Dykema

Exceptional Service. Dykema Delivers.

Client Service Standards Guide

From the Chairman

Welcome to Dykema's Client Service Standards Guide

Dykema is deeply committed to being a premier provider of exceptional client service.

The goal of this initiative is one that everyone at the Firm—lawyers, other professionals, government policy advisors, administrative directors, staff—has embraced and is working hard, each and every day, to deliver.

To provide focus to this effort and to give clear guidance as to what constitutes exceptional client service, we articulated six Dykema Client Service Standards. Visit any Dykema office and you'll see these six Client Service Standards on every desk, on mouse pads and laminated plaques and shared with every Dykema employee. We also composed a series of screensavers for the Firm in which one of the Client Service Standards pops up, in a random rotation, every time a Dykema computer screen is opened for the first time or goes into "pause" during the day.

Because the goals of the Client Service Standards were designed with you in mind, we decided to publish this guide for clients and post it on our website. In the guide, we devote a page to each of our Client Service Standards: defining each goal and sharing the reasons why each standard matters. On the next facing page, we provide some real-life examples of the actions we take to bring each objective to life. The Client Service Standards are not a contract and do not increase or diminish our legal and professional obligations to clients. Instead, they provide the path through which we strive to satisfy and deliver on our goal of exceptional client service.

I hope you find this guide informative. Should you have any ideas on how we might better our approach to servicing your needs, please don't hesitate to let me know.

I also invite you to visit my just-launched blog, "The Business of Serving Clients." It's an online platform that identifies and talks about some of the best client service ideas we've discovered—not just in law firms, but across a multitude of business enterprises in a wide variety of industries and sectors. I think you'll find the discussion thought provoking and interesting, and hope you'll stop by at www.businessofservingclients.com.

Peter M. Kellett
Chairman and Chief Executive Officer

Client Service Standard 1

We will know our clients' businesses and help them succeed

We will invest time and resources in our client relationships, assuring that we understand our clients' businesses and legal objectives.

We will offer information and advice proactively—at times off the clock—staying abreast of legal, regulatory and industry trends that could impact our clients' businesses.

We will help clients promote their thought leadership, co-creating educational opportunities and publishing articles that provide insight on subjects important to our clients' businesses.

Pursuing the Goals of Client Service Standard 1

Dykema is home to 380 lawyers and professionals who keep abreast of the law, business and regulatory changes across 65 separate practice and industry areas. This wealth of experience and knowledge is one of the unique resources of the Firm that advantages Dykema clients. In addition to this accumulated fund of knowledge and experience, before first meeting with a prospective client, the Firm's Business Development Department assembles available information to provide us with a fundamental understanding of the prospect's business from the onset.

For established and long-standing clients, our attorneys and other professionals engage in many different and diverse efforts to keep current on our clients' business goals. Examples of these efforts include:

- Attending client events such as board meetings, earnings calls and new product/service development discussions.
- Touring factories, facilities, or commercial and retail developments.
- Attending and participating in industry events, associations and seminars; and taking on leadership roles.

When we learn something new or recently evolved in the law that could impact a client's business, we make a point of sharing that information with clients. To this end, we:

- Conduct seminars at our clients' facilities.
- Publish topical articles.
- Offer to participate with our clients to promote their thought leadership by sponsoring joint presentations, seminars or other similar business conferences.
- Work with clients' other professionals to provide a seamless transition of legal and regulatory knowledge into business reality.

