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# The 2012 Carlton Fields Class Action Survey

Best Practices in Reducing Cost and  
Managing Risk in Class Action Litigation



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## Introduction

Class action lawsuits are on the rise, affecting nearly all industries and practice areas. As a result, corporate legal departments are devising better and more innovative matter management and cost control tools to combat them.

To provide the latest in class action best practices and trends, with a focus on managing risk and controlling cost, Carlton Fields is pleased to share its inaugural class action report. This report presents quantitative data about how corporate legal departments identify and manage class action risk and cost. Its findings, on topics as vital as risk mitigation tools, the impact of recent case law, cost control approaches, and alternative fee arrangements, result from a thorough survey process during which general counsel or senior legal officers of more than 300 companies of all sizes and business types responded to detailed questions about their class action exposure and management practices. By documenting how companies perceive, monitor, and control their class action matters, we hope to identify best practices across corporations and industries.

We hope you find the 2012 Carlton Fields Class Action Survey a valuable source of information that helps your legal department effectively and efficiently manage these increasingly common—and costly—lawsuits.

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## Executive Summary

Across industries, corporate counsel reported that class action lawsuits are pervasive and costly. In 2012, corporate legal departments expect to handle slightly more of them—on average, 5.4 matters per company, up from 4.4 in 2011. At the same time, they plan to decrease their per suit costs, which average \$776,500, by 17 percent this year.

Fifty-seven percent of legal departments have implemented various tools and programs to help mitigate risk and lower exposure costs. Significantly, making one person accountable for all class actions has proven valuable and cost-effective for the 38 percent of corporations that have taken this step. On average, these companies spent 10 percent less defending class action lawsuits and devoted 25 percent fewer hours to their management.

Surveyed corporate counsel agreed that early case assessment is key to effective resolution. “Learn a case quickly,” said one surveyed chief litigation counsel of a leading regional bank. “Being first is being best.”

Rigorous early case assessment is also associated with a substantial reduction in class action costs. Companies that calculated their financial exposure to set their class action reserves spent 36 percent less, per class action, per year compared to their peers who did not. And while they invested more in-house attorney time—65 percent more hours per suit—the payoff was significant. Annually, these companies saved approximately \$341,000 while investing an additional 177 in-house attorney hours.

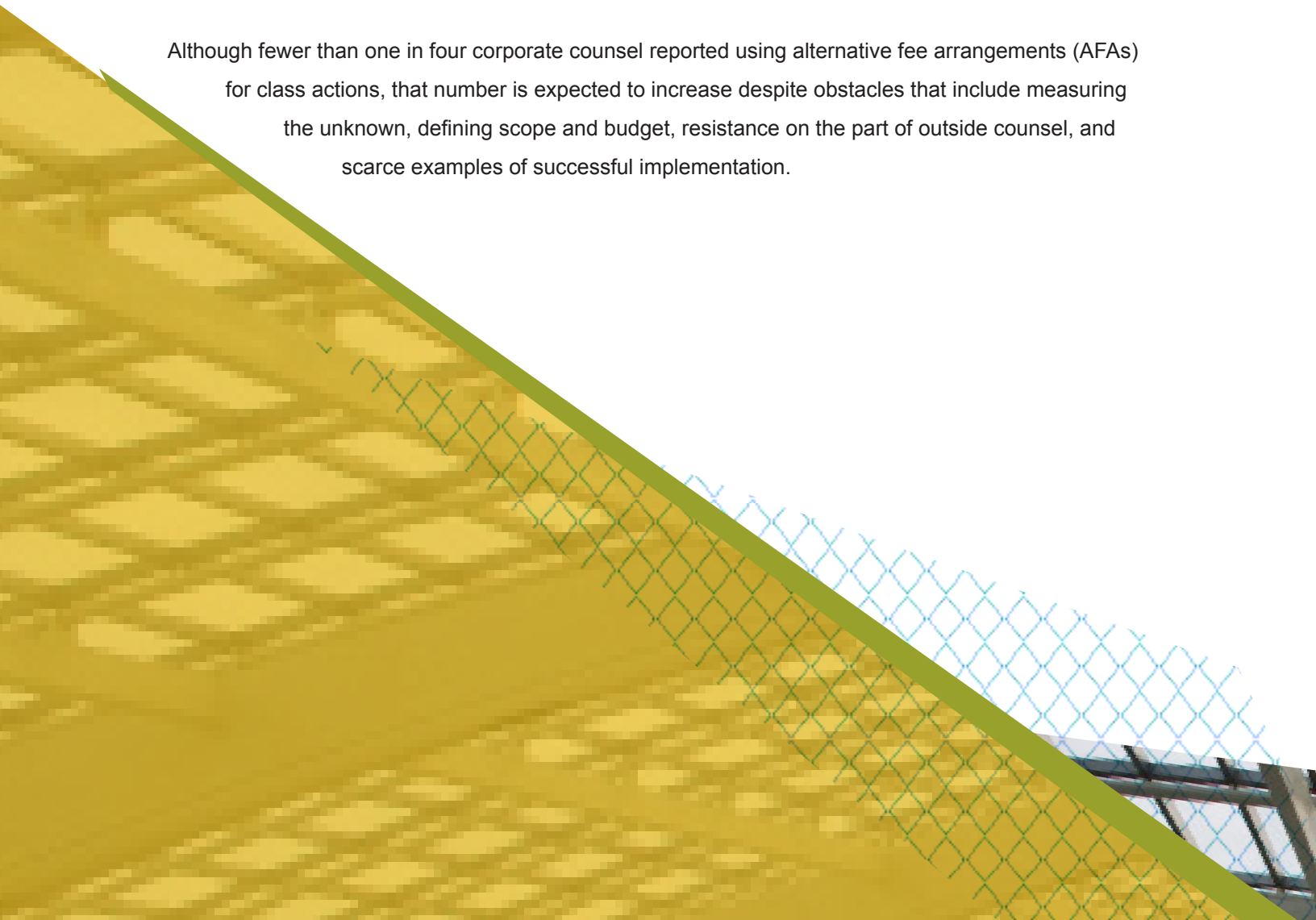
More than 50 percent of corporate counsel perceived an anti-business sentiment that heightens their exposure and increases the amount of potential financial

loss. At the same time, the rulings by the Supreme Court in *Wal-Mart v. Dukes* and *AT&T Mobility v. Concepcion* are influencing corporate counsel to dispute class certification more aggressively and to implement and enforce class action waivers.

As the following range of opinions demonstrate, counsel were split on whether to fight or settle these lawsuits.

- “I don’t settle cases; they are dismissed or I win them.”  
—Chief litigation counsel, *Fortune* 500 financial services company
- “We only settle when the cost of settlement is less than the cost of proceedings of a trial.”  
—Special litigation counsel, global manufacturing company
- “Develop a good reputation with the opposing lawyers and look at alternative dispute resolution early on.”  
—Assistant general counsel, *Fortune* 1000 energy company
- “Settle. It’s next to impossible to fight these things and it’s not favorable for the business to do so.”  
—General counsel, global business services firm

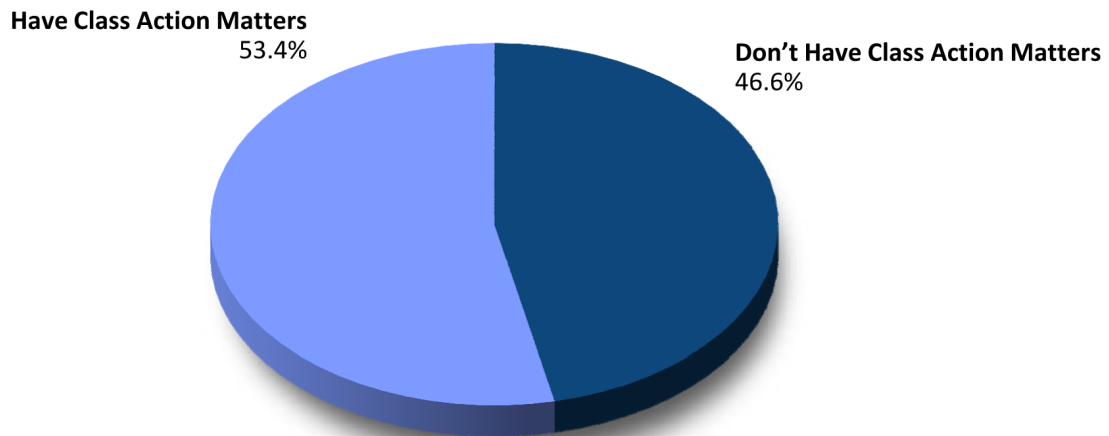
Although fewer than one in four corporate counsel reported using alternative fee arrangements (AFAs) for class actions, that number is expected to increase despite obstacles that include measuring the unknown, defining scope and budget, resistance on the part of outside counsel, and scarce examples of successful implementation.



