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KNOWLEDGE MANAGEMENT

*An In-Depth Look into KM's Current Use &
Future Trends in the Legal Profession*

LAW FIRM EDITION

– Spring 2003 –

Co-sponsored by:

Association of Legal Administrators
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Purpose of the Study

The Knowledge Management Study: An In-Depth Look into KM's Current Use and Future Trends in the Legal Profession was conducted to determine the current status of Knowledge Management initiatives in the legal profession and insights into future KM trends. Knowledge Management is not “all about technology,” but more about the use of technology to capture, store, retrieve, and reuse intellectual property in a law firm or a law department.

The study concentrates on legal industry users in the United States and the United Kingdom including lawyers and managing partners, legal administrators and executive directors, law librarians, knowledge managers, and information systems personnel in mid-size to large firms and in corporate and government law departments.

This study will help law firms and law departments, companies, service providers, and other practicing legal professionals make informative decisions on how to incorporate KM into their short and long-term technology planning.

The specific objectives of this study are outlined below:

- Define and measure the legal industry KM universe and corresponding market segments. Establish benchmarks for updating user estimates for the KM market.
- Identify and explore emerging patterns of legal KM industry use, including reasons for and amount of use, and perceived benefits and drawbacks of such use. This includes the *perception* of KM use versus the *reality* of moving to a KM model.
- Characterize demographics and psychographics of personal users and key legal industry segments. This includes measurement of relevant behaviors, such as use of core software applications and current technology issues, to better characterize where KM usage fits into the law firm and law department strategic plan.
- Characterize purchasing processes for KM products and services. Who are the legal industry decision makers and influencers of these purchases? How are legal professionals making these decisions?
- Establish growth scenarios for legal industry KM users. What are the likely adoption scenarios for KM products and services?
- Create a customizable database of information on the legal industry KM marketplace. The study will establish a flexible database for further exploration through data cross-tabbing.

Key Issues Targeted by this Study

As interest in Knowledge Management explodes and the balance of usage shifts from a technology-driven technical audience to a wider practicing legal audience, KM planners and companies need insights into many “user demand” oriented questions like those listed below. The **Pricewaterhouse Coopers – Legal Research Center, Inc. Knowledge Management Study** will answer these questions, and more:

- ***How does the legal profession define “Knowledge Management?”*** Law firms have developed their own definitions of KM and often fall short of the true definition.
- ***What is the current technology environment in the law firm?*** KM requires specific technology and applications; what type of computing environments are currently in use in the legal profession?
- ***What are the “core” software applications used by the legal profession?*** KM applications include document management, financial management, case/matter management, legal research management, litigation support, client-relationship management, email and other substantive law databases.
- ***Are government or corporate law departments more likely to incorporate Knowledge Management than private law firms?*** Is there a different “vision” for corporate and government law departments than for private law firms?
- ***What is the current attitude of the legal profession toward Knowledge Management?*** With the confusion over various definitions of KM, has this completely turned off law firms from KM initiatives or highlighted the problems of KM?
- ***How many law firms have Knowledge Management initiatives?*** KM initiatives vary from firm to firm. The KM Study will help document the various types of initiatives, the time frames involved, and whether the KM initiative will continue or is it currently stalled, and why.
- ***Are law firms looking to partner with their clients using KM technologies?*** Are clients playing a decision role in moving law firms toward KM or are firms establishing KM on their own?
- ***How does cost affect the legal profession’s use of KM technologies?*** How much do firms plan to spend in the next 12 months on knowledge management? How does KM use affect billable hours?

Study Methodology

To optimize data collection and analysis, a comprehensive survey questionnaire was developed by the Legal Technology Institute and the KM Study Sponsors. The Survey Questionnaire consisted of 104 questions in a twelve-page format and is included in the Appendix of this Report.

Survey questionnaires were sent via direct mail to a true *random* sampling of attorneys, legal administrators, law librarians, information systems personnel, solicitors, corporate and government counsel. Mailing labels were furnished by the American Bar Association (ABA), the Association of Legal Administrators (ALA), the American Association of Law Libraries (AALL), Corporate Legal Times, the Law Society (UK) and LawNet. These mailing labels were randomly selected by the respective associations. The target recipients were mid-size and large law firms and corporate and government law departments. The following list profiles the number of labels furnished by each association and the number of survey questionnaires mailed:

| Association | # Random Labels | % Surveyed |
|-----------------------|------------------------|-------------------|
| ABA | 19,000 | 57% |
| ALA | 3,313 | 10% |
| AALL | 1,530 | 5% |
| Corporate Legal Times | 5,956 | 18% |
| LawNet | 1,800 | 5% |
| Law Society (UK) | 1,500 | 5% |
| Totals | 33,099 | 100% |

Returned and Completed Questionnaires

The following table indicates the types of respondents that returned completed surveys.

