-Hubbell is a one-stop-shop directory for legal professionals; plus there is some independent review rather than [the information being] solely developed by the lawyers themselves.”

—Chief Legal Officer, Fortune 500 Retail Trade Organization

**“Martindale-Hubbell is the most reliable source of information and the one used most by in-house lawyers in the selection of outside counsel.”**

—General Counsel, \$1–\$4.9 Billion Insurance Company



## What Corporate Counsel Are Saying: Why 8.0% Recommend Chambers & Partners

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response)

- Why legal decision makers consider Chambers & Partners the one directory they would recommend above all others

“I am focused on international practice and Chambers & Partners is the best reference I have found.”

—Associate General Counsel, Fortune 500 Chemical Manufacturer

“When I use Chambers & Partners to see how it assesses lawyers and firms I know well, I find it generally accurate, so I rely on that accuracy for other recommendations.”

—General Counsel, International Industrial Manufacturing Company

“The depth of review and expertise of Chambers is extremely helpful in trying to determine the strengths and weaknesses of particular outside law firms.”

—Associate General Counsel, Regional High Tech Company

“Most extensive survey of counsel. Clients are interviewed. Positive and negative attributes are included in reviews. Objective. Excellent coverage of many jurisdictions.”

—Senior Attorney, Leading Fortune 500 Organization

**“Chambers & Partners has an easy-to-understand rating metric. It is easy to compare among peers, review my area of practice and locate additional references.”**

—Corporate Counsel, \$1–\$4.9 Billion Wholesale Trade Company



## What Corporate Counsel Are Saying: Why 4.0% Recommend ACC Value Index

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response)

- Why legal decision makers consider ACC Value Index the one directory they would recommend above all others

“A listing with ACC shows that the law firm’s practice is aligned with corporate needs.”

—General Counsel, Fortune 500 Industrial Manufacturing Company

“I am able to contact those persons who made recommendations and/or rated the firm and ask specific questions of those persons that I consider my professional peers.”

—Corporate Counsel, Large Healthcare Company

“Based solely on customer input and the criteria that matter to inside counsel. All the others are unreliable, biased, or based on ‘pay-to-play’ premises.”

—General Counsel, Fortune 1000 Manufacturing Company

“I use ACC Value Index and trust it more than any other, as it is part of an organization and resource geared specifically to in-house counsel.”

—General Counsel, Large Healthcare Company

**“We value the ACC's opinion over all others because other in-house counsel provide the reviews and they are under the same pressures and responsibilities that we are.”**

—General Counsel, \$1–\$4.9 Billion Manufacturing Company



## What Corporate Counsel Are Saying: Why 2.6% Recommend LinkedIn

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response)

- Why legal decision makers consider LinkedIn the one directory they would recommend above all others

“LinkedIn is the site that I reference most for professional qualifications.”

—General Counsel, Regional Manufacturing Company

“LinkedIn is more relevant and user-friendly than directories I’ve used in the past.”

—Corporate Counsel, Large Professional Services Company

“With LinkedIn I can see an attorney’s connections to me and check referrals.”

—General Counsel, Large Professional Services Corporation

“LinkedIn is easily accessible and widely used. It contains the most information.”

—Chief Legal Officer, Fortune 1000 High Tech Company

“LinkedIn is the most up-to-date and is more in line with current ways of keeping up with professional norms.”

—General Counsel, \$10 Billion+ Biotech Company



## What Corporate Counsel Are Saying: Why 1.6% Recommend Best Lawyers/US News & World Report

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response)

- Why legal decision makers consider Best Lawyers/US News & World Report the one directory they would recommend above all others

“I think Best Lawyers is more accurate than Martindale and other sources.”

—Vice President and Corporate Counsel, Investment Banking Giant

“While not that selective these days, Best Lawyers is a better starting point than some of the others.”

—Chief Legal Officer, Large Financial Services Company

“Several counsel we have found, with whom we are happy with their services, have appeared in Best Lawyers.”

—Senior Attorney, Leading Retail Trade Company

“Best Lawyers combines background and information with vetted reviews.”

—General Counsel, \$10 Billion+ Insurance Company



## What Corporate Counsel Are Saying: Why 1.4% Recommend Super Lawyers

If a law firm could only appear in ONE directory, which ONE would you recommend? Why do you say that? (Open-ended response)

- Why legal decision makers consider Super Lawyers the one directory they would recommend above all others

“Super Lawyers provides information on speciality services and gives comparative data.”

