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# Continuity among 'Fortune' 250

By Cleo Cacoulidis

STAFF REPORTER

SINCE 1988, *The National Law Journal* has surveyed the law departments of the *Fortune* 250 companies, tracking which outside law firms they primarily use and noting any changes among the chief legal officers.

This year we return to our long-time practice of reporting on who represents corporate America in several areas: litigation, corporate transactions, labor and employment and intellectual property, rather than focusing narrowly on litigation as in the two previous years.

How did we find out who represents America's largest corporations?

We asked the companies. Surveys were sent to the general counsel of each *Fortune* 250 corporation inviting them to tell us who their "go-to" law firms are for specific practice areas, meaning the firms that handled their most important cases in the previous year or the ones they used most often.

We heard from 219 companies, although 26 refused to provide any information. Where companies declined to participate in the survey, we indicated "Would not disclose" on the chart. In cases where we could not reach the general counsel, we recorded it as "Company did not respond by press time." The companies are listed according to 2002 revenue based on figures reported in *Fortune*.

## The top five

Though nearly 10% of the companies are new to the *Fortune* 250 roster this year and almost half of the companies surveyed last year made some changes to their law firm lineups, the firms with the most mentions appear to have remained constant. Skadden, Arps,

## Most-mentioned firms in survey

|                                      |            |
|--------------------------------------|------------|
| Skadden, Arps, Slate, Meagher & Flom | .44        |
| Jones Day                            | .35        |
| Sidley Austin Brown & Wood           | .35        |
| Kirkland & Ellis                     | .31        |
| Littler Mendelson                    | .28        |
| <b>MORGAN, LEWIS &amp; BOCKIUS</b>   | <b>.25</b> |
| Howrey Simon Arnold & White          | .22        |
| Baker Botts                          | .21        |
| Davis Polk & Wardwell                | .21        |
| O'Melveny & Myers                    | .21        |

Slate, Meagher & Flom is the across-the-board leader in the combined areas of litigation, corporate transactions and intellectual property. Grouped with Skadden in the top five are Jones Day; Sidley Austin Brown & Wood; Kirkland & Ellis; and Littler Mendelson.

Kirkland & Ellis holds a slim lead over Skadden as the most sought-after firm for litigation with its 15 mentions, compared to Skadden's 13. Jones Day and Sidley Austin are both tied at 12 mentions apiece in this category, followed by O'Melveny & Myers with 11 citations.

As for the top intellectual property firms, Finnegan, Henderson, Farabow, Garrett & Dunner and Kirkland & Ellis scored equally with 12 references each. Jones Day, Howrey Simon Arnold & White and Baker Botts round off the top five firms in this practice area.

Littler Mendelson climbed to the top of the labor and employment list by gathering 22 mentions, followed by Seyfarth Shaw; **Morgan, Lewis & Bockius**; and Paul, Hastings, Janofsky & Walker.

When it comes to corporate transac-

tion work, Skadden is still the number-one firm. Sidley Austin edged out Davis Polk & Wardwell for second place followed by Simpson Thacher & Bartlett and Wachtell, Lipton, Rosen & Katz.

Companies that participated in the survey last year and have since appointed new general counsel are Citigroup Inc.; Reliant Resources Inc.; Sears, Roebuck and Co.; Kmart Corp.; ConocoPhillips; MetLife Inc.; International Paper Co.; Sprint Corp.; The Walt Disney Co.; Bank One Corp.; Supervalu Inc.; UAL Corp.; 3M Co.; Farmland Industries Inc.; Eli Lilly & Co.; Waste Management Inc.; Comcast Holdings Corp.; Consolidated Edison; and Toys "R" Us Inc. These new chief legal officers may still be mulling over the law firms they have inherited and changes may be forthcoming.

Beyond not wanting to disclose information, or not getting back to us in a timely manner, there are a few other reasons why we don't have data on certain companies.

Several mergers among health care companies is one reason. Pharmacia was bought by Pfizer Inc. and no longer exists as a separate entity. Advance PCS Inc. is being acquired by Caremark Rx Inc. and is unwilling to reveal any news at this time. Finally, supermarket wholesaler Fleming Cos. filed for bankruptcy in April 2003 and is not participating in the survey.