| Position | # Surveys Returned | % Returned by Position Base = 347 |
|-------------------------------------|---------------------------|--|
| Attorney, Partner, Managing Partner | 174 | 50.14% |
| Legal Administrator | 38 | 10.95% |
| Law Librarian | 32 | 9.22% |
| General Counsel, Asst. Counsel | 33 | 9.51% |
| IT Staff | 14 | 4.03% |
| Other | 56 | 16.14% |
| Totals (<i>Base</i>) | 347 | 100.00% |
| No answer | 1 | |

The following is a breakdown of returned survey questionnaires.

| Data Collection Method | # Surveys Returned |
|-------------------------------|---------------------------|
| Direct Mail | 336 |
| Internet Web Site | 12 |
| Totals | 348 |

Study Disclaimers

The Legal Technology Institute’s mission is “*to provide an innovative forum for making a positive impact and improving technology in the legal profession.*” The survey model used for this KM Study is similar to models used in previous studies published by the Legal Technology Institute (LTI). While we strive to maintain data integrity, correctness and quality, we provide this data with the following knowledge and limitations:

- LTI and the KM Study Sponsors are not responsible for any inaccuracies or omissions in the data regardless of cause;
- LTI and the KM Study Sponsors are not responsible for any damages arising from reliance on the information contained in this Study;
- LTI and the KM Study Sponsors are committed to preserving the confidentiality of the individual participants and therefore do not provide this data in any form in the Study or for use after the Study is published nor is individual information provided to any of the KM Study Sponsors; and
- The data contained in this report has been verified internally to LTI, but has not been independently audited or verified.

About the Legal Technology Institute

The Legal Technology Institute (LTI) was established in October 1997 at the University of Florida Fredric G. Levin College of Law. Its mission is “*to provide an innovative forum for making a positive impact and improving technology in the legal profession.*” LTI’s director, **Andrew Z. Adkins III**, brings years of legal technology consulting and networking to the Institute.

LTI provides independent legal technology consulting services to the legal profession, including private law firms, courts and court administration, law schools, government and corporate law departments, and bar associations. In addition to consulting, LTI also provides Internet Web Design and Development Services and provides market research services to the legal profession.

Andrew Z. Adkins, III is a nationally recognized expert in law office automation. He is the director of the Legal Technology Institute at the University of Florida Levin College of Law. He is also author of Computerized Case Management Systems, published by the ABA/Law Practice Management Section. He frequently writes and publishes articles in several legal periodicals and newsletters and is a frequent lecturer on topics of law firm technology. Mr. Adkins was also chair of the ABA TECHSHOW 2000 and 2001 and is the co-chair of the LegalTech Conferences.

Andrew Z. Adkins, III is also the author of the ***1997 Internet Lawyer - Microsoft Corporation Survey of Internet and Online User Trends in the Legal Profession***. This landmark study presented insights into the legal professional’s use of the Internet, current trends and future objectives, providing the sponsors and purchasers of the study invaluable direction for Internet products and services.

The Legal Technology Institute is also the publisher of the ***Application Service Providers: An In-Depth Look into the Future Use of ASPs in the Legal Profession***. This study provided a first look into the major issues perceived by the legal profession, not just the technologies, but also the legal ramification of using ASPs in the daily practice of law.

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About the KM Study Sponsors



PricewaterhouseCoopers

PricewaterhouseCoopers (www.pwc.com) is the world's pre-eminent professional services firm, with 840 offices in more than 150 countries. Drawing on the knowledge and skills of our 125,000 people worldwide, we help general counsel solve complex business problems, measurably enhance their ability to build sustainable shareholder value, manage risk, and improve quality and performance by providing services based on quality and integrity. We address the challenges facing general counsel in planning and implementing knowledge management initiatives, including designing organizational structures, policies and processes, managing for peak functional performance, delivering and communicating value, fostering a knowledge culture that enhances personnel satisfaction and efficiency, and implementing supporting technology solutions.

Jonathan P. Bellis

Jonathan P. Bellis (jonathan.bellis@us.pwc.com) is the global practice leader for the Law Firm & Law Department Services Group of PricewaterhouseCoopers. The Group provides management and technology assistance, and survey and benchmarking data and services, to law departments and law firms. Since the mid-1990s, Mr. Bellis has led the identification and definition of trends and best practices in global legal function management including innovative techniques that leverage institutional and individual knowledge.

Kelly D. Ray, Esq.

Kelly D. Ray, Esq. (kelly.d.ray@us.pwc.com) is a senior manager with the Law Firm & Law Department Services Group of PricewaterhouseCoopers. Previously a private firm lawyer, in-house counsel, and law firm automation director, Ms. Ray has focused on methods that enhance and automate legal service delivery through the development of integrated systems and processes that capitalize on knowledge.