—Senior Attorney, Fortune 500 Energy Company

“Super Lawyers seems like the most selective.”

—Associate General Counsel, Financial Services Giant

**“I think Super Lawyers is the most independent in its validation of talent and skills.”**

—General Counsel, \$1–\$4.9 Billion Manufacturing Company

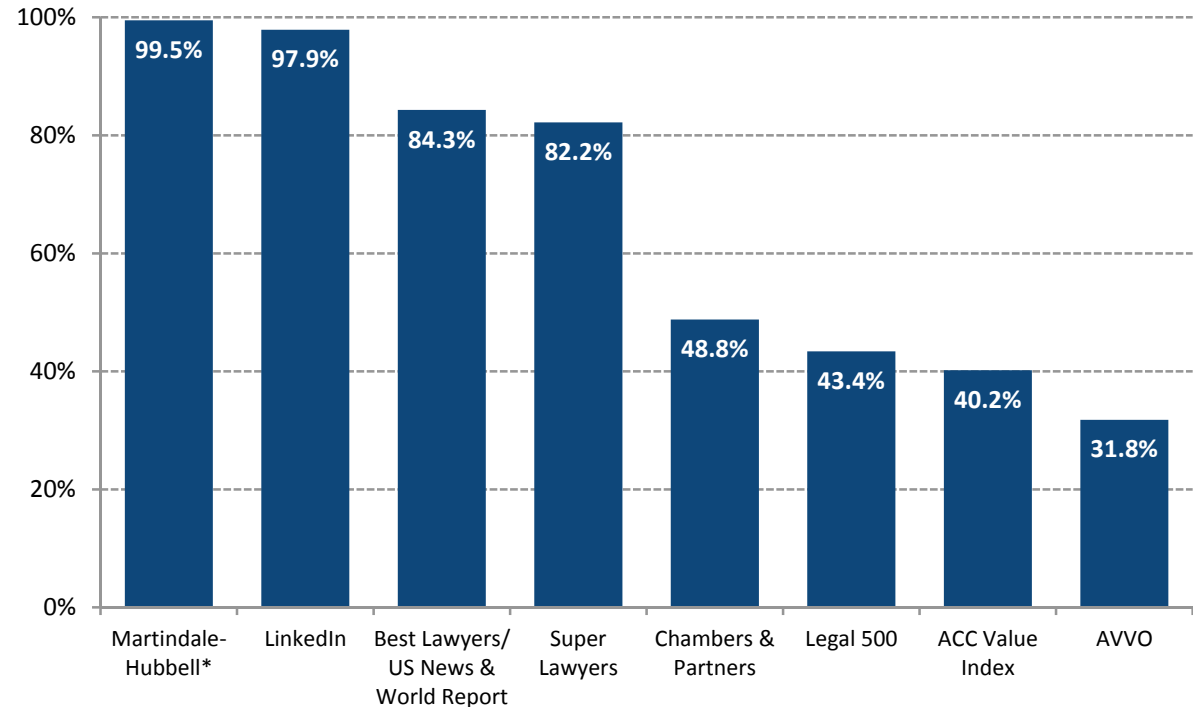


## Martindale-Hubbell and LinkedIn Are Most Well-Known Directories

What is your level of familiarity with each of the following resources? (List of familiarity levels provided)

- Martindale-Hubbell and LinkedIn enjoy top market awareness with in-house counsel and staff at 99.5% and 97.9% respectively
- 2 competitors, in addition, are recognized by more than three-fourths of in-house legal professionals
  - Best Lawyers/US News & World Report (84.3%)
  - Super Lawyers (82.2%)
- Less than half of legal decision makers are familiar with:
  - Chambers (48.8%)
  - Legal 500 (43.4%)
  - ACC Value Index (40.2%)
  - AVVO (31.8%)

**Which Legal Directories and Online Lawyer Profiles In-House Legal Professionals Recognize**  
Percent of Legal Decision Makers Familiar with Resource



\* Including Martindale-Hubbell Lawyer Ratings and martindale.com.