## Wide Range of Practice Areas Affected

Generally speaking, class action litigation affects a broad segment of American businesses. More than 53 percent of companies were actively managing class action litigation in 2011. One-sixth of those not then managing a class action lawsuit can expect to face one within 12 to 18 months.

**Companies with Class Action Matters**  
Percent of Companies



Source: BTI's Premium Practices Forecast 2012: The Survey of Corporate Legal Spending



While class action lawsuits touch on many legal practice areas, labor and employment suits were the most common case type among companies we surveyed. They accounted for 27 percent of both matters and spending. Consumer fraud was the second most frequent class action type, making up 24 percent of active cases reported by corporate counsel. Securities matters occupied third place, accounting for 13 percent of class actions and 15 percent of class action spending. The higher costs typically associated with securities matters accounted for the different percentages.

The balance of class action lawsuits related to other practice areas including product liability, antitrust, and intellectual property, which respectively made up approximately nine, six, and two percent of class action frequency and spending. Matter types that made up less than two percent of class action frequency and spending included business practices, contract claims, environmental, federal regulatory, health care, insurance, and product labeling and advertising.





## Labor & Employment Class Actions Most Prevalent, Though Securities-Related Suits Slightly More Costly

Class Action Matters and Annual Spending Breakdown by Type  
Percent of Matters and Spending

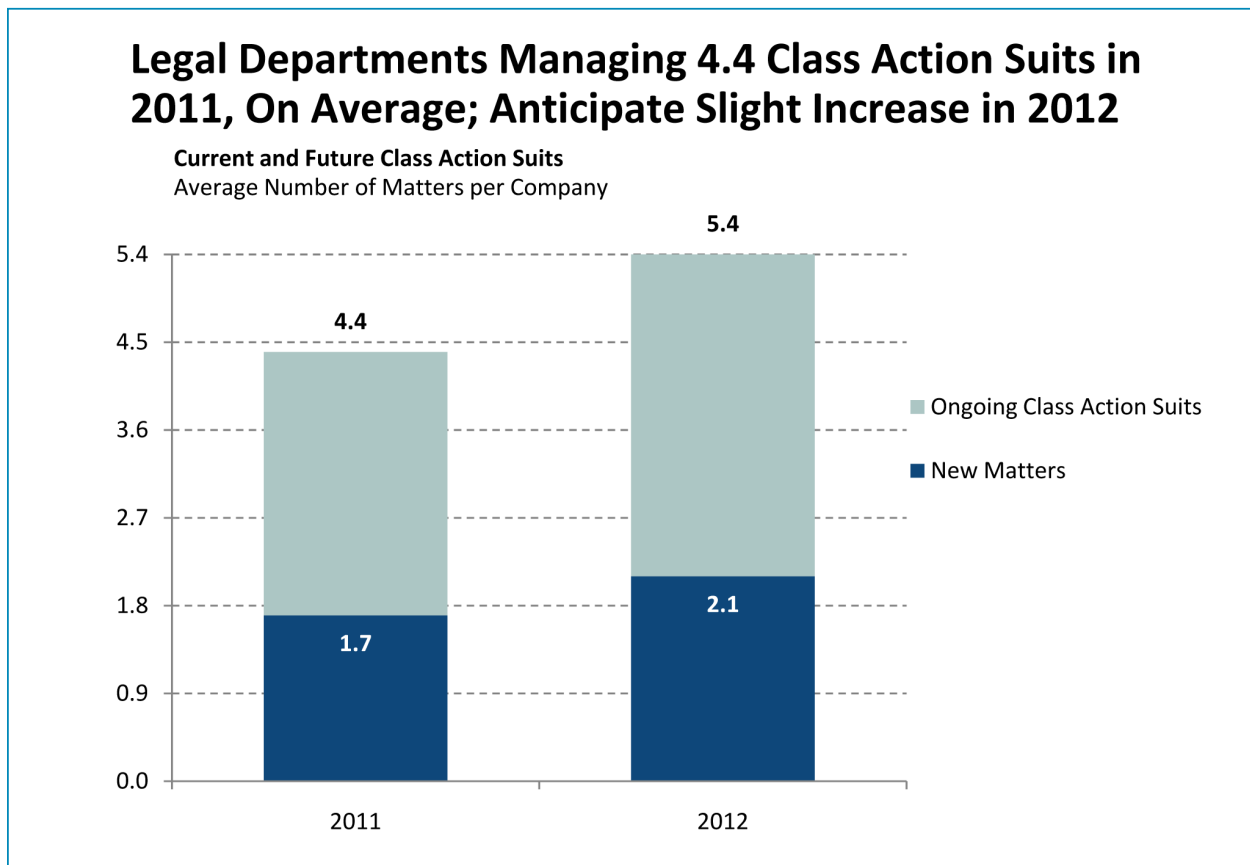
Priority Practice	Matters	Spending
Labor & Employment	27.8%	27.6%
Consumer Fraud	24.3%	23.5%
Securities	12.7%	15.4%
Product Liability	8.8%	9.3%
Antitrust	5.8%	5.5%
IP	1.5%	1.7%
Other	19.2%	16.9%

Other types of class action matters include:

Business Practices
Contract Claims
Environmental
Federal Regulatory
Health Care
Insurance
Product Labeling/Advertising

# More Class Actions Expected

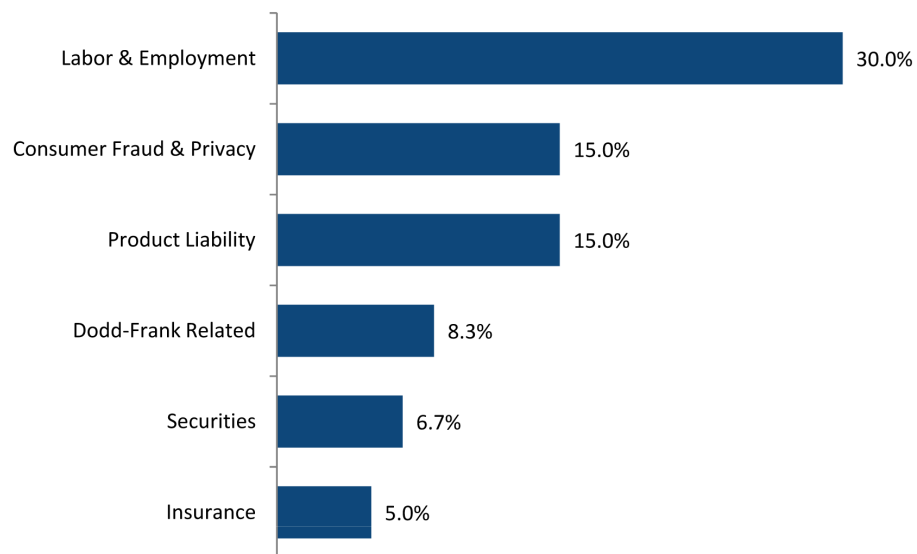
In 2012, the average number of class action lawsuits is expected to increase from 4.4 per legal department to 5.4.



Nearly one in three corporate counsel expect labor and employment matters—including wage and hour, and layoff cases—to dominate new class action suits. Another third expect products liability and consumer fraud suits to figure most prominently in the future. Slightly more than eight percent of corporate counsel anticipate a new wave of class action suits stemming from the Dodd-Frank regulations.

## Corporate Counsel Expect Spate of Labor & Employment Class Action Suits to Continue; Anticipate New Rise in Dodd-Frank-Related Issues

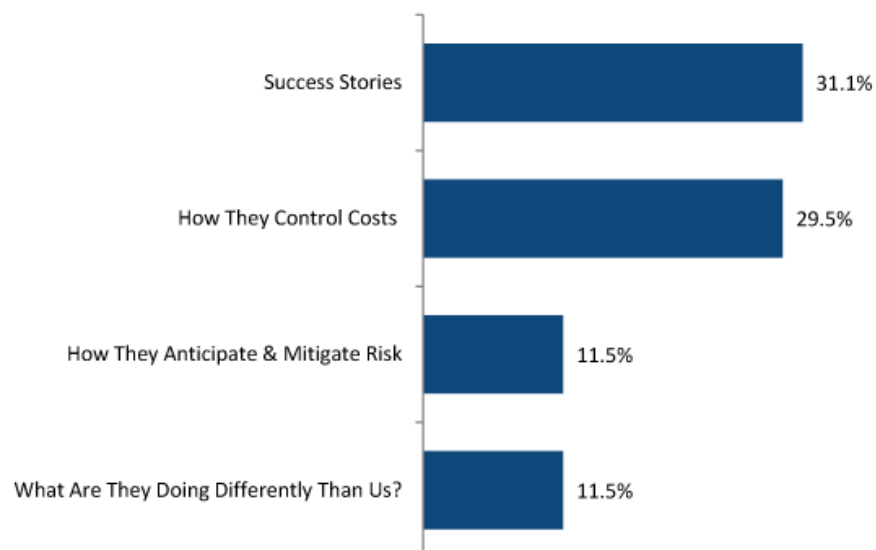
Next Wave of Class Action Suits  
Percent of Companies



Note: Chart does not add up to 100% – excludes responses under 5%.