**Legal Research Center, Inc.**

Legal Research Center has been helping corporate law departments and their outside counsel reduce their research costs and efficiently manage their legal knowledge for nearly 25 years. The corporate vision of LRC is to remain the nation's premier provider of outsourced legal research, knowledge management, and compliance e-training services, culturally committed to operational excellence, customer intimacy and product/service innovation. LRC's Knowledge Services include:

- 1) LRC's *AskFirst™ Knowledge Management Solution*, which is a web-based software suite that enables your corporate legal department to securely retrieve, share, and reuse workproduct with your preferred outside law firms, legal research and legal publishing partners. Using cutting-edge metadata, peer-to-peer, and distributed database technologies to eliminate document coding and central repository databasing, the software delivers seamless searchability across multiple servers.
- 2) LRC's *Knowledge Management Advisory Services*, which are delivered by a team of world-class KM experts who provide a three-step "assess-design-deploy" solution to law department and law firm customers who want to benefit from an integrated set of customized legal KM "best-practices" on an enterprise wide basis.

Jim Seidl

Jim Seidl co-founded Minneapolis-based Legal Research Center in 1978 and has served as LRC's President since 1987. Mr. Seidl's primary responsibilities are in the areas of business, product and service development, as well as new business planning. Mr. Seidl co-authored the Legal Research Management chapter in the ACCA/West publication entitled "Successful Partnering Between Inside and Outside Counsel," and has produced a number of educational programs at major legal conferences on the subjects of outsourced legal research and knowledge management. Mr. Seidl received his law degree from William Mitchell College of Law in 1980.

George Tziahanas

George Tziahanas, Vice President of KM Services, joined LRC after a successful tenure as director of strategy for Dimension Data, where his work included implementation and design of enterprise portals, content and knowledge management solutions, and e-business solutions. Prior to joining Dimension Data, Mr. Tziahanas was a vertical markets executive with responsibility for the legal market at ThomsonConsulting, a division of The Thomson Corporation, where he served as the subject matter expert in the legal industry's use of technology. Mr. Tziahanas earned his master of science and law degrees from DePaul University.

CaseSoft, Inc.

CaseSoft develops software applications for trial teams and investigators. CaseSoft's products include CaseMap, TimeMap, and NoteMap. Thousands of firms and government organizations have standardized on CaseSoft tools. For example, the US Attorney's Office has deployed 15,000 licenses of CaseMap and TimeMap.

CaseMap is a case knowledge management tool that makes it easy to organize and explore the facts, the cast of characters, and the issues in any case. CaseMap is different from yet integrates tightly with other litigation support applications such as Summation, Concordance, and LiveNote. TimeMap makes it easy to create timeline graphs. NoteMap makes it easy to create and edit outlines. Full-featured trial versions of these tools are available at www.casesoft.com.

CaseSoft is a division of Bowne-DecisionQuest (www.decisionquest.com), the nation's leading jury research and demonstrative evidence preparation firm.

Inmagic, Inc.

Inmagic is a global provider of content and information management software and services that organize and deliver enterprise content, seamlessly integrate both internal and external content sources, and deploy critical information to corporate portals, intranets, extranets, and the Web. Specific applications include market, business, and competitive intelligence, library automation, litigation support, and Web publishing.

Inmagic's information management solutions are installed in more than 8,000 organizations in over 50 countries. Inmagic products have proven to be an excellent vehicle for developing progressive knowledge management practices in law firms. Inmagic products facilitate the organized and systematic sharing and updating of key information such as precedent and model documents; they can provide saved searches that will improve a firm's efficiency; and they can deliver internal and external resources in a timely manner so decision makers have the most up-to-date information. Inmagic products are also used extensively for litigation support and in legal libraries.

Go to http://www.inmagic.com/user_stories.htm to learn how Miami Dade County Law Library and the practice of Bull Housser Tupper have implemented knowledge management systems that facilitated the sharing of key information.

iManage, Inc.

iManage is the leading provider of collaborative content management solutions for the legal market. Since 1999, over 90% of leading law firms who have chosen a Document Management system have chosen iManage over all competitors combined.

iManage Worksite extends beyond document management to address the challenges faced by law firms today. The iManage Worksite combines web-based and desktop document management with collaboration, portal access, business process automation and knowledge management modules in an integrated solution.

With Worksite, law firms can:

- Effectively manage work-in-process through multiple revisions and approvals
- Access all your client matters in one place with matter centric collaboration
- Securely capture and share knowledge with virtual practice areas
- Collaborate with peers and clients with iManage powered intranets and extranets

iManage Worksite enables firms large and small to work smarter, save costs and build stronger and more profitable client relationships and services.

Merrill Corporation

Millions of Pages. One Solution.

Merrill Corporation's Document Management Services business is a leading provider of single-source document and information management solutions for legal and other professional services firms. Merrill's litigation support services, including electronic discovery and web-based data repositories, delivers sophisticated technology solutions to enhance speed, efficiency and accuracy of the litigation process.

Large-scale litigation copying and document imaging and coding are provided on a transactional basis. Professionally staffed and equipped Document Service Centers provide clients with comprehensive, on-site services tailored to their specifications, from basic copying, mailroom management and equipment leasing to complex, technology-based document services such as desktop publishing and electronic scanning.

Merrill also offers worldwide financial printing, web-based virtual deal rooms, translation services, on-line workgroup collaboration, and EDGAR services through its Financial Document Services business.

Tikit, Ltd.