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| Rank | Company   |                       | Outside counsel   |   |  |  |
|------|---|-----------------------|---|---|--|--|
|      | Industry Revenue (in millions of dollars)   | Chief legal officer   | Litigation  | Corporate transactions  | Labor and employment   | Intellectual property  |
| 5    | <b>General Electric Co.</b><br>Energy, transportation equipment; financial services<br><b>\$131,698</b> | Benjamin Heineman Jr. | Jenner & Block; King & Spalding; LeBoeuf, Lamb, Greene & MacRae; Paul, Hastings, Janofsky & Walker; Sidley Austin Brown & Wood; Weil, Gotshal & Manges  | Clifford Chance; Gibson, Dunn & Crutcher; King & Spalding; Shearman & Sterling; Sidley Austin Brown & Wood; Weil, Gotshal & Manges  | Baker & Hostetler; Irell & Manella; Jones Day;<br><b>MORGAN, LEWIS &amp; BOCKIUS</b> ; Paul, Hastings, Janofsky & Walker   | Armstrong Teasdale; Cantor Colburn; Fish & Neave; Goodwin Procter; Hunton & Williams; Jones Day  |
| 17   | <b>Merck &amp; Co. Inc.</b><br>Pharmaceuticals<br><b>\$51,790</b>                                       | Kenneth Frazier       | None  | Covington & Burling; Fried, Frank, Harris, Shriver & Jacobson   | <b>MORGAN, LEWIS &amp; BOCKIUS</b> ; Seyfarth Shaw   | Fitzpatrick, Cella, Harper & Scinto; Greenberg Traurig; Howrey Simon Arnold & White  |
| 40   | <b>Morgan Stanley</b><br>Securities<br><b>\$32,415</b>  | Donald Kempf Jr.      | Cravath, Swaine & Moore; Greenberg Traurig; Kirkland & Ellis; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling   | Cadwalader, Wickersham & Taft; Clifford Chance; Cravath, Swaine & Moore; Davis Polk & Wardwell; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling; Sidley Austin Brown & Wood | Epstein Becker & Green;<br><b>MORGAN, LEWIS &amp; BOCKIUS</b>  | Kirkland & Ellis; Leydig, Voit & Mayer   |
| 48   | <b>Merrill Lynch &amp; Co. Inc.</b><br>Securities<br><b>\$28,253</b>                                    | Rosemary Berkery      | Bingham McCutchen; Bressler, Amery & Ross; Clifford Chance; Gibson, Dunn & Crutcher; Sidley Austin Brown & Wood; Skadden, Arps, Slate, Meagher & Flom   | Clifford Chance; Fried, Frank, Harris, Shriver & Jacobson; Shearman & Sterling; Sidley Austin Brown & Wood; Skadden, Arps, Slate, Meagher & Flom  | <b>MORGAN, LEWIS &amp; BOCKIUS</b>   | <b>MORGAN, LEWIS &amp; BOCKIUS</b> ; Weil, Gotshal & Manges  |
| 51   | <b>The Dow Chemical Co.</b><br>Chemicals<br><b>\$27,609</b>   | Richard Manetta       | Baker Botts; Mayer, Brown, Rowe & Maw; Orrick, Herrington & Sutcliffe   | King & Spalding; Mayer, Brown, Rowe & Maw   | Little Mendelson; Paul, Hastings, Janofsky & Walker; Seyfarth Shaw   | Jenkins & Gilchrist;<br><b>MORGAN, LEWIS &amp; BOCKIUS</b> ; Roper & Quigg; Vinson & Elkins  |