Given the pervasiveness of class actions, corporate counsel are interested in how their peers drive success, control costs, and manage risk.

## The Wish List: What Corporate Counsel Want to Know From Peers About Class Actions

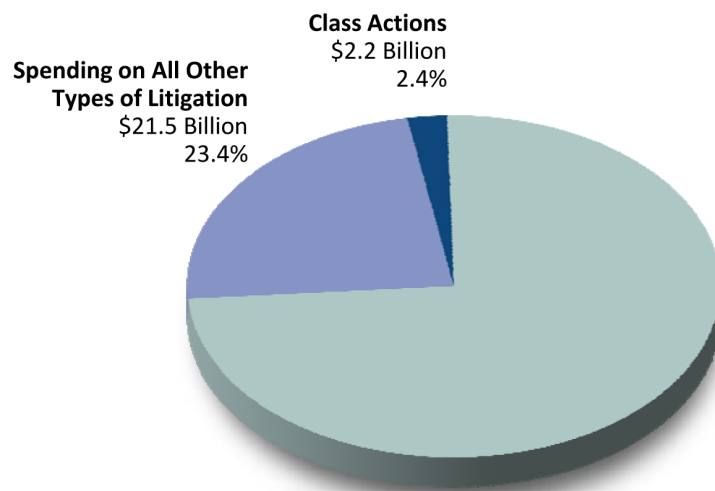


Note: Chart does not add up to 100% – excludes responses under 10%.

## Class Action Spending

To put class action spending in context, class action lawsuits account for slightly more than 10 percent of all litigation spending. Corporations spend more than \$2 billion annually on class action lawsuits, the bulk of which goes toward defense. Of that sum, 90 percent goes to outside counsel, making class action litigation one of the most outsourced types of legal work, consistent with other high-risk or complex litigation such as antitrust, bet-the-company, or white collar crime.

### Total US Spending on Legal Services, including Litigation and Class Actions



**\$91.9 Billion Spending for Legal Services**

Source: BTI's Premium Practices Forecast 2012: The Survey of Corporate Legal Spending



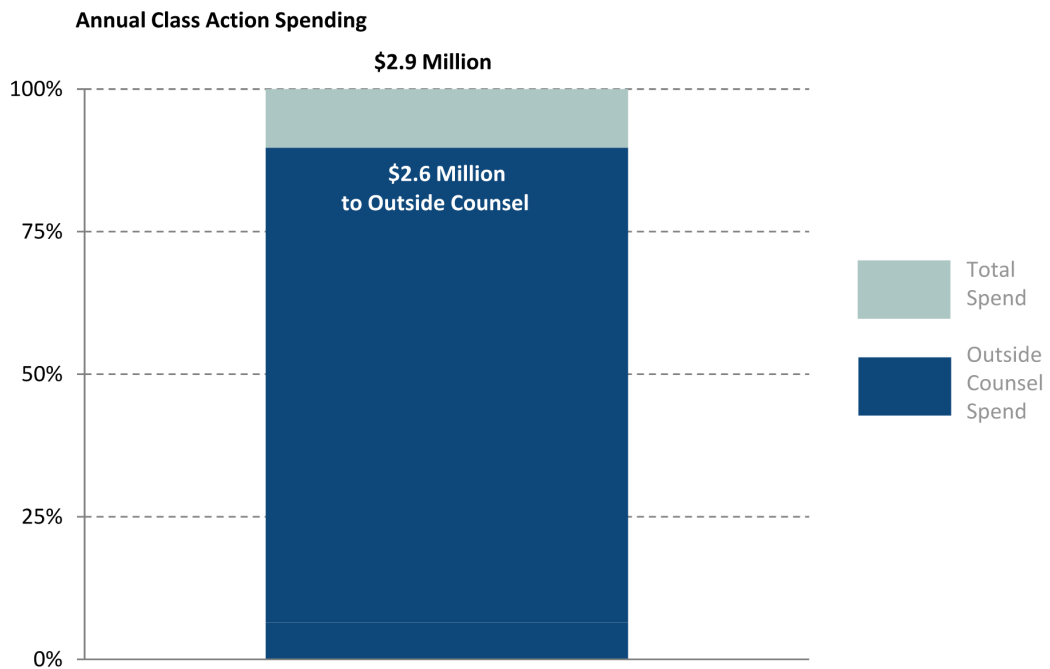
### Corporate Spending on Class Actions Varies Widely from Less Than \$100K to Nearly \$50 Million Annually



From corporation to corporation, total annual class action spending varies widely from less than \$100,000 to more than \$50 million. The higher sum reflects the amounts paid by organizations faced with blockbuster lawsuits, such as tobacco litigation. Key factors that determine spending levels include the number of pending class actions; exposure,

including monetary and reputational risk; class size; jurisdiction (federal or state); maturity of the class action suit; and the defensive posture adopted.

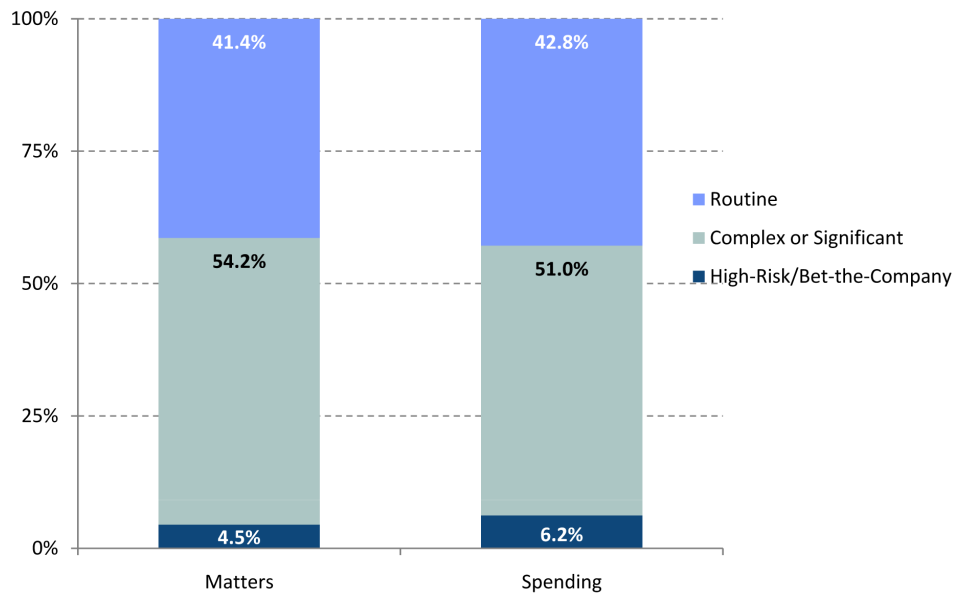
### 9 out of 10 Dollars Spent on Class Actions Go to Outside Law Firms



Survey participants also distinguished among class actions based on their complexity and perceived level of risk, with most actions falling within the “routine” to “complex or significant” levels. Although the percentage of cases that fell within the “high-risk/bet-the-company” level was much smaller, the share of dollars spent on them significantly exceeded that percentage.

### **In-House Counsel Consider Just Over Half of Class Action Suits to Be Complex or Significant; Only 4.5% Tagged as Bet-the-Company Issues**

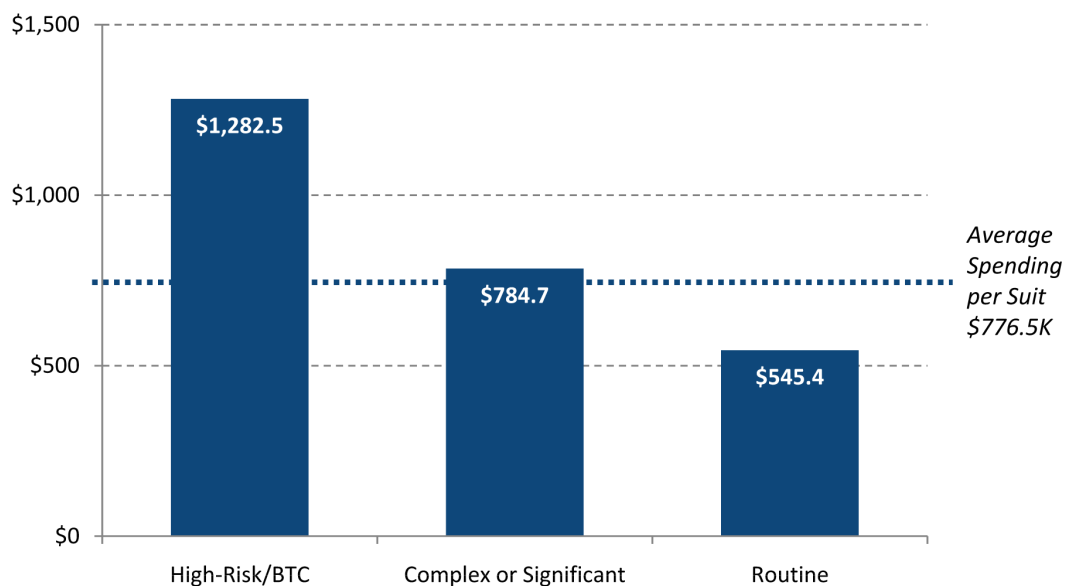
**Class Action Matters and Annual Spending by Risk Level**  
Percent of Current Matters and Spending



A single class action suit costs an average of \$776,500 annually. Costs are driven by perceived risk levels. The average annual spend for high risk/bet-the-company matters, which make up five percent of class action lawsuits, is \$1,282,500. For routine matters, 41 percent of cases, the per case amount spent averages \$545,400 annually. Between those poles, complex or significant matters—54 percent of cases—result in an average per case spend of \$784,700 annually.