Tikit's acquisition of Granite & Comfrey in 2002 has established Tikit as the leading consultancy and solutions provider in the area of Knowledge Management. Both companies have successfully implemented approximately 20 KM solutions within UK law firms, confirming their position as the leading KM solution provider.

Tikit is able to provide your firm with a range of solutions depending upon the exact nature of your requirements. These solutions include:

- Taxonomy creation and development
- Integration of firm-wide taxonomies with core legal applications
- Know-How management solution incorporating authority files for the updating of know-how and links to external data
- Firm-wide Knowledge Management solution to achieve the sharing of knowledge across a firm. Knowledge from all applications can be presented to firms in a series of context sensitive views to ensure that lawyers only ever see "relevant" knowledge
- Knowledge Management advice and consultancy to support a successful implementation.

For more information please contact Jacqueline de Gernier:
jacqueline.degernier@tikit.com +44 (0)20 7400 3766. www.tikit.com

West Group

West, the foremost provider of integrated information solutions to the U.S. legal and regulatory market, is a business within The Thomson Corporation (TSX: TOC; NYSE: TOC) and is headquartered in Eagan, Minn. West's notable technology solutions include Westlaw, West km and ProLaw, as well as FindLaw on the Web.

The company's most recent innovation, West km, is a unique and revolutionary knowledge management solution designed for the unique need of lawyers that extends external Westlaw research to an organization's own internal work product. West km locates relevant material and automatically validates the work product by displaying KeyCite flags that indicate whether the citations in the document are still good law. West km requires little or no training for Westlaw users and is completely secure.

For more information on West km, visit www.west.thomson.com/westkm or call 1-800-WESTLAW.

Summary of Results

One of the hottest trends in the legal technology industry during the past few years is Knowledge Management. There are many different and varying definitions of KM, depending on whom you ask: law firms and law departments or legal industry vendors. Definitions encompass issues ranging from the use of various types of software applications to more cultural issues such as capturing and retrieving internal intellectual property. However it's defined, the KM upswing prompts both developers and legal professionals to ask: What does knowledge management mean to me?

For purposes of this KM Study, the Legal Technology Institute has created two separate Knowledge Management Reports: the *Law Department Edition* and the *Law Firm Edition*. Each report provides a comprehensive look into KM use in each of these segments of the legal profession, as well as an in-depth analysis of *Total* responses.

Methodology

In January 2003, the Legal Technology Institute at the University of Florida Levin College of Law launched a study to determine a snapshot on the use KM in the legal profession. The ***PricewaterhouseCoopers – Legal Research Center, Inc. Knowledge Management Study: An In-Depth Look in KM's Current Use and Future Trends of in the Legal Profession*** was launched. Along with co-sponsors Association of Legal Administrators, CaseSoft, iManage, Inmagic, Merrill Corporation, Tikit Group and West Group, the Legal Technology Institute developed a comprehensive 104-question, 12-page questionnaire. About 34,000 survey questionnaires were mailed to a random sample of potential KM users, including Attorneys, General Counsel, Legal Administrators, Law Librarians, Information Technology personnel and Barristers.

Demographics

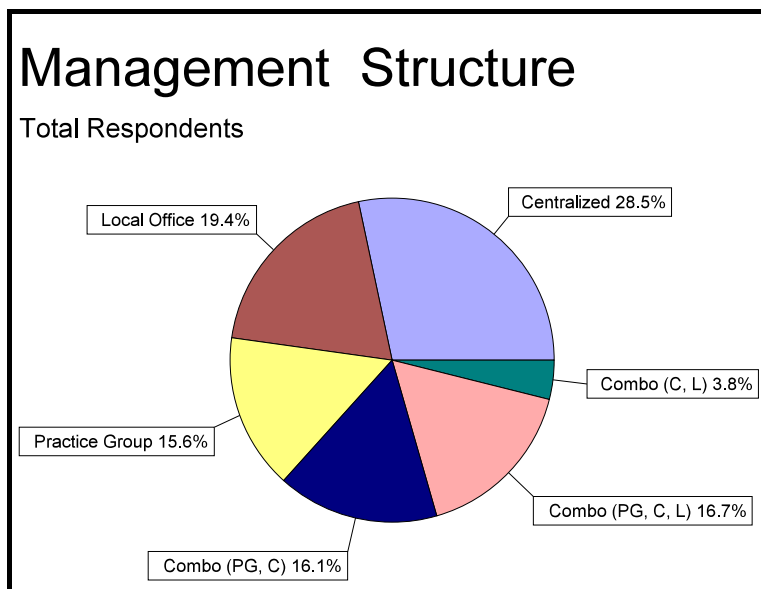
Most responses were returned from the United States, even though surveys were also mailed to the United Kingdom. We received a total 348 completed *and* qualified survey questionnaires. About 60% of the responses were completed by lawyers, 10% by Legal Administrators and Executive Directors, 10% by Law Librarians, and 4% by IT Staff. Of those, 193 were returned from *Private* law firms and 130 from *Corporate and Government* law departments.