| 56   | <b>Lockheed Martin Corp.</b><br>Aerospace and defense<br><b>\$26,806</b>                                | Frank Menaker Jr.     | Miller & Chevalier; O'Melveny & Myers; Piper Rudnick; Venable   | King & Spalding; O'Melveny & Myers  | <b>MORGAN, LEWIS &amp; BOCKIUS</b> ; O'Melveny & Myers   | Skadden, Arps, Slate, Meagher & Flom   |
| 65   | <b>New York Life Insurance Co.</b><br>Insurance—life, health<br><b>\$24,721</b>                         | Sheila Davidson       | Barger & Wolen; Skadden, Arps, Slate, Meagher & Flom  | Skadden, Arps, Slate, Meagher & Flom  | <b>MORGAN, LEWIS &amp; BOCKIUS</b> ; Seyfarth Shaw   | Brown Raysman Millstein Felder & Steiner; Fross Zelnick Lehrman & Zissu  |
| 66   | <b>Viacom Inc.</b><br>Entertainment<br><b>\$24,606</b>  | Michael Fricklas      | Eckert Seamans; Irell & Manella; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling  | Hughes Hubbard & Reed; Linklaters; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling  | Kauff, McClain & McGuire;<br><b>MORGAN, LEWIS &amp; BOCKIUS</b> ; Proskauer Rose   | Davis Wright Tremaine; Irell & Manella; Paul, Weiss, Rifkind, Wharton & Garrison; Venable  |
| 77   | <b>BellSouth Corp.</b><br>Telecommunications<br><b>\$22,440</b>   | Charles Morgan        | Alston & Bird; Heinrich Gordon Hargrove Weihe & James; Holland & Knight; Jones, Walker, Waechter, Poitevent, Carrère & Denègre; Kellogg, Huber, Hansen, Todd & Evans; Kilpatrick Stockton; Kirkland & Ellis; Mayer, Brown, Rowe & Maw; Robbins, Russell, Englert, Orseck & Untereiner | Fried, Frank, Harris, Shriver & Jacobson; Kilpatrick Stockton   | Constangy, Brooks & Smith; Heinrich Gordon Hargrove Weihe & James; Kilpatrick Stockton; Lehr Middlebrooks Price & Proctor;<br><b>MORGAN, LEWIS &amp; BOCKIUS</b> | Cantor Colburn; Jones Day; Kilpatrick Stockton; Kirkpatrick & Lockhart; Merchant & Gould; Myers Bigel Sibley & Proctor; Thomas, Kayden, Horstemeyer & Risley |
| 78   | <b>Honeywell International Inc.</b><br>Aerospace and defense<br><b>\$22,274</b>                         | Peter Kreindler       | Hunton & Williams; Jenner & Block; King & Spalding; Kirkland & Ellis; McDermott, Will & Emery; Osborn Maledon   | Fried, Frank, Harris, Shriver & Jacobson; Hughes Hubbard & Reed; Skadden, Arps, Slate, Meagher & Flom   | <b>MORGAN, LEWIS &amp; BOCKIUS</b>   | Alston & Bird; Fitzpatrick, Cella, Harper & Scinto; Kirkland & Ellis   |