## Martindale-Hubbell and LinkedIn Top the List of Most Well-Known Resources Among In-House Counsel at Every Level

What is your level of familiarity with each of the following resources? (List of familiarity levels provided)

- Martindale-Hubbell and LinkedIn are the most well-known resources among all in-house counsel, from GCs to Staff Attorneys
  - Virtually all members of corporate legal departments are familiar with these tools
- Best Lawyers/US News & World Report and Super Lawyers similarly have across-the-board levels of familiarity
  - 8 out of 10 corporate counsel at every job level know these resources
- Chambers & Partners enjoys higher levels of familiarity among General Counsel and Assistant/Associate General Counsel than less senior members of in-house legal departments
  - Senior and staff attorneys are involved in the key aspects of hiring outside counsel—including research and ultimate decisions

### Which Legal Directories and Online Lawyer Profiles Corporate Counsel Are Familiar With (Percent of Corporate Counsel)

Directory	Total (n=515)	General Counsel or Chief Legal Officer (n=175)	Assistant/Associate General Counsel (n=128)	Senior Attorney or Other Direct Report to General Counsel (n=105)	Staff Attorney or Corporate Counsel or Corporate Attorney (n=107)
Martindale-Hubbell*	99.6%	100.0%	99.2%	100.0%	99.1%
LinkedIn	97.9%	96.0%	98.4%	100.0%	98.1%
Best Lawyers/US News & World Report	84.3%	83.4%	85.2%	82.9%	86.0%
Super Lawyers	83.1%	81.7%	85.2%	82.9%	83.2%
Chambers & Partners**	49.5%	51.4%	61.7%	42.9%	38.3%
Legal 500	42.3%	43.4%	46.1%	43.8%	34.6%
ACC Value Index	39.6%	46.3%	37.5%	36.2%	34.6%
AVVO	33.0%	27.4%	32.8%	38.1%	37.4%

BTI note: Non-responses (e.g., don't know) and individual responses excluded from demographic tables. \* Including Martindale-Hubbell Lawyer Ratings and martindale.com;

\*\* Familiarity with Chambers & Partners is higher among GCs and Assistant/Associate GCs than Staff Attorneys at a 90% confidence level.



## Companies of All Sizes Most Familiar with Martindale-Hubbell and LinkedIn; Levels of Familiarity with Chambers, Best Lawyers and ACC Value Index Dip with Smaller Companies

What is your level of familiarity with each of the following resources? (list of familiarity levels provided)

- Companies of all sizes are most familiar with Martindale-Hubbell and LinkedIn of 7 major legal directories and online lawyer profile sources
- SuperLawyers and Chambers & Partners boast higher levels of familiarity at companies with over \$1 Billion in revenue
  - Yet even with the largest organizations, Chambers & Partners’ level of familiarity trails the 4 most known resources by over 20 percentage points
- Familiarity with ACC Value Index dips with smaller companies as well, and is significantly lower among organizations with \$100M in revenue

**Which Legal Directories and Online Lawyer Profiles In-House Legal Professionals Are Familiar With** (Percent of Legal Decision Makers)

Directory	Total (n=506)	> \$10B (n=133)	\$1B–\$9.9B (n=142)	\$100 M–\$999M (n=133)	< \$100M (n=98)
Martindale-Hubbell*	99.4%	99.2%	100.0%	98.5%	100.0%
LinkedIn	97.6%	99.2%	98.6%	95.5%	96.9%
Best Lawyers/US News & World Report	85.8%	85.7%	90.8%	84.2%	80.6%
Super Lawyers**	83.0%	88.0%	86.6%	82.0%	72.4%
Chambers & Partners**	50.4%	57.1%	59.2%	44.4%	36.7%
Legal 500	44.3%	40.6%	50.7%	44.4%	39.8%
ACC Value Index***	42.5%	42.1%	45.8%	46.6%	32.7%
AVVO	33.2%	33.1%	31.7%	32.3%	36.7%

*BTI note: Non-responses (e.g., don't know) and individual responses excluded from demographic tables. \* Including Martindale-Hubbell Lawyer Ratings and martindale.com;*

*\*\* Familiarity with Super Lawyers and Chambers & Partners is higher at companies with \$10B and \$1B–\$9.9B than those with less than \$100M in revenue at the 90% confidence level;*