Throughout the KM Study, we report both averages and medians.

- The average number of years in practice reported by *Total* respondents was 13.6 years; the median was 12.0. *Law Firm* respondents reported an average of 14.6 years in practice; the median was 14.0.
- The average number of lawyers in the entire firm/department reported by *Total* respondents was 135.0; the median was 22.0. *Law Firm* respondents reported an average of 131.5 lawyers in the law firm; the median was 23.0.

- Law Firms were classified as either *small* (40 attorneys or less), *medium* (between 41 and 100 attorneys), and *large* (more than 100 attorneys). 61% of the law firm respondents were from *small* law firms; 11.5% were from *medium* law firms; and 27.2% were from *large* law firms. The average *small* law firm was reported as 9.7 attorneys; the median as 4.0 attorneys. The average *medium* law firm was reported as 67.0 attorneys; the median as 62.5 attorneys. The average *large* law firm was reported as 432.7 attorneys, with a median of 353.5 attorneys.
- The average number of office locations with attorneys reported by *Total* respondents was 10.5; the median was 1.0. *Law Firm* respondents reported an average number of office locations as 3.9; the median was 1.0.

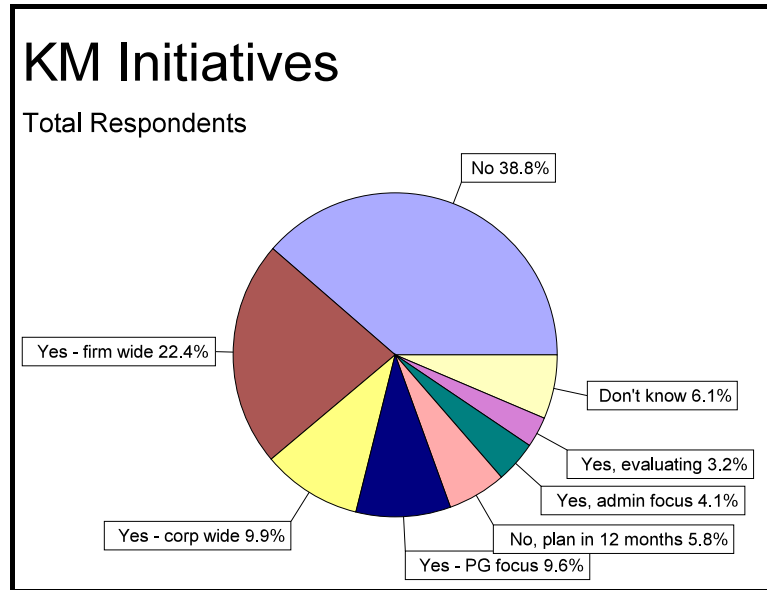
In the past, KM programs have often required a firm or department to evaluate its current management structure, which often leads to a culture change within the firm or department. When asked the management structure (Centralized Office Management, Practice Group Management, Local Office Management, or some combination of each), most *Total* respondents (28.5%) indicated they had a *Centralized Office Management* structure.



However, almost 60% of *Total* respondents indicated they had a “Centralized Office Management” (or a combination of Centralized Office Management) structure. Almost half of *Total* respondents indicated they had a “Practice Group Centric” (or a combination of Practice Group Centric) management structure. Almost half (47%) of *Law Firm* respondents indicated a “Practice Group Centric” (or a combination of Practice Group Centric) management structure.

KM Strategies, Priorities & Metrics

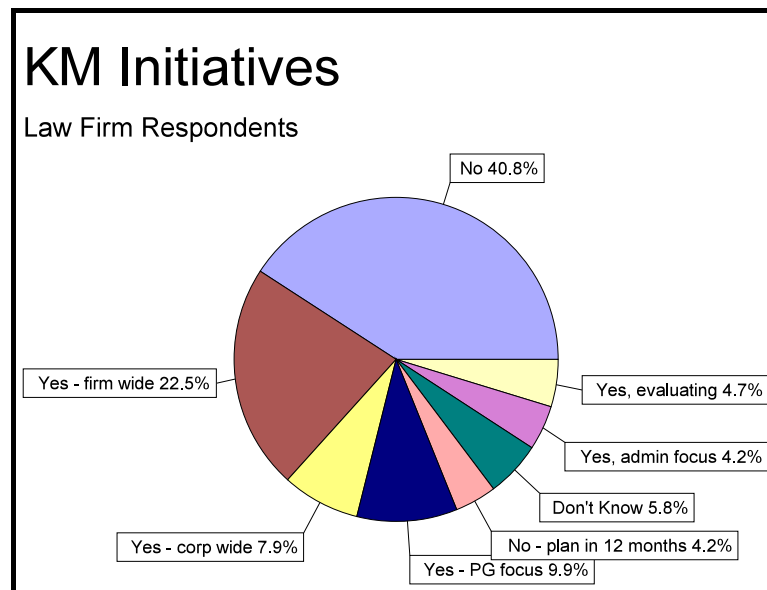
The big question on the survey was “Has your firm/department initiated a KM program?” Almost half of *Total* respondents indicated they had initiated some type of KM program. Almost half of *Law Firm* respondents indicated they too had initiated some type of KM program. Interestingly, only 6% (both *Total* and *Law Firm*) respondents indicated they “Don’t Know” if their organization has initiated a KM program, which leads us to believe the legal profession has a good understanding of its involvement in Knowledge Management.