## Bet-the-Company Class Actions Cost 63.4% More Than Complex Matters; More Than Two Times a Routine Suit

Annual Average Spending per Class Action Suit by Risk Level  
\$ Thousands



# Planning To Spend Less

Total U.S. legal spending on class actions is expected to dip by 13 percent, to \$1.89 billion, in 2012. This translates to a projected per matter decline of 17 percent, from \$776,500 in 2011, to \$645,800 this year. Corporate counsel attribute the expected decrease to a new emphasis on cost and risk management, which may take the form of stricter management of outside counsel, increased compliance efforts by the company, or new approaches to contracts and clauses.

## Corporate Clients Expect to Decrease Spending on Class Actions Suits in 2012; Project Decline of 13.2%

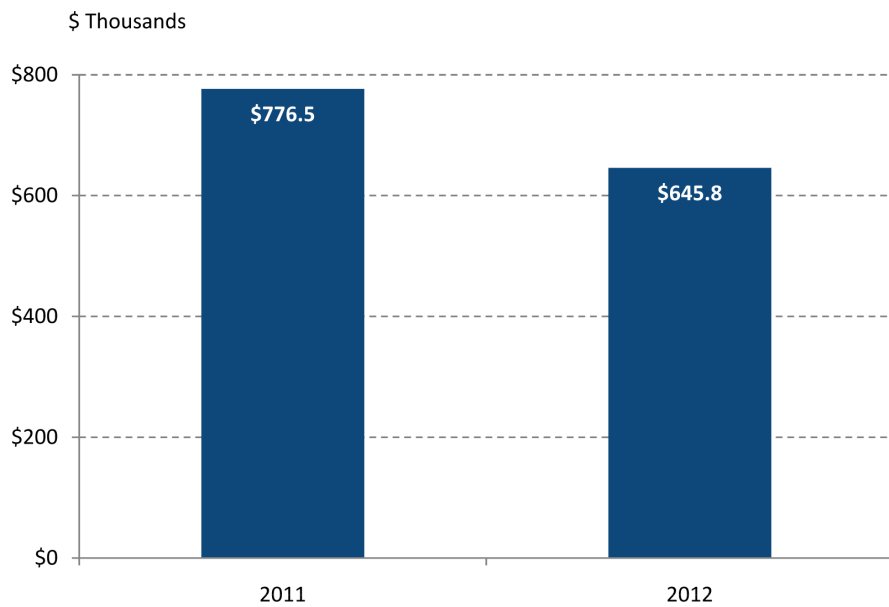


Source: BTI's Premium Practices Forecast 2012: The Survey of Corporate Legal Spending



The expected decrease in overall spending on class action suits is also reflected in the per matter forecasts.

### Companies Spent an Average of \$776.5 Thousand Annually per Class Action; Plan to Decrease per Matter Spending by 16.8%





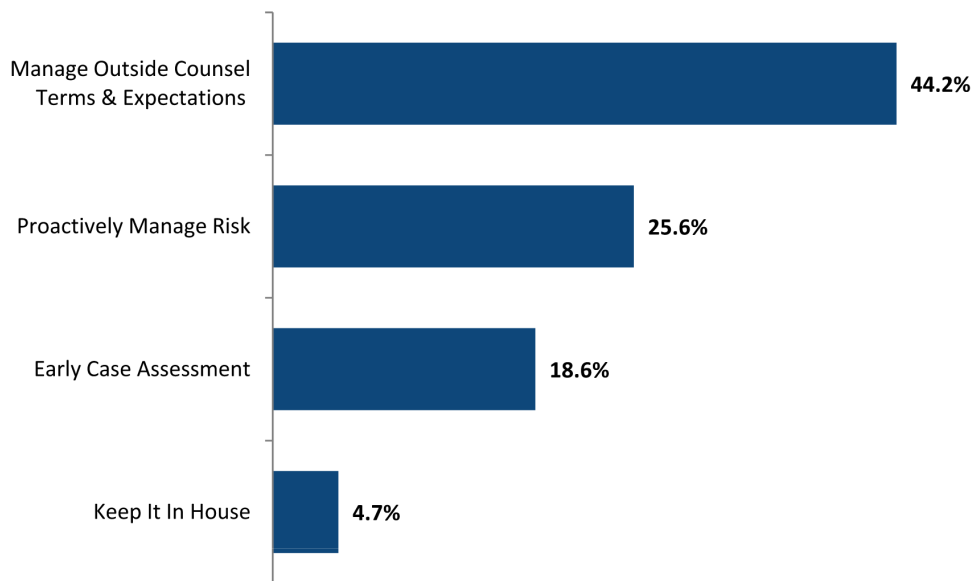
Corporate counsel recognize that in defending against class actions:

“You need good lawyers  
who understand class action  
procedure.”

— Chief Counsel, Credit  
*Fortune* 500 Commercial Banking Corporation

Factors considered when selecting the right counsel include the existence of strong relationships and outside counsel's in-depth knowledge of class action litigation and applicable issues. It is nonetheless viewed as important to manage outside counsel, and about 44 percent of corporate counsel listed management of outside counsel as a preferred cost control strategy.

## Stricter Management of Outside Counsel Tops the List of Cost Savings Strategies



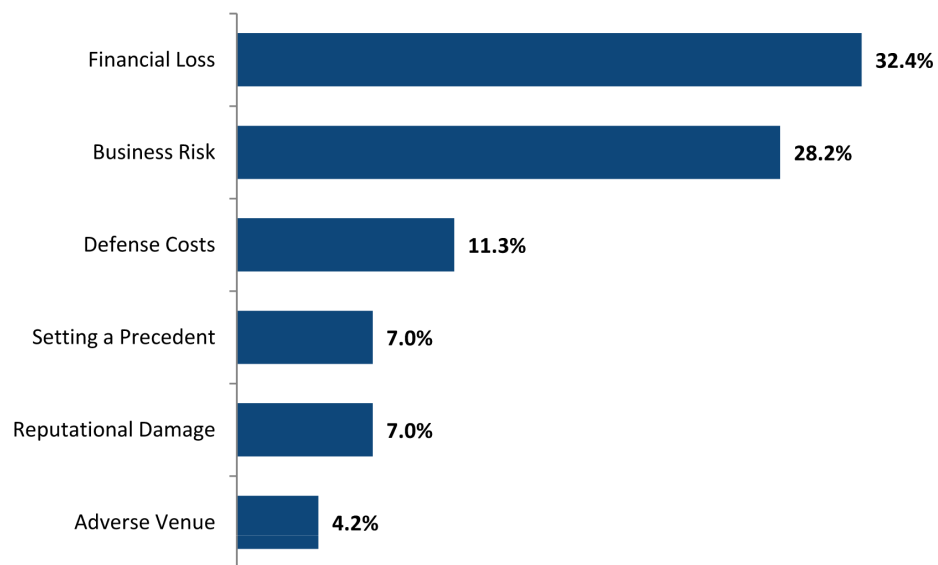
Note: Chart does not add up to 100% – excludes responses under 4%.

Close to 26 percent of corporate counsel plan to control costs through more proactive risk management. Specifically, they recommended monitoring exposure, training employees, and defining a clear legal strategy. Early case assessment and keeping matters in house rounded out the list of best practices. Nearly 19 percent of corporate counsel favored the former, and five percent preferred the latter.

# Evaluating, Managing, and Mitigating Risk

Class action lawsuits present great exposure, both in terms of potential financial loss and business risk. They also are costly to defend.