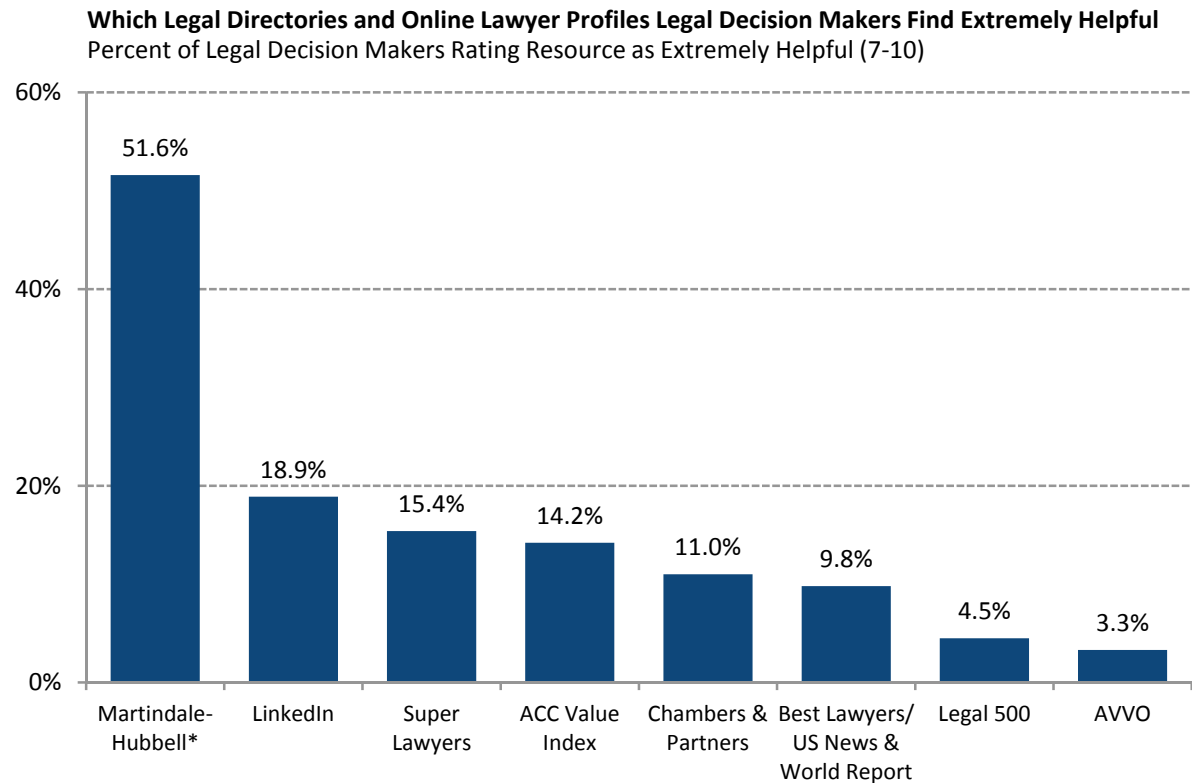
*\*\*\* Familiarity with ACC Value Index is lower at companies with less than \$100M in revenue than those with \$100M–\$999M and \$1B to \$9.9B, at the 90% confidence level.*



## 51.6% of In-House Counsel and Staff Rate Martindale-Hubbell as Extremely Helpful— 3 Times More Corporate Clients Than Any Other Legal Directory or Online Lawyer Profile

On a 10-point scale where 1 is not at all helpful and 10 is extremely helpful, how helpful are each of the following in your selection and evaluation of outside counsel?

- Martindale-Hubbell overshadows competitors when it comes to helpfulness
  - 51.6% of in-house counsel and staff consider Martindale-Hubbell as extremely helpful in their selection and evaluation of outside counsel
- Fewer than 20% of legal decision makers consider any other legal directory or online lawyer profile extremely helpful in selecting and evaluating outside counsel



\* Including Martindale-Hubbell Lawyer Ratings and martindale.com.





## Help or Hinder: Opting Out and What It Means to Clients

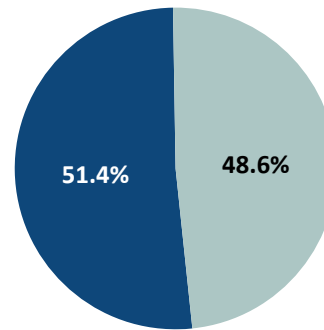


## 1 in 2 Legal Decision Makers Less Likely to Hire an Attorney Not Listed in a Directory

How likely are you to hire an outside law firm or attorney NOT listed in: 1) Best Lawyers/US News; 2) Chambers; 3) Martindale-Hubbell

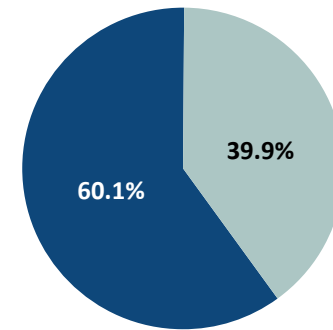
- Corporate clients reveal absence from a legal directory can influence their likelihood to hire an attorney or law firm
- Specifically, not being listed in a directory or online lawyer profile makes:
  - 51.4% of in-house legal professionals less likely to hire when conducting research to validate the credentials of a referral
    - BTI notes: 57% of new hires stem from a single peer referral
  - 60.1% of in-house counsel and staff less likely to hire when identifying outside counsel in an unfamiliar jurisdiction or area of expertise (when a personal referral is unavailable)