Another interesting note is that 60% of those firms or departments who reported having a “Practice Group Centric” (or a combination thereof) management structure indicated they had initiated a KM program. That may lead one to believe a Practice Group Centric management structure may be relevant to having a KM initiative.

Over 19% of *Total* respondents reported having established a positive Return on Investment (ROI) on their KM program. Over 20% of *Law Firm* respondents reported the same.

Note that we did not ask how long organizations had been involved in KM, so we must assume their KM initiatives may have been in place anywhere from a few months to a few years. Of those *Total* respondents who have established a positive ROI, over 85% indicated they either met or exceeded their target ROI. About 95% of *Law Firm* respondents reported the same.



Of those *Total* firms who indicated they had not initiated a KM program, about one third believe a KM program is inherently difficult to manage. Almost 30% of *Law Firm* respondents also indicated it is inherently difficult to manage. Interestingly, only 15% of *Total* respondents believe KM is *not* affordable (*Law Firm* respondents reported 16%).

For those respondents who have developed a KM strategy, or who will soon develop one, the KM initiative is viewed as an *independent initiative* (as opposed

to part of a strategic plan) and will be *internally developed* (as opposed to hiring consultants) by “interviewing management/users” and “researching literature and the Web.”

Several questions on the survey targeted responses regarding research and work product redundancy. Successful KM strategies help reduce the amount of redundant work, so it's important to understand cultural issues as well as technical issues. Over 60% of *Total* respondents believe research redundancy is caused by a lack of communication *inside* the *same* firm or department. Less than 18% believe it is caused by lack of communication *outside* the firm or department. Interestingly, only 15% of *Law Firm* respondents believe research redundancy is caused by lack of communications between outside firms. Almost 60% of *Total* and *Law Firm* respondents indicated research redundancy was also caused by “lack of incentives to motivate knowledge reuse and eliminate research redundancy.”

The top priority objectives of KM programs are (for both *Total* respondents and *Law Firm* respondents):

1. Improve quality of service,
2. Improve speed of service, and
3. Reduce cost of delivering service.

So how does one measure the value of KM programs? Both *Total* respondents and *Law Firm* respondents indicated the most common standard was by “operational efficiency and cost reduction” and “leveraging know-how and skills increasing the value of services performed.” How do you get legal professionals to utilize KM technologies? We asked respondents if there was a type of reward system used. About 38% of *Total* respondents (and 36% of *Law Firm* respondents) reported that the “growth of the KM repository (by document count or volume of storage)” was one method of the reward system under consideration. Over half of *Total* respondents (and 41% of *Law Firm* respondents) indicated that contributions to the KM initiative are considered as part of the evaluation process. For those *Total* respondents who provided the types of metrics factored into the reward system, the top three were:

1. Number of content contributions per individual contributor,
2. Growth of KM repository (by document count or volume of storage), and
3. Growth of KM repository (by practice area).

KM Organization Resources & Staffing

How are KM initiatives staffed? Over 40% of *Total* respondents with KM Initiatives reported having at least “one full-time employee exclusively dedicated to KM.” Over 45% of *Total* respondents reported having at least one employee spending “20% or more of their time on KM.” For *Law Firms* with KM Initiatives, over 40% reported having at least one employee exclusively dedicated to KM, and about 38% the respondents indicated at least one employee spending “20% or more of their time on KM.” The primary roles of these individuals (both full-time and part-time, both *Total* and *Law Firm*) were identified as “categorizing, identifying, and compiling” precedent documents and “to quality assure content before it is incorporated into Knowledge Management.”

To achieve their KM objectives, both *Total* and *Law Firm* respondents with KM Initiatives utilize attorneys (40%), legal assistants (20%) and librarians (20%). About 28% of *Total* respondents (and 31% of *Law Firm* respondents) reported using KM consultants.

KM services performed by these individuals include:

1. Content creation,
2. Strategic planning,
3. Technology planning/assessment, and
4. Technology implementation.

About 48% of *Total* respondents (49% of *Law Firm* respondents) reported the most senior person to report for KM is Executive Management. Only 27% of *Total* respondents indicated their KM decisions are governed by an “independent steering committee,” as opposed to the technology committee. Note also that 52% of *Total* respondents reported having a technology committee; 52% of *Law Firm* respondents reported having a technology committee.

KM Processes

While technology is important to the KM initiative, KM is more about people and processes. Over 60% of both *Total* and *Law Firm* respondents reported that reusable documents are identified and collected by “voluntary submission.” Over 80% of *Total* (81% for *Law Firm*) respondents indicated that they internally reuse legal research or precedents. Less than one-third reported reusing “Research Service Supplier” legal research. Another interesting note is that about 11% of *Total* and *Law Firm* respondents indicated they *don't* identify and collect reusable documents.