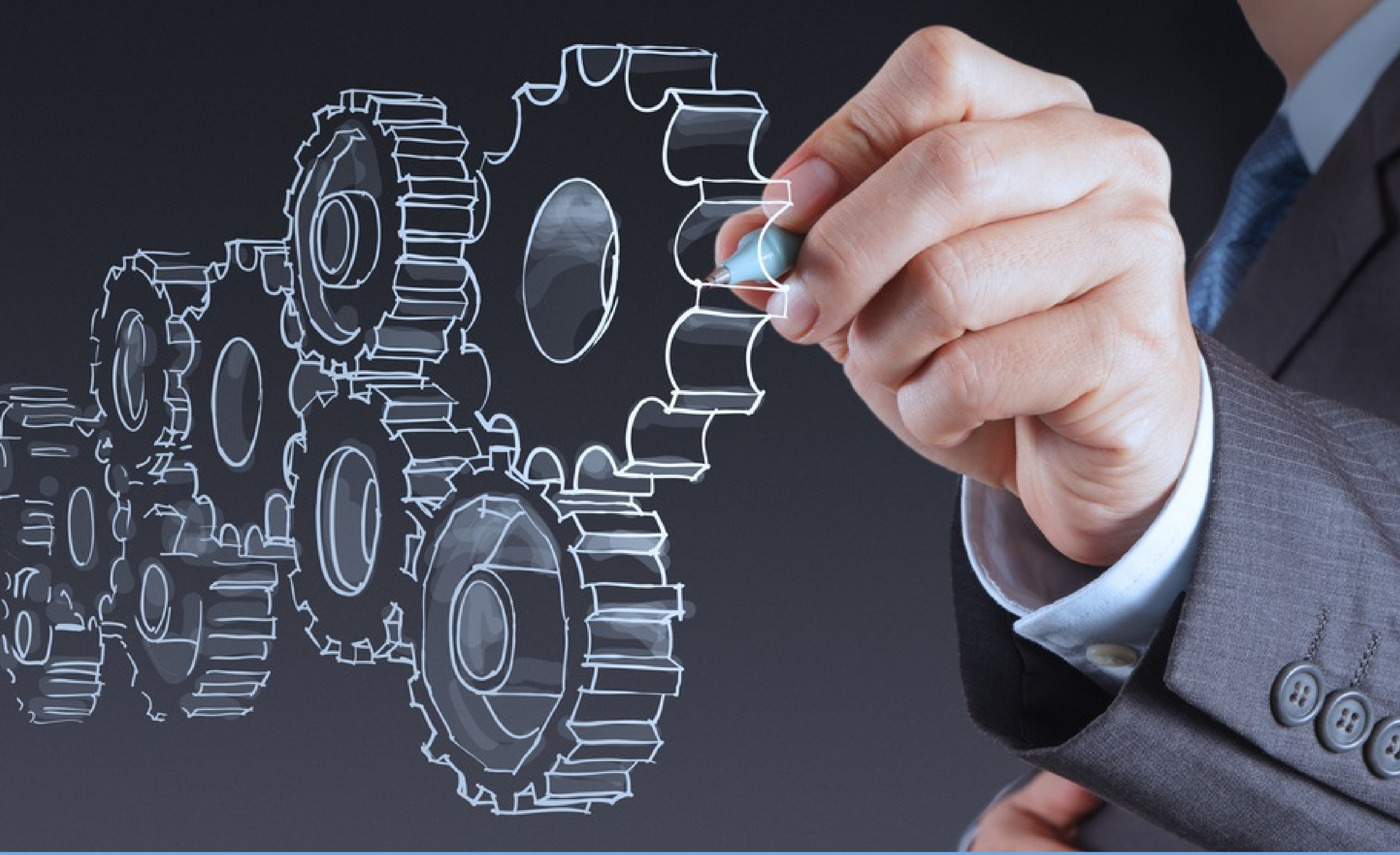
Client Service Standard 2

We will plan and manage work together with the client from the outset of the engagement

We will begin each substantive engagement with a joint planning session to clearly understand the client's goals, expectations and definition of success.

We will discuss with the client at the outset the anticipated cost of our representation in light of the amount at stake and value of a successful outcome.

We will manage the work as planned, consulting promptly with the client when unanticipated events may require a change to the agreed-upon course of action.