**Percent of Legal Decision Makers Unlikely to Hire an Attorney NOT Listed in a Directory or Online Lawyer Profile**



■ Less Likely ■ Likely

When conducting research to validate the credentials of a referral



■ Less Likely ■ Likely

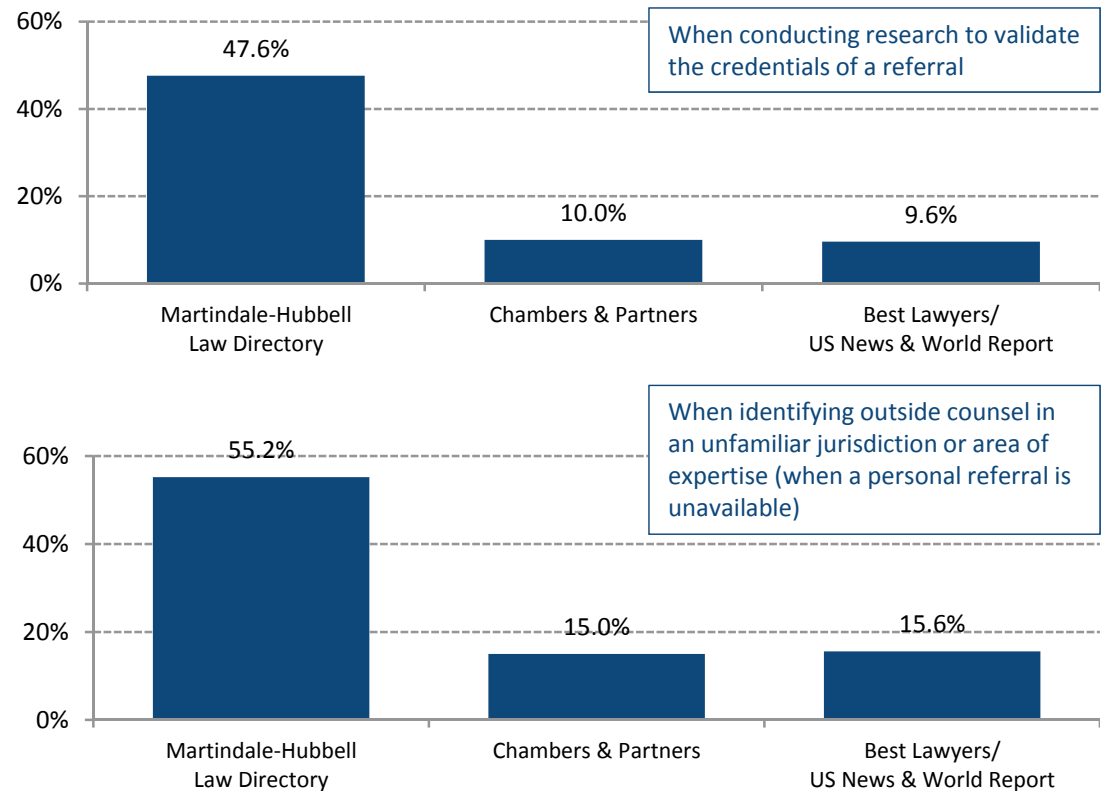
When identifying outside counsel in an unfamiliar jurisdiction or area of expertise (when a personal referral is unavailable)

## Absence from Martindale-Hubbell Hinders at Least 47.6% of In-House Legal Professionals from Hiring an Attorney

How likely are you to hire an outside law firm or attorney NOT listed in: 1) Best Lawyers/US News; 2) Chambers; 3) Martindale-Hubbell

- The resource with the single greatest influence on an in-house legal professional's likeliness to hire an attorney or law firm is Martindale-Hubbell
  - 47.6% of legal decision makers say when validating the credentials of a referral, absence from Martindale-Hubbell will make them less likely to hire the attorney or firm
- Similarly, 55.2% of in-house counsel and staff say if they can't find an attorney or law firm in Martindale-Hubbell when identifying outside counsel in a new jurisdiction or practice (when a personal referral is unavailable), they are less likely to select the attorney or firm

**Which Legal Directories and Online Lawyer Profiles Impact Hiring Decisions**  
Percent of Legal Decision Makers Unlikely to Hire an Attorney if Not Listed





# Research Methodology, Approach and Demographics



## About the Study

### ***BTI's How Clients Hire: The Role of Legal Directories and Online Lawyer Profile Services***

draws on comprehensive insights from more than 570 corporate buyers and influencers within in-house law departments. The online survey was conducted as a BTI-branded study between December 2010 and January 2011. LexisNexis was not revealed as a study sponsor, nor were the identities of the respondents shared with LexisNexis.