| Rank | Company  |                         | Outside counsel   |   |  |   |
|------|--|-------------------------|---|---|--|---|
|      | Industry Revenue (in millions of dollars)  | Chief legal officer     | Litigation  | Corporate transactions  | Labor and employment   | Intellectual property   |
| 87   | <b>CIGNA Corp.</b><br>Health care<br>\$19,915  | Judith Soltz            | Harkins Cunningham;<br>O'Melveny & Myers  | O'Melveny & Myers;<br>Skadden, Arps, Slate,<br>Meagher & Flom   | Littler Mendelson  | <b>MORGAN, LEWIS &amp; BOCKIUS</b>  |
| 95   | <b>Cisco Systems Inc.</b><br>Network and other communica-<br>tions equipment<br>\$18,915 | Mark Chandler           | Bingham McCutchen;<br>Clifford Chance; Fenwick &<br>West; <b>MORGAN, LEWIS<br/>&amp; BOCKIUS</b> ; Orrick,<br>Herrington & Sutcliffe;<br>Piper Rudnick                                | Fenwick & West  | Fenwick & West; Littler<br>Mendelson; Orrick,<br>Herrington & Sutcliffe      | Weil, Gotshal &<br>Manges   |
| 103  | <b>WellPoint Health<br/>Networks Inc.</b><br>Health care<br>\$17,339                     | Thomas Geiser           | <b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b> ; O'Melveny &<br>Myers; Reed Smith;<br>Stephan, Oringer,<br>Richman & Theodora   | Gibson, Dunn & Crutcher;<br>Simpson Thacher &<br>Bartlett   | Paul, Hastings, Janofsky &<br>Walker   | Blakely Sokoloff<br>Taylor & Zafman;<br>Harris Zimmerman                              |
| 126  | <b>Exelon Corp.</b><br>Utilities—gas and electric<br>\$14,955                            | Randall Mehrberg        | Jenner & Block  | Foley & Lardner;<br><b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b> ; Sidley Austin<br>Brown & Wood; Winston<br>& Strawn   | Holland & Knight; Reed<br>Smith; Sidley Austin Brown<br>& Wood               | Brinks Hofer Gilson &<br>Lione  |
| 128  | <b>Wyeth</b><br>Pharmaceuticals<br>\$14,584  | Lawrence Stein          | Arnold & Porter; Nelson<br>Mullins Riley &<br>Scarborough; Orrick,<br>Herrington & Sutcliffe; Reed<br>Smith; Williams & Connolly;<br>Winston & Strawn                                 | Simpson Thacher &<br>Bartlett   | <b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b>                                       | Finnegan, Henderson,<br>Farabow, Garrett &<br>Dunner                                  |
| 148  | <b>AdvancePCS Inc.</b><br>Health care<br>\$13,107  | Susan Strawn de<br>Mars | Step toe & Johnson  | Skadden, Arps, Slate,<br>Meagher & Flom   | Littler Mendelson  | <b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b> ; Reed Smith                                   |
| 154  | <b>Sunoco Inc.</b><br>Petroleum refining<br>\$12,550                                     | Mike Kuritzkes          | Ballard Spahr Andrews &<br>Ingersoll; Beveridge &<br>Diamond; Blank Rome;<br>Duane Morris; Pepper<br>Hamilton   | Blank Rome; <b>MORGAN,<br/>LEWIS &amp; BOCKIUS</b> ;<br>Pepper Hamilton   | Ballard Spahr Andrews &<br>Ingersoll; <b>MORGAN,<br/>LEWIS &amp; BOCKIUS</b> | Buchanan Ingersoll;<br>Woodcock Washburn  |
| 163  | <b>Edison International</b><br>Utilities—gas and electric<br>\$11,838                    | Bryant Danner           | Hogan & Hartson; Latham<br>& Watkins; <b>MORGAN,<br/>LEWIS &amp; BOCKIUS</b> ;<br>Munger, Tolles & Olson;<br>O'Melveny & Myers;<br>Step toe & Johnson                                 | Hogan & Hartson;<br>Latham & Watkins;<br><b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b> ; Munger, Tolles<br>& Olson; O'Melveny &<br>Myers; Step toe &<br>Johnson; Skadden, Arps,<br>Slate, Meagher & Flom | Latham & Watkins;<br>O'Melveny & Myers                                       | None  |
| 198  | <b>Colgate-Palmolive Co.</b><br>Household and personal products<br>\$9,294               | Andrew Hendry           | Butler Rubin Saltarelli &<br>Boyd; Kirkland & Ellis;<br><b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b> ; Paul, Hastings,<br>Janofsky & Walker; Sidley<br>Austin Brown & Wood;<br>White & Case | Gibson, Dunn & Crutcher;<br>Hogan & Hartson; Morris,<br>Nichols, Arsh & Tunnell;<br>Sidley Austin Brown &<br>Wood; Skadden, Arps, Slate,<br>Meagher & Flom; Wachtell,<br>Lipton, Rosen & Katz     | <b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b>                                       | Connolly Bove Lodge &<br>Hutz; Freshfields<br>Bruckhaus Deringer;<br>Kirkland & Ellis |
| 213  | <b>ARAMARK Corp.</b><br>Diversified outsourcing services<br>\$8,770                      | Bart Colli              | Ballard Spahr Andrews &<br>Ingersoll; Covington &<br>Burling; McCarter &<br>English   | <b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b> ; Simpson<br>Thacher & Bartlett  | <b>MORGAN, LEWIS &amp;<br/>BOCKIUS</b>                                       | Cozen O'Connor  |

# Morgan Lewis

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