Of those documents identified, about half of *Total* respondents reported classifying documents by “subject matter;” About 47% of *Law Firm* respondents reported classification using “subject matter.” Surprisingly, only 21% (both *Total* and *Law Firm*) of respondents indicated they use a “taxonomy” to classify documents.

Over two-thirds of *Total* respondents (over 75% for *Law Firm* respondents) indicated the most likely candidates for their knowledge repositories include “standard legal forms or templates” and “research memoranda;” about two-thirds of these documents are between one and five years old (both *Total* and *Law Firm*). Who is responsible for updating content in the KM system? Over one-third of the *Total* respondents (and 40% of *Law Firm* respondents) indicated “attorneys” were the most responsible. Only about a quarter of the respondents (both *Total* and *Law Firm*) indicated “everyone” was responsible for updating content in the KM system.

Email is commonplace in the business and legal environment, yet there remain concerns in the legal profession about using email. Over two-thirds of the *Total* respondents indicated “the ability to locate and search email communications for prior research and work product will help us respond more effectively.” However, while two-thirds of *Total* respondents also indicated they “have concerns about systematically retaining and searching email communications for prior research and work product” less than 40% reported having an established policy regarding email retention.

Less than two-thirds of *Law Firm* respondents indicated “a growing amount of our legal research work product is contained in emails and email attachments.” About 60% indicated they “have concerns about systematically retaining and searching email communications for prior research and work product.” Less than one-third of *Law Firm* respondents indicated they have an established policy regarding email retention.

KM Investment and System Selection

Over one-third of *Total* respondents (about 30% of *Law Firm* respondents) indicated that software purchase decisions are made “jointly between the IT department and the Managing Partner.” About a third of *Total* respondents indicated the most likely trigger for software purchases is because a “partner/manager demands it;” another third indicated it’s “part of the strategic planning effort.” Over 43% of *Law Firm* respondents indicated the most likely trigger for software purchases is because it “a partner/manager demands it.” About one-third also indicated the trigger was “availability of new technology,” or “a part of our strategic planning effort.”

When asked about a required ROI in order to institutionalize a legal enterprise-wide KM program, about 9% of *Total* and *Law Firm* respondents indicated they “would NOT require an ROI.” About a third of *Total* respondents reported their total IT operating budget was “less than \$500,000 this year.” Over 40% of *Law Firm* respondents reported their total IT operating budget was “less than \$500,000 this year.”

Budget for KM initiatives? While it was reported earlier that over half of *Total* respondents indicated they have a KM initiative, only 19% of *Total* respondents indicated they currently had a proposed budget to support KM initiatives. Only 17% of *Law Firm* respondents indicated they had a proposed budget for KM initiatives. For those firms or departments that indicated they had KM initiatives, over a third have a proposed KM budget. Over a third of *Total* respondents who have a proposed budget indicated that budget was about 1% of the firm’s/department’s entire budget. Note that 21% of *Total* respondents indicated their proposed budget to support KM initiatives was about 10% of the entire budget. Average budget to support KM initiatives was reported by *Total* respondents as 4.7% of the entire budget; *Law Firm* respondents reported 4.5%.

KM and Other Systems

Knowledge Management software applications usually cover a range of functions within a law firm or law department environment. These are often considered the “big six” management systems: Financial, Document, Case/Matter, Legal Research, Litigation, and Client-Relationship. In addition, email and substantive databases round out the types of applications often found under the KM umbrella.

We asked if the document management system (DMS) in place is the respondent’s KM system. Only one-third of *Total* respondents indicated that their KM efforts were limited to the DMS. Almost 40% of *Law Firm* respondents reported the same. For those respondents who answered “Yes” to the question, over 70% of *Total* respondents (66% of *Law Firm* respondents)

also agreed that they believe their efforts would be more efficient if the KM solution could access knowledge from multiple sources. This leads us to believe legal professionals realize the benefits from a KM system that has the ability to pull information from multiple software applications.