Pursuing the Goals of Client Service Standard 2

From the start, we ask our clients for their goals and expectations, risk awareness, risk adversity, and definition of success. We then periodically reevaluate these factors as the representation continues and as new opportunities and challenges present themselves.

Depending on the complexity of the matter, we may use a matter planning template/checklist to ensure that pertinent issues and concerns are addressed. As part of that process, we:

- Create a project plan.
- Actively manage our clients' work to keep it on track with the plan.
- Make sure our work is executed efficiently.
- Promptly inform our clients whenever an event or circumstance arises that may require a change to the project plan.

Client Service Standard 3

We will deliver value, effectively managing fees and costs

We will offer a variety of fee arrangements to meet our clients' needs and to ensure they are receiving high value for their legal spend.

We will promptly inform clients and seek direction when unanticipated circumstances are likely to materially affect the scope of our work or anticipated fees.

We will work with clients to assemble the proper team, ensuring that work is properly staffed by appropriate levels of timekeepers.

We will make team adjustments to address client needs.

Pursuing the Goals of Client Service Standard 3

Nonroutine Work Requires Experienced Counsel

Nonroutine legal work frequently requires assistance from law firms with significant experience, not only with respect to attorneys working directly on the matter, but also for access to other firm attorneys whose knowledge may become critical as the matter proceeds. Dykema has experience navigating the challenges posed by complex and unusual work, as well as the resources to meet unanticipated challenges.

Dykema's resources and the ability of its attorneys to efficiently tap those resources—through Practice and Industry Groups, searches of the firm's vast fund of prior work product, and direct consultation with firm knowledge leaders—provide our clients with a significant edge.

In an Adversarial System Who Your Lawyer Is Makes a Difference

Clients put their interests at significant risk in negotiations and litigation if their counsel is not of a caliber at least equal to or higher than that of the lawyer representing their adversaries. There is no discounted substitute for superior talent, resources and commitment.

Alternative Fee Arrangements

For client work that does not require access to the full complement of Dykema resources, efficiencies can often be achieved through Alternative Fee Arrangements (AFAs). Whether AFAs are appropriate and workable depends on the type of work, the level of risk, and the ability of the client and the firm to leverage resources in a creative fashion.

We offer clients the winning combination of increased performance efficiency and cost predictability through a variety of AFAs.

- From experience, we know AFAs and what types of AFAs fit with what types of matters.
- Our Finance and Business Development Departments are always available to help craft a workable AFA agreement.
- We track performance under AFAs so that we continue to improve our ability to predict costs and to fit AFAs to new matters.

Budgeting and Billing

In our budgeting and billing process we attempt as much as possible to provide a "no surprises" experience. We start with an up-front discussion about the actual items in prospective bills, not just a recitation in the engagement letter.

We try to make our budgets as realistic and accurate as possible, using ranges in instances where precise predictions are risky and unrealistic or when significant events are outside the control of the client or our attorneys.

When a matter is likely to have uniquely expensive events, we indicate that fact in the budget—with detail—so the client understands why the forecast is high for associated activities.

- We compare our monthly bills to the budget or scope of the work before the bill goes out.
- We contact clients to discuss any significant deviation from the budget before or accompanying the billing, and we provide an updated version of the budget if appropriate.
- If new names appear on a client's bill, we tell them why. In fact, we aim to introduce clients to any new lawyers before their names show up on a bill.

Client Service Standard 4

We will be highly responsive and consistently proactive in our client communications

We will communicate with clients through their preferred means of communication—keeping them fully informed on the status of matters.

We will respond to client calls and emails as soon as possible, but not later than during the next business day.

We will provide each of our clients with a “no surprises” experience.