## The Single Greatest Risk in Class Action Litigation Is Financial Loss Followed Closely by Business Risk

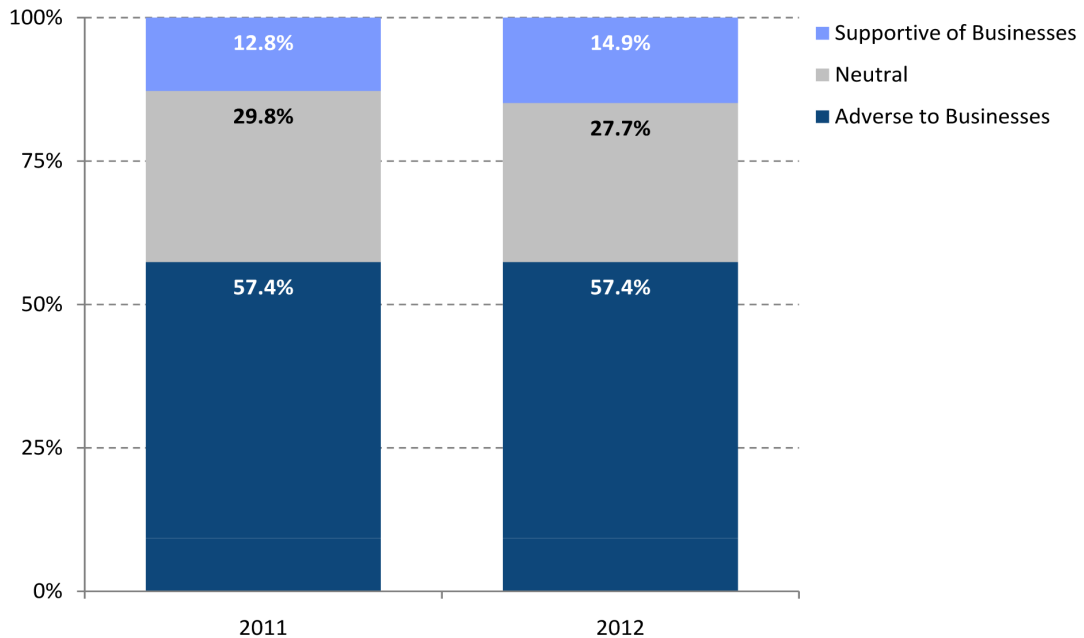


Note: Chart does not add up to 100% – excludes responses under 4%.

As a result, many companies are committed to developing and implementing tools to manage and mitigate risk. They consider it especially important to take these steps given widespread perceptions of an anti-business public sentiment among survey participants.



## Majority of Companies Describe Public Sentiment as Anti-Business; No Change Anticipated in Coming Years



The primary factors corporate counsel consider when assessing class action risk include the extent of exposure as measured by damages and any associated financial losses, case-specific facts and legal strategy options, and the win/loss probability. Fifty percent of corporate counsel rely on at least one of these primary factors when evaluating risk. Secondary factors mentioned include the business implications of a given case, the identity of the plaintiff's attorney, and the jurisdiction in which the class action is filed.

## Extent of Exposure, Fact Pattern, and Probability of Win/Loss Top List of Key Factors Organizations Use to Evaluate Class Action Risk

<b>Primary Factors</b>	Extent of Exposure
	Fact Pattern
	Probability
<b>Secondary Factors</b>	Business Implications
	Class Certification
	Class Size
	Cost of Defense
	Jurisdiction
	Legal Precedence
	Plaintiff's Counsel
<b>Individual Company Factors</b>	Reputational Risk
	Alternative Solutions
	Benchmarking
	Industry of Insured
	Media Exposure
	Plaintiffs
	Regulatory Risk
Time to Resolve	

Ultimately, these tools are designed to achieve success, which is primarily defined as a favorable outcome. Other frequently cited measures of success include coming in under estimated exposure, and the cost of defense.



## Evaluating Success in Class Actions Boils Down to a Key Metric: Did We Win?

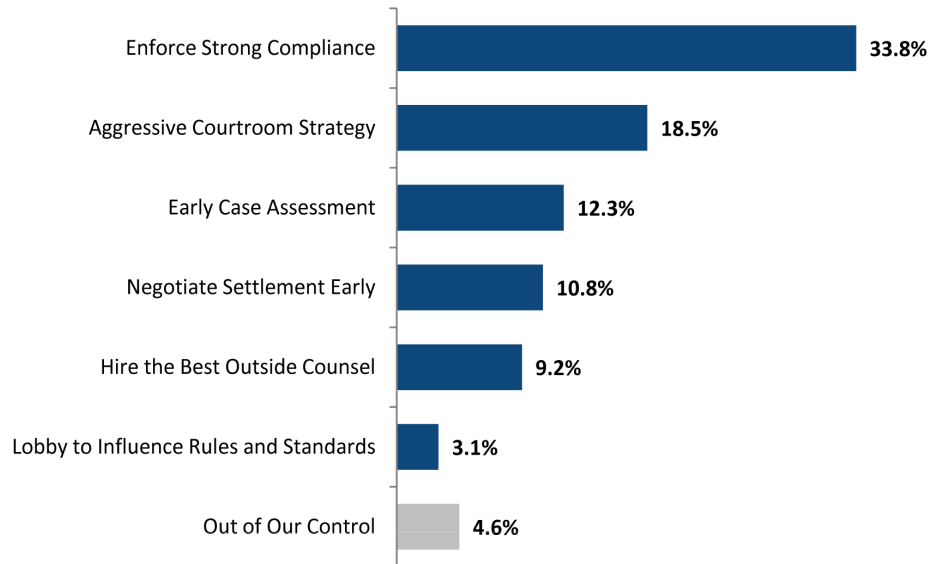
<b>Primary Variables</b>	Win Rate
<b>Secondary Variables</b>	Coming In Under Estimated Exposure
	Cost of Defense
	Cost of Settlement/Damages
<b>Individual Variables</b>	Best Results for Insurer
	Business Impact
	Class Certification
	Disposal Rate
	Internal Resources Spent
	Legal Precedence
	Maintain Good Relationships
	No Metrics
	No Such Thing As Success
	Reputational Damage
	Time Spent



## *Enforcing Compliance and Effective Tools Important*

To manage class action risk, companies use a variety of approaches. More than one-third enforce strong compliance. Twenty percent of corporate counsel said they employ an aggressive courtroom strategy. Other lines of defense included early case assessment (12 percent), early negotiation of settlements (11 percent), hiring the best outside counsel (nine percent), and lobbying to influence rules and standards (three percent).

### **1 in 3 Corporate Counsel Recommend Preventative Medicine/Strong Compliance To Reduce Class Action Risk**

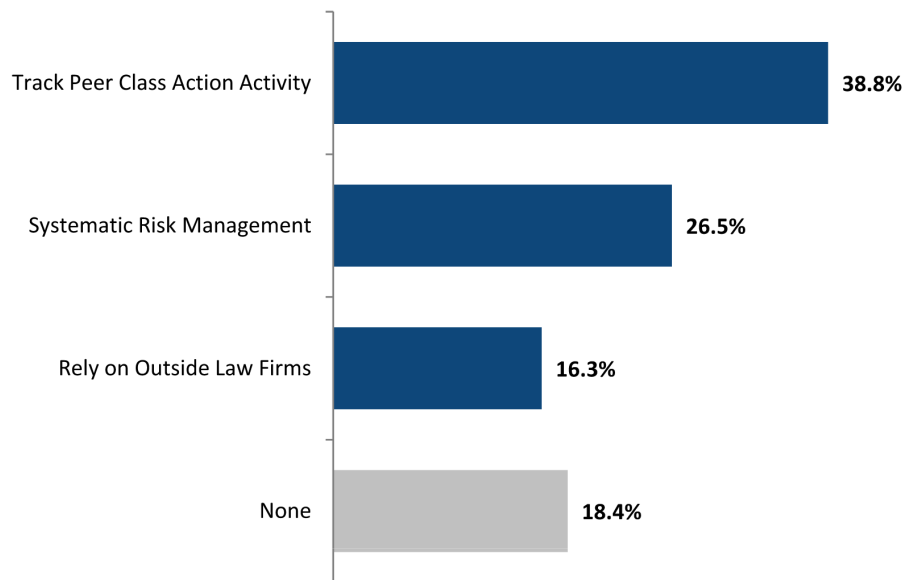


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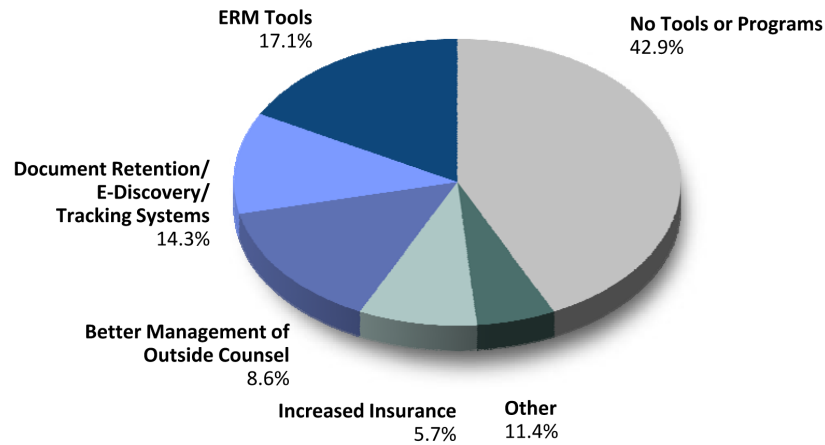


Only 18 percent of companies said they had no set system to identify class action lawsuit threats. Most organizations that track the threat use peer monitoring or systematic risk management. Of those, nearly four in 10 regularly monitor class action activity within their industry, using early warning systems to pinpoint potential vulnerability and in-house tracking resources. Enterprise risk management and internal audits are among the tools used by the 27 percent of organizations that rely on systematic risk management programs to assess class action threats. Only 16 percent depend on law firms exclusively to advise them on class action prospects. Best-in-class companies combine internal compliance audits with external monitoring to maximize preparedness.

