

Measuring Up: How Clients Evaluate Outside Counsel and How Your Firm Can Achieve Top Marks

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Panelists

- **Jim Akers**
Senior Vice President and Associate General Counsel, Marriott International Inc.
- **Jeffrey Carr**
Vice President, Secretary and General Counsel, FMC Technologies, Inc.

Company Snapshot

- **Marriott International Inc.**, \$11.5 billion hospitality company
- Approximately 70 lawyers in the Legal Department in 6 locations worldwide
- Outside counsel: 6 firms

Company Snapshot

- **FMC Technologies, Inc.**, \$3.2 billion provider of technology solutions for the energy, food processing and air transportation industries.
- 11 lawyers in the Legal Department in five locations worldwide
- Outside counsel: 105 firms, but 13 firms constitute 85% of its approximately \$12M external legal spend

Setting Expectations

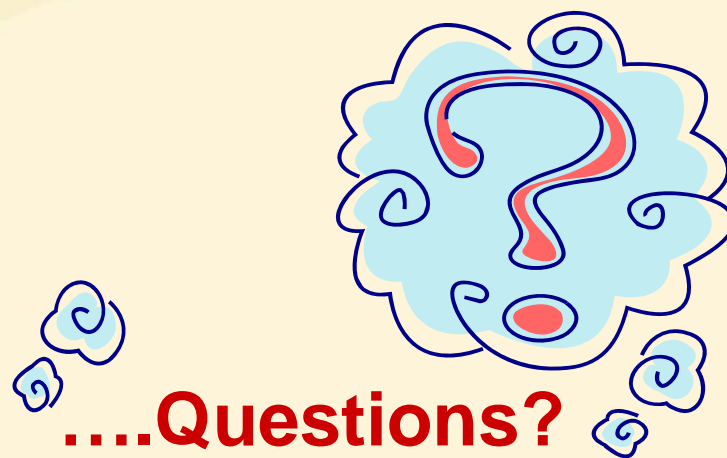
- Laying the groundwork
 - Terms of Engagement
- Performance Feedback
 - Who provides feedback as to how outside counsel is performing?
 - How do you gather feedback?
 - How frequently do you give your firms feedback?
 - Who do you evaluate?
 - Attorney, firm or both?

Keys to Great Lawyering

- Keeping the Client Happy
 - Performance
 - Partnering
 - Adherence to terms of engagement
 - Other

Learnings & Next Steps

- Company Learnings
- Actions Taken



....Questions?