Pursuing the Goals of Client Service Standard 4

- We ask our clients what means of communication they prefer and then we use it.
- When one of our attorneys is out of town, he or she makes sure someone else is on top of the client's matters and, whenever possible, personally responds to the client in a timely manner even while away.
- We update clients in the manner they request on the status of significant events in their representations, especially those that can impact the outcome of their matters or may increase costs.
- Our relationship attorneys make periodic checkup calls to their client contacts to monitor the Firm's performance.
- Our relationship attorneys regularly monitor our team to stay abreast of progress.
- Where several Dykema lawyers are involved in a matter or the Firm is handling a number of matters for a client, we coordinate our efforts to avoid duplication and provide demonstrated focus for every task.

Client Service Standard 5

We will ask for client feedback and constantly seek to improve

We will offer clients an end-of-matter review at the conclusion of significant engagements.

We will periodically request clients evaluate our services and the results we have achieved.

We will invite clients to join us in an annual review of performance metrics related to their ongoing work, identifying and adjusting workflows that are most important to the client.

We will promptly address and correct as appropriate any service deficiencies identified by a client.

Pursuing the Goals of Client Service Standard 5

We employ end-of-matter reviews at the conclusion of every significant engagement and annual reviews for clients with multiple matters or ongoing relationships. We are mindful, however, that neither annual reviews nor end-of-matter reviews take the place of day-to-day diligent matter management that is fully transparent.

When Dykema relationship and working attorneys deal directly with the principal decision makers for a client, feedback should be real-time. When, however, the relationship attorney is not actively involved in a particular matter and has less contact with principal decision makers, we utilize other methods to secure feedback. Client surveys are one of those methods.

Over the past several years, we have gleaned a wealth of important information from our client surveys:

- In our role as problem solvers, clients want us to go beyond legal support and serve as a sounding board for approaches and strategies. We add value by bringing ideas that insiders have not considered or fully evaluated and, by so doing, minimize later surprises as business initiatives are implemented.
- From time to time, clients and general counsel want direct input into who should be the “face of Dykema” for particular audiences in particular situations. That desire may sometimes mean someone other than the relationship or working attorney is best suited to be the Dykema representative.
- Clients want us to speak their business language when explaining a particular legal requirement or obstacle rather than citing statutes or case law, so that they are not tasked with translating legalese to other business decision makers.

Client feedback does not just happen. We invite it, listen to it, and then grow both the client service experience and our own professionalism from what we learn.

Client Service Standard 6

We will provide the highest quality counsel

At all times, we will be mindful of our ethical obligations and perform with the highest levels of integrity and professionalism.

Above all else, we will provide value and build trust by consistently exceeding client expectations and delivering only the highest quality legal counsel.

Pursuing the Goals of Client Service Standard 6

Dykema lawyers are among the very best lawyers in America and are consistently recognized as such by our peers, judges, business leaders, legislators, regulators and academics. We invite you to review the resumes of our attorneys on the Firm's website—www.dykema.com—to see the depth and breadth of the quality of representation available to our clients. After consultation with our clients, we pride ourselves on matching the right attorney with the appropriate skill set and experience to meet the client's need on each matter. Quality representation is required of all lawyers. The Codes of Professional Ethics and state and federal law set the standards that we are obligated to meet. The standards in this guide do not increase or decrease those obligations in any respect.

While no attorney is a guarantor against errors in judgment, there are many ways in which we strive to achieve the goal of quality representation:

- We employ a Director of Professional Development Programs who oversees and provides internal educational programs for all our attorneys.
- We demonstrate our knowledge through thought leadership. Dykema lawyers author an average of 50 articles per year in law reviews, practice journals and other publications.
- Annually, we teach or present at an average of 40 professional seminars.
- Our members are active officers in various professional organizations where they make substantial contributions in leadership.
- As part of their annual individual business plan, Dykema members can elect to become an in-house leader in a specific area of practice. Where other attorneys encounter an issue covered by a designated in-house leader, they are encouraged to consult with the Firm's in-house leader.
- Our members are also encouraged to undertake special projects designed to improve quality by tapping into and sharing members' experiences, insights and creativity as part of our continuing effort to deliver cutting-edge representation.

Dykema

www.dykema.com

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