### The Bulk of Companies Rely on Peer Monitoring or Systematic Risk Management To Track the Threat of Class Action Suits



## 57.1% of Legal Departments Have Implemented Tools and Programs To Help Mitigate the Risk and Cost of Class Action Litigation

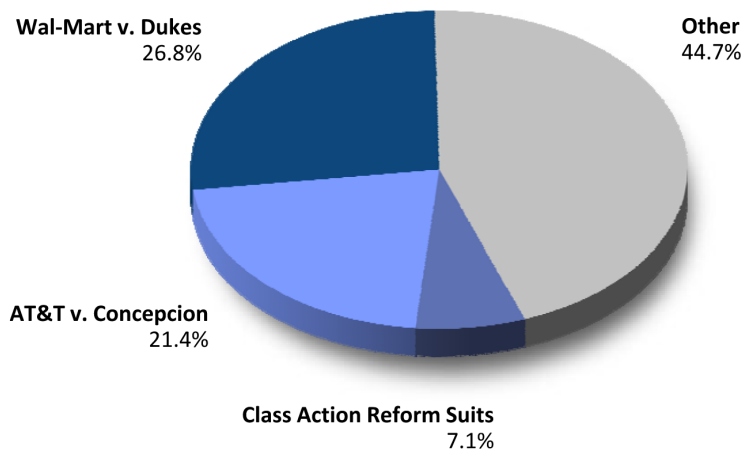


The majority of legal departments, 57 percent, have implemented tools and programs to help mitigate the risk and cost of class action lawsuits. These include enterprise risk management tools (17 percent), document retention/e-discovery/tracking systems (14 percent), better management of outside counsel (nine percent), and increased insurance (six percent). Interestingly, however, some 43 percent of relatively large legal departments have not implemented any tools or programs.

## Recent Rulings Have an Impact

### Wal-Mart and AT&T Rulings Having Greatest Impact on How Corporate Counsel Manage Class Action Litigation

Recent Impactful Class Action Rulings  
Percent of Companies



Almost seven out of 10 companies with active class action litigation named a recent ruling that impacted their legal department's management of these cases. Of those, 27 percent found the Supreme Court's 2011 decision in *Wal-Mart v. Dukes* most important. That decision substantially raised the threshold for satisfaction of the commonality requirement of Rule 23(a)(2) and rejected attempts to obtain money damages under Rule 23(b)(2). Another 2011 Supreme Court case, *AT&T Mobility v. Concepcion*, was named by 21 percent of survey respondents as most significant. That decision narrowed challenges to mandatory arbitration provisions that preclude class actions. Seven percent said that class action reform suits, collectively, have encouraged them to shift tactics, and 45 percent specified "other" cases as influential.

## *Wal-Mart v. Dukes*

In *Wal-Mart*, the Supreme Court reversed certification of a nationwide class of female employees because pay and promotion decisions were decentralized and commonality under Rule 23(a)(2) was not shown. As a result, commonality has become harder for plaintiffs to establish. As a general rule, it is not the number of common questions that is important. Rather, courts now must require common answers to critical questions central to the validity of the claim.

The aggressive dispute of class certification is the number one tactical change implemented based on *Wal-Mart*. Companies are increasingly challenging class size, reconfiguring class definitions, and pursuing decertification.

## *AT&T Mobility v. Concepcion*

In *AT&T*, the Supreme Court held that the Federal Arbitration Act preempted California law that made class action waivers in consumer contracts unenforceable and unconscionable. As a result, arbitration agreements will be upheld against challenges that are grounded in state law even if the agreements require consumer complaints to be litigated individually rather than classwide. Based on *AT&T*, companies are increasingly implementing and enforcing class action waivers. They are also intensifying programs to

boost awareness  
of changing  
regulations and  
legislation.

**“We now vigorously contest class action certifications.”**

—Senior Vice President, General Counsel,  
Corporate Secretary  
*Fortune 250 Agricultural Company*

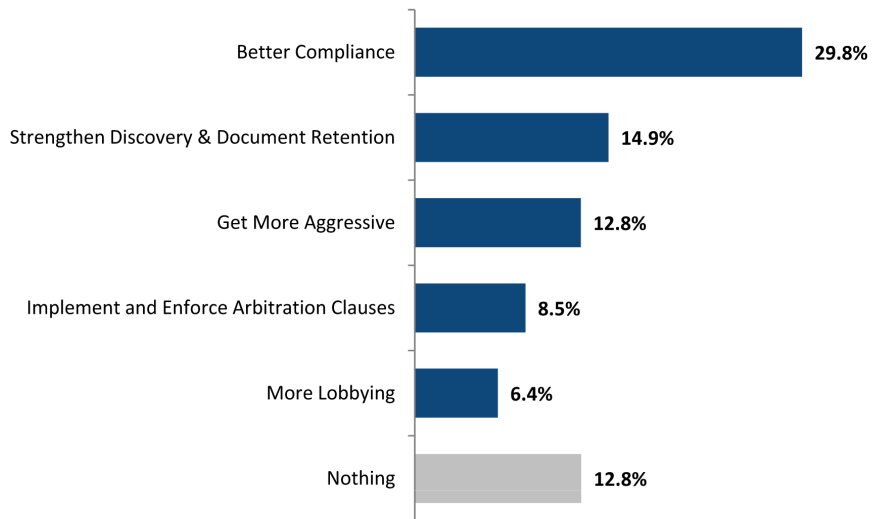
**“We had very good contract language before, but we’ve filed motions to compel arbitration.”**

—Vice President and Chief Litigation Counsel  
*International Telecommunications Firm*

# Best Practices in Class Action Management

## Looking Ahead: Corporate Counsel Offer Advice and Best Practices on How To Improve Approach and Management of Class Action Lawsuits

How Companies Need To Change Class Action Management  
Percent of Companies



Note: Chart does not add up to 100% – excludes responses under 6%.

Corporate counsel offered recommendations for improving an organization's approach to class action management. Better compliance topped the list, with 30 percent of corporate counsel suggesting stricter policies, expanded compliance training, and more internal controls. Other suggested changes included taking a proactive approach focused on stronger document retention and discovery policies, more aggressively fighting class actions, implementing and enforcing arbitration clauses, and more lobbying of Congress and legislatures.

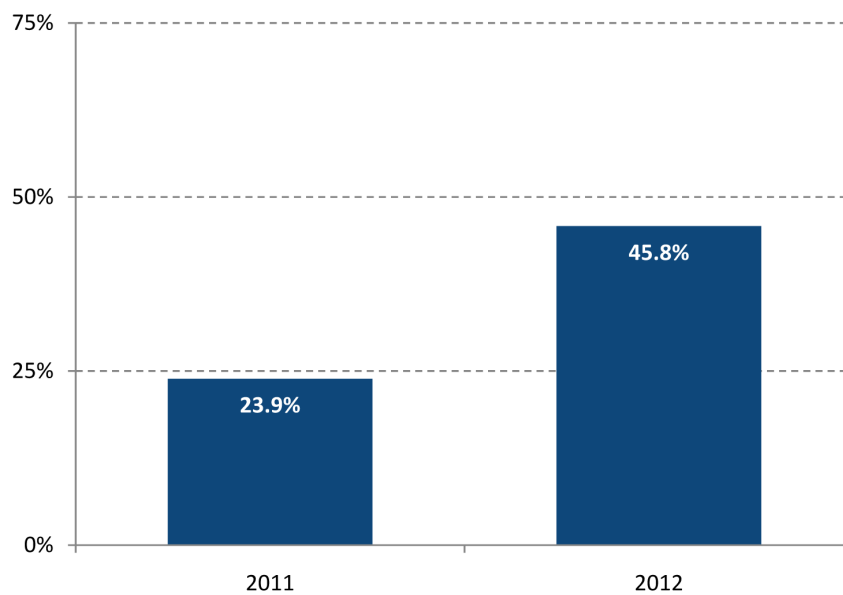


## Cost Control: AFAs

Given that 90 percent of class action defense spending goes toward outside counsel, it follows that corporate counsel's top cost savings strategy is to focus on tighter law firm management. They accomplish this by selecting the right counsel based on relationship and expertise; establishing budget and billing guidelines; exercising hands-on, ongoing management; and, to a lesser extent—for now—employing alternative fee arrangements (AFAs).

