Threats and needs change with every step to the next normal. Clients not only assess the nature of the case — but who is making the argument on the other side. These are the firms striking the utmost fear into the hearts of seasoned general counsel and legal decision makers. The BTI Fearsome Foursome are the firms clients tell us they least want to see on the other side of the table in litigation because they are relentless, cunning, aggressive, very smart, and play to win — and win big.

Quinn Emanuel earns the coveted number 1 spot among the BTI Fearsome Foursome for the 3rd time in the last 4 years. This elite group of firms also includes Jones Day, Kirkland & Ellis, and Skadden.

Of the 46 law firms clients don’t want to litigate against — 4 standout as most Fearsome. Congratulations to The BTI Fearsome Foursome of 2023 for their intense approach and fierce tactics in today’s ever evolving, complex, and dynamic litigation market.

Quinn Emanuel
Jones Day
Kirkland & Ellis
Skadden

The fine print: We asked more than 350 general counsel and in-house litigation heads which law firms they would least like to see as opposing counsel. The majority of clients named, unaided, the law firm members of The BTI Fearsome Foursome. The remainder selected other firms, listed here as the BTI Awesome Opponents and Standouts.
The BTI Awesome Opponents:
The Most Feared Law Firms in Litigation

Awesome Opponents

- Anderson Kill
- Covington
- Cravath
- Dentons
- Gibson Dunn
- Hueston Hennigan
- Husch Blackwell
- Jackson Walker
- Latham & Watkins
- Littler
- Manatt
- Mintz
- Paul Hastings
- Slaughter and May
- Susman Godfrey
- Weil

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The BTI Intimidating Opponents:
The Most Feared Law Firms in Litigation

Intimidating Opponents

- Arnold & Porter
- BakerHostetler
- Ballard Spahr
- Berliner Corcoran & Rowe
- Bernstein Litowitz Berger & Grossmann
- Bohm Law Group
- Cleary Gottlieb
- Dechert
- DLA Piper
- Dowd Bennett
- Duane Morris
- Finnegan
- Foley Hoag
- Goodwin
- Gordon & Rees
- Goulston & Storrs
- Jackson Lewis
- Kaplan Hecker & Fink
- Pillsbury
- Robinson+Cole
- Sidley
- Wachtell Lipton
- White & Case
- Wiley
- WilmerHale
- Winston & Strawn

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The 46 Firms Most Feared in Litigation —
The BTI Fearsome Foursome 2023

Uncertainty and fear are often linked.

With uncertainty as the dominant theme — The BTI Fearsome Foursome stand out more than they ever have. Undaunted by the unknown — their innate move is to rely on their resolve.

Top legal decision makers single out 46 firms they don’t want to see on the other side of the table in litigation. We found 5 reasons:

1. **VALOROUS**
   Bringing great courage in the face of high risk, danger, and uncharted waters. They relish the challenge and opportunity.

2. **SAVVY AND SUPER SMART**
   Thinking quickly, spotting patterns, able to decipher and launch multiple strategies, and can bring together all they learn as they go.

3. **ENERGIZED**
   The fight brings out more energy. Increased challenge breathes new vitality into the Fearsome Foursome.

4. **MOBILIZED**
   Acting expeditiously — swift but thought out. Always with the right resources. The ability to think on their feet helps makes this happen.

5. **UNABATING**
   The Fearsome Foursome just don’t give up.

Congratulations to Quinn Emanuel for earning the coveted number 1 spot in the BTI Fearsome Foursome and the other 45 most feared firms of 2023 for their intense approach and fierce tactics in today’s ever-evolving, complex, and changing litigation market.
Our Methodology and Approach
INDEPENDENT, UNBIASED RESEARCH, BASED SOLELY ON CLIENT FEEDBACK

Survey Participant Demographics

<table>
<thead>
<tr>
<th>Interviews</th>
<th>More than 350 in-depth telephone interviews</th>
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<td>Time Frame</td>
<td>Conducted between March 2022 and August 2022</td>
</tr>
<tr>
<td>Incentives</td>
<td>Respondents receive a complimentary report of benchmarks and metrics</td>
</tr>
</tbody>
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Legal Decision Makers Responsible for Litigation

- Head of Litigation
- Chief and Vice President of Litigation
- General Counsel/Chief Legal Officer
- Direct report to General Counsel

Organizations with Highest Levels of Legal Spending

- Average Revenue: $23.9 billion
- Median Revenue: $13.6 billion

Representative of more than 15 Industry Segments

- Banking
- Chemicals
- Consumer Goods
- Energy
- Financial Services
- Food & Agricultural
- Health Care
- High Tech
- Insurance
- Manufacturing
- Pharmaceuticals
- Professional Services
- Retail Trade
- Real Estate
- Telecom
- Transportation
- Utilities
- Wholesale Trade

**BTI Litigation Outlook 2023** is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis trends data from more than 20,000 corporate counsel client interviews conducted over the span of 21 years.

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

Each year, BTI reaches out to a strategically designed group of top legal decision makers at large organizations with $1 billion or more in revenue. We target the decision makers in the industries who spend the most on legal affairs as well as thought leaders and innovative Chief Legal Officers. Our survey also includes Chief Legal Operating Officers and business executives who hire and influence the selection and hiring of law firms.

Participants are granted confidentiality at the individual and organizational level.
For questions, research inquiries, and information on BTI’s client feedback programs, market insight research, seminars, training, or workshops, please contact us via email or by calling +1 617 439 0333.

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