#### **572 in-house corporate buyers and influencers who meet the following criteria:**

- Are solely or jointly responsible for the selection and hiring of law firms *OR* conduct research to evaluate and recommend outside counsel to decision makers
- Are members of an in-house legal department with 1 or more dedicated in-house attorneys
- Work at corporate organizations or professional services firms (no non-profits, government entities or academic institutions)

#### **Qualifying respondents who completed the survey received a choice of incentives:**

- \$25 gift card
- \$25 contribution to one of three charities
- A complimentary copy of BTI's Benchmarking In-House Legal Departments

#### **779 potential participants who responded to emails sent between December 15, 2010 and January 7, 2011**

- 47,662 individuals drawn from multiple sources including but not limited to:
  - Business databases (e.g., Jigsaw, Hoovers)
  - BTI's independent database of corporate counsel
  - BTI's legal benchmarking partners
- Respondent demographics, including title, role in hiring, company size, number of in-house attorneys, industry and Fortune ranking can be found on page 30.

## Demographics of Survey Respondents: Industry, Revenue, Title, Fortune Ranking and Number of In-House Attorneys

Industry	Percent of Respondents
Banking and Financial Services	9.8%
Chemicals	2.3%
Construction	1.4%
Consumer Goods	4.5%
Energy, Mining and Utilities	6.8%
Healthcare	5.9%
High Tech, Internet and Electronics	8.9%
Insurance	11.4%
Manufacturing & Industrial Manufacturing	10.3%
Media and Entertainment	2.3%
Other	6.3%
Pharma, Biotech & Medical Devices	4.5%
Professional Services	8.2%
Real Estate	2.1%
Retail Trade	5.9%
Telecommunications	5.4%
Transportation	2.1%
Wholesale Trade	1.7%

Annual Revenue	Percent of Respondents
Over \$10 Billion	23.3%
\$5 Billion to \$9.9 Billion	7.3%
\$1 Billion to \$4.9 Billion	17.5%
\$100 Million to \$999 Million	23.3%
Less than \$100 Million	17.1%
I don't know	11.5%

Title	Percent of Respondents
General Counsel or Chief Legal Officer	30.6%
Assistant/Associate General Counsel	22.4%
Senior Attorney or other direct report to the General Counsel	18.4%
Staff Attorney or Corporate Counsel or Corporate Attorney	18.7%
Paralegal	4.4%
Other	5.6%

Fortune 1000 Ranking	Percent of Respondents
Fortune 1000	37.6%
Not Fortune 1000	47.7%
Don't Know	14.7%

Number of In-House Attorneys	Percent of Respondents
1 to 5	43.9%
6 to 10	13.8%
11 to 15	6.5%
16 to 20	4.0%
More than 21	31.6%
I don't know	0.2%



## About BTI's Independent Research with Corporate Counsel

---

For each of the past 10 years, BTI has conducted in-depth telephone interviews with General Counsel and direct reports to analyze longitudinal legal market trends and identify new, changing and up-and-coming opportunities in the legal market.

BTI's insights included in this report draw on more than 2,800 interviews conducted over the span of 10 years. This information includes data from:

- General Counsel and Chief Legal Officers
- Direct reports to General Counsel
- Companies with more than \$1 Billion in annual revenue
- More than 15 industry segments, including:
  - Banking
  - Chemicals
  - Consumer Goods
  - Healthcare
  - Insurance
  - Manufacturing
  - Pharmaceuticals
  - Professional Services
  - Retail Trade
  - Transportation
  - Wholesale Trade





## About BTI

---

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, now in its 11<sup>th</sup> year, in the legal services industry.

BTI provides strategic benchmarking to more than 800 General Counsel at Fortune 1000 companies.

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 custom client surveys as part of world-class client feedback programs to drive consistent client service delivery for leading professional services firms.





**The BTI Consulting Group**

396 Washington Street

Suite 314

Wellesley, MA 02481

Tel: +1 617.439.0333

Fax: +1 617.439.9174

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

©2011 The BTI Consulting Group, Inc.  
All rights reserved.