### Corporate Counsel Plan to Boost Use of AFAs for Class Action Litigation

Alternative Fee Arrangement Use in Class Actions  
Percent of Companies



Fewer than one in four corporate counsel report using AFAs for class actions. This is substantially lower than the average of 80 percent that use them annually for all cases. Obstacles to the use of AFAs in class actions include the perceived difficulty of measuring the unknown and defining scope and budget, outside counsel's hesitancy, and scarce examples of success. Despite these hurdles, corporate counsel said they plan to double the use of AFAs for class actions in 2012.

## Fixed Fee the Single Most Common AFA Used for Class Actions

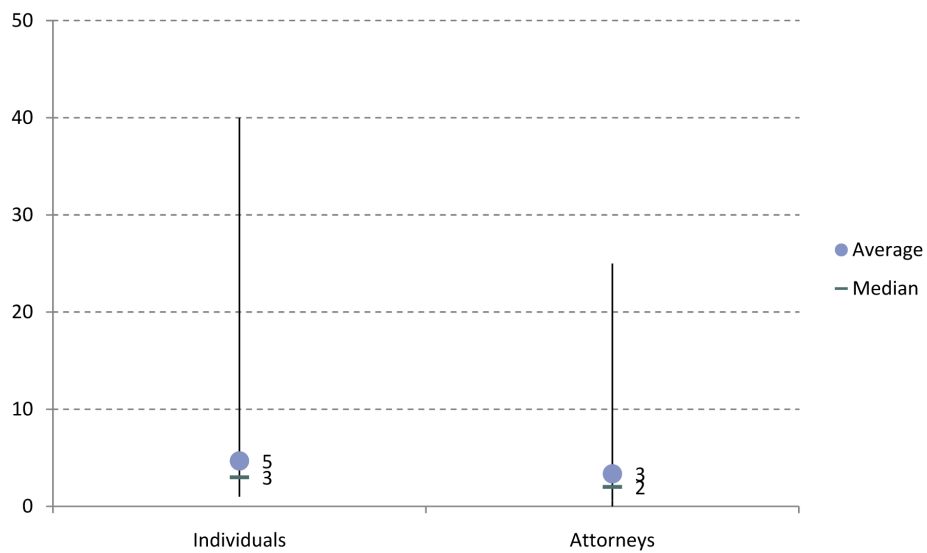
Type of AFAs	Percent of Companies Using AFAs
Fixed Fee	36.4%
Blended Rates	18.2%
Capped Fees	18.2%
Incentive Arrangements	18.2%
Other	9.0%

Of the corporate counsel that use AFAs for class actions, 36 percent take a fixed fee approach. Another third use a variant of hourly billing—blended rates or capped fees—to keep outside counsel expenses in check. Nearly 20 percent share the risk with their outside counsel, establishing incentive arrangements that reward success.

### ***Cost Control: Internal Resources***

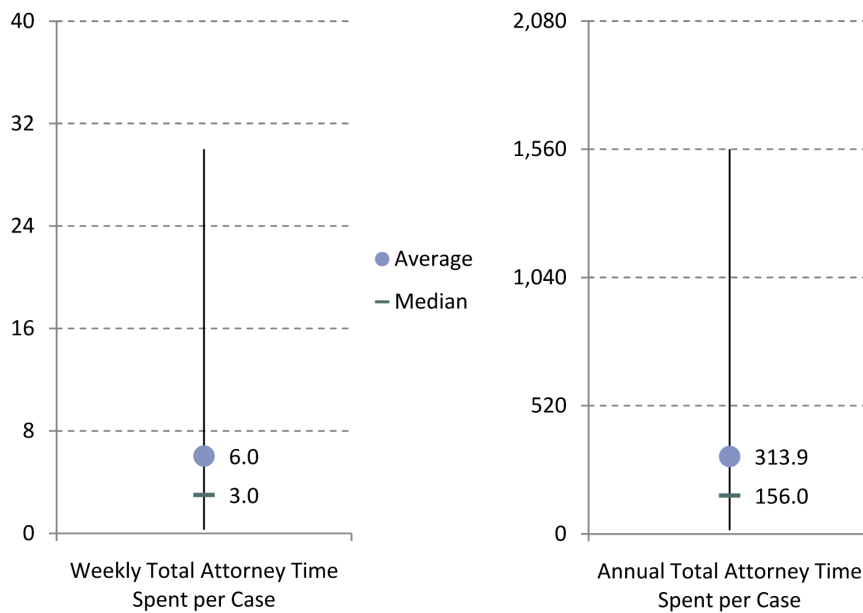
#### **A Typical Company Dedicates 5 Individuals to Managing Class Actions; Majority of In-House Resources Split Between Class Actions and Other Legal Issues**

**Individuals and Attorneys Dedicated to Class Actions**  
Number of People



The typical company dedicates an average of five individuals to class action management. On average, three of these are attorneys. Class action management is just one aspect of their broader responsibilities, and they spend less than half their time on that task.

### Legal Departments Spend an Average of 6.0 Hours Per Week on Management of a Single Class Action Suit

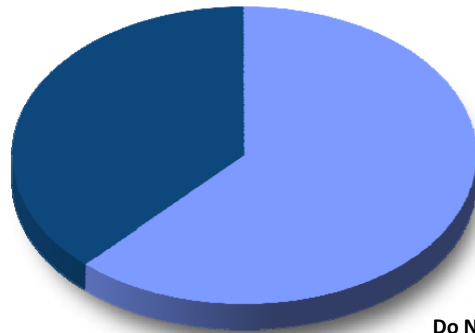


### ***Cost Control: Designating an Accountable Individual***

Corporate counsel invest an average of slightly more than six hours per week on any given class action case. This amounts to 314 hours annually. Because class action management is typically spread across multiple individuals, this translates to a per person average of less than three hours per matter, per week.

#### **38.0% of Companies Designate a Single Individual as Accountable for Class Action Outcomes**

Have a Single Individual Accountable  
for Class Actions Outcomes  
38.0%

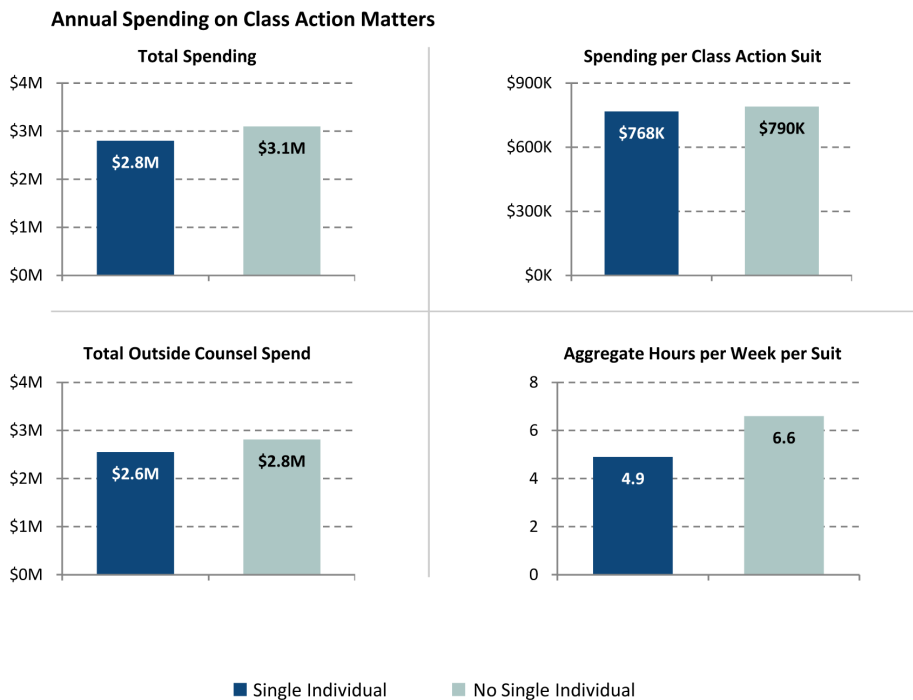


Do Not Have a Single  
Individual Accountable  
62.0%

Only 38 percent of companies make one person accountable for class action outcomes. The research indicates that the remaining 62 percent are likely missing a significant cost savings opportunity. Making a single individual accountable for class action management is a best practice to control costs and reduce risks.



## Companies with a Single Accountable Individual Reap Big Benefits: Cost Savings Both Internally and Externally



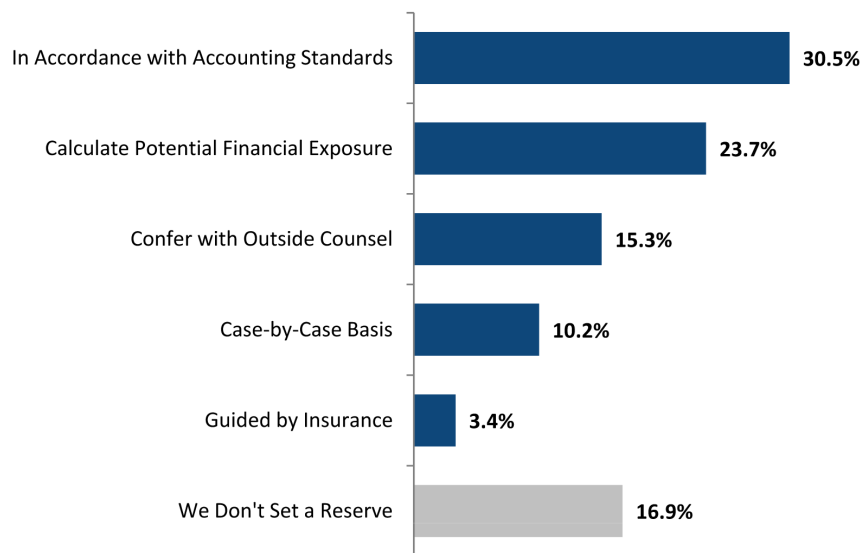
The benefits include lower overall spending on class actions, lower spending on outside counsel, and fewer hours per week dedicated to managing class actions. Specifically, companies that take this step spend an average of almost 10 percent less defending and managing class action suits and nine percent less on outside counsel. They also devote 25 percent fewer hours in-house to managing class actions. Companies achieve those benefits regardless of the number or size of the class actions they manage.

## Cost Control: Calculating Financial Exposure as Part of Setting the Reserve

Strategies for setting the litigation reserve vary by organization. A combined 56 percent of corporate counsel do not clearly define key variables or components. Of those, 31 percent adhere to accounting standards, specifically FAS 5; 15 percent confer with law firms; 10 percent take a case-by-case approach; and three percent are guided by insurance in setting the reserve. Seventeen percent reported that they do not set a reserve to account for potential class action lawsuits.

### Strategies for Setting the Litigation Reserve Vary by Organization; Absence of Hard and Fast Rules Drives Individual Approaches

Setting a Class Action Reserve  
Percent of Companies

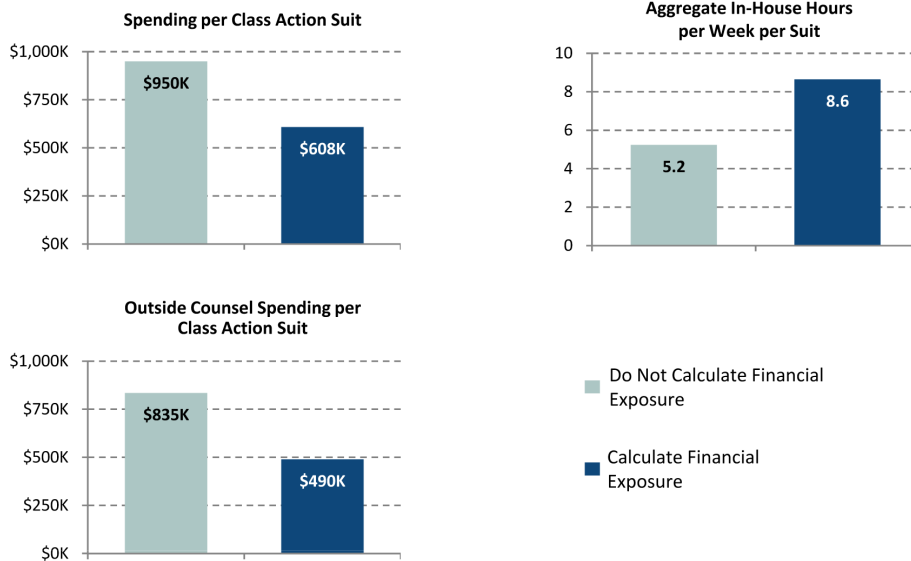


Notably, in determining a reserve, just 24 percent of corporate counsel take a rigorous approach that calculates the potential for financial exposure for each individual suit based on the particular circumstances of that suit. Yet the research shows that this is a best practice associated with substantial cost savings that exceed even the benefits of making a single individual accountable for class action management.

Based on the research, companies that engage in such a process and calculate financial exposure on a fact-specific basis to set their class action reserve spend 36 percent less per class action, per year. They save more than 41 percent on outside counsel spending. While they invest 65 percent more in-house attorney time per class action suit, their total savings considerably outweigh this investment. Overall, they save \$341,320, devoting only 177 more in-house hours per suit.

## Companies that Calculate Financial Exposure Spend More Time on Each Class Action, Generating Substantial Cost Savings

Annual Spending and Time Spent on Class Action Matters



Corporate counsel who set litigation reserves on a case-specific basis use key inputs that mirror those they use to evaluate risk. The primary variables are the extent of exposure and the potential for liability. Secondary variables include case-specific facts, legal precedents, and outside counsel's advice. Individual factors include internal resources, case size, jurisdiction, plaintiffs, and plaintiff's counsel.

## Key Inputs Into the Litigation Reserve Mirror Those Corporate Counsel Use To Evaluate Risk

<b>Primary Variables</b>	Extent of Exposure
	Liability Potential
<b>Secondary Variables</b>	Class Certification
	Fact Pattern
	Legal Precedents
	Proposed Settlement
	Rely on Outside Counsel
<b>Individual Factors</b>	Internal Resources
	Case Size
	Cost of Defense
	Expenditures
	Good Record Retention
	Jurisdiction
	Market Trends
	Plaintiffs
	Plaintiff's Counsel
	Process Audits

Of course, the process of setting the reserve, by itself, did not directly cause the savings. The survey results suggest, however, that a link does exist between using a rigorous process to calculate the reserve and the cost savings observed. In setting the reserve, the company and its counsel necessarily took the time to analyze the case early on. We may infer that by engaging in the rigorous evaluation of the factors described above, they were better able to manage the case successfully to meet established objectives and thereby reduce costs.



All considered, the survey findings suggest that the tools of having one person accountable for class actions and undertaking a rigorous early case assessment process to establish a reserve likely will have the greatest cost reduction impact. These tools may be used separately or combined for greater effect. Although early case assessment requires a greater investment of in-house attorney resources, based on the survey results, its potential upside is significantly larger. Both approaches, together with the other tools and methods identified by the survey respondents, can have a substantial impact on class action risk management and cost control.



## Methodology and Research

The 2012 Carlton Fields Class Action Survey results were compiled from 322 standardized, in-depth interviews with general counsel, chief legal officers, and direct reports to general counsel. Interviews, which lasted an average of 36 minutes, took place during the summer and fall of 2011. To control for bias and assure objectivity, Carlton Fields retained an independent consulting firm to select the companies and conduct the interviews. The consulting firm provided only aggregate data to Carlton Fields, and all individual responses and company names were kept confidential and excluded from the survey results.

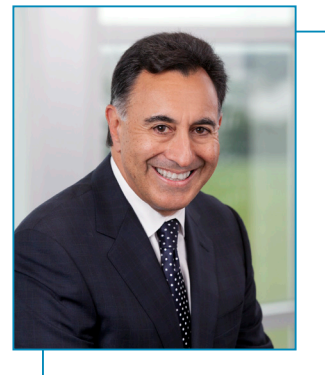
Survey participants' companies had average annual revenues of \$13.1 billion and median annual revenues of \$3.8 billion. Seventeen percent are *Fortune* Global 500 companies, and nearly 49 percent are *Fortune* 1000 companies. Of those, eight percent are *Fortune* 100, 19 percent are *Fortune* 101-500, and 21 percent are *Fortune* 501-1000. Additionally, the surveyed companies operate in more than 22 industries, including consumer goods, energy, high tech, insurance, business services, manufacturing, professional services, retail trade, and transportation.

## About Carlton Fields

Carlton Fields has litigated and counseled clients in hundreds of class actions for more than 30 years. These cases present unique challenges due to their different rules, enhanced scope, and higher stakes. The firm understands the potential impacts, costs, and risks associated with class actions, and is a leader in developing legal approaches and strategies for handling class action litigation.

If you would like to begin a conversation with us to learn more about the survey and how these results impact you, or to discuss the Carlton Fields class action practice, please contact **Chris S. Coutroulis**, the Chair of the firm's Litigation Council, at [ccoutroulis@carltonfields.com](mailto:ccoutroulis@carltonfields.com) or 813.229.4301.

To obtain additional copies of this report, visit [www.ClassActionSurvey.com](http://www.ClassActionSurvey.com).



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