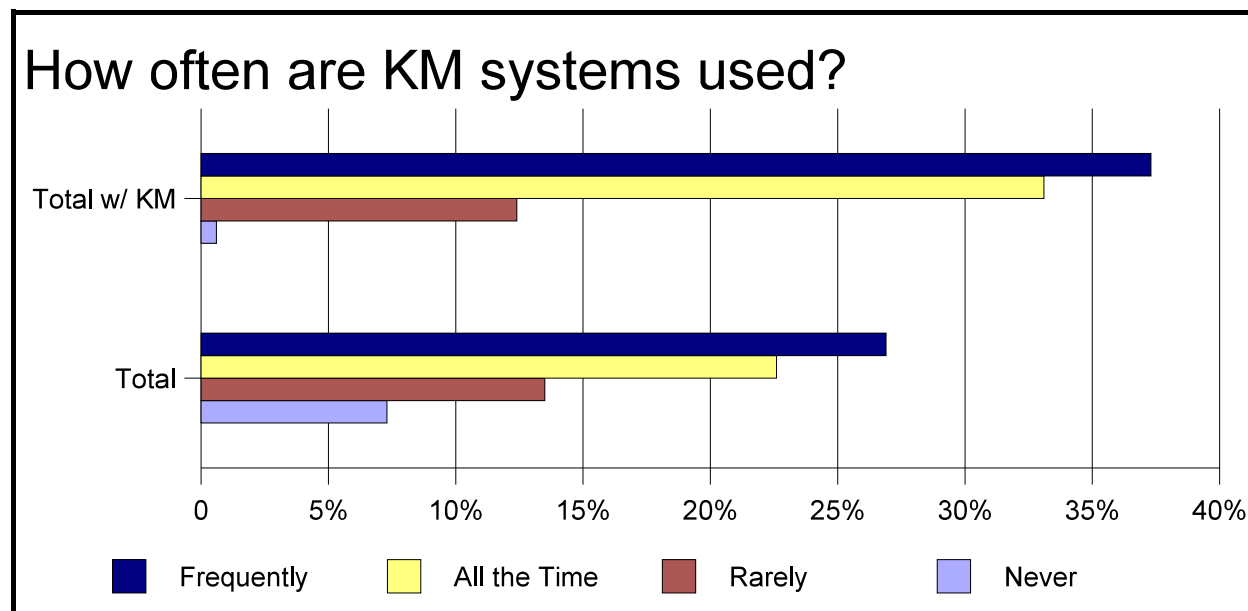
Both *Total* and *Law Firm* respondents indicated the top three types of KM systems being implemented are:

1. Substantive knowledge, such as form files and research archives,
2. Organizational knowledge, such as expert databases or records management, and
3. Procedural knowledge, such as checklists and practice guides.

Almost half (47%) of *Total* respondents indicated they store research material using a document management system; one-third indicated they use an in-house developed database. However, 55% of *Total* respondents who indicated they had KM initiatives use a document management system to store research material. Over half (54%) of *Law Firm* respondents indicated they store research material using a document management system. The top three features of a document management system reported by both *Total* and *Law Firm* respondents include:

1. Full-text searching,
2. An industry-standard database, and
3. Taxonomy and classification.

While half of the *Total* respondents indicated they have implemented a KM initiative, over 70% of those *Total* respondents with KM initiatives reported using the KM system “frequently” or “all the time.” *Law Firm* respondents with KM initiatives reported 76% as “frequently” or “all the time.”



Both firms and law departments are incorporating electronic discovery into their practices. About 40% of *Total* and *Law Firm* respondents indicated some percentage of litigation matters incorporate electronic discovery. However, only 6.5% of *Total* respondents indicated they utilized an Electronic Data Discovery services company. 6% of *Law Firm* respondents reported the same.

Technology Environment

To top off the survey, we asked questions concerning the use of various types of technology. Not surprisingly, Microsoft Windows NT/2000 is the primary network operating system for 71% of *Total* respondents and 70% of *Law Firm* respondents. Only 15% of the *Total* and 13.6% of *Law Firm* respondents use Novell as their primary network operating system. Over half of *Total* respondents reported using a Wide Area Network (WAN) and 46% of *Law Firm* respondents reported they used a WAN. About a third of *Total* respondents reported using a Citrix server; almost 40% of *Law Firm* respondents reported the same.

Microsoft Windows XP is gaining desktop share with almost 20% of *Total* respondents reported using it. Over 21% of *Law Firm* respondents reported using XP. Less than 3% of *Law Firm* respondents indicated they use Lotus Notes for email, while 10% of *Total* respondents reported the same. Over 60% of *Total* and *Law Firm* respondents indicated they use Microsoft Outlook for email. About 15% of *Total* respondents (12% of *Law Firm* respondents) indicated they use Novell GroupWise.

While two-thirds of the *Total* respondents indicated they have an Intranet, about 56% of *Law Firm* respondents indicated they have an Intranet. Only about a quarter of respondents (*Total* and *Law Firm*) reported having an Extranet.

We would like to take this opportunity to thank everyone who participated in this exhaustive study. A questionnaire, twelve pages in length, with 104 questions, was certainly a formidable challenge and accomplishment for survey participants. Without your valued input, this survey would not have been possible. We'd also like to thank our sponsors whose input helped shape the survey questionnaire. This is the first comprehensive Knowledge Management Study of its kind and we hope that we have been able to provide you the information you need to make decisions regarding your firm's or your law department's Knowledge Management initiative.

PricewaterhouseCoopers - Legal Research Center, Inc.

Knowledge Management Study

– Spring 2003 –

*An In-Depth Look into its Current Use and
Future Trends in the Legal Profession*

Grand Prize Drawing
Notebook Computer System
Complete & Return by February 28, 2003

The purpose of this study is to provide information to the legal industry about how legal professionals currently use and view Knowledge Management. We have selected your name at random. Your input to this survey is crucial to obtaining credible data and providing the legal profession with an in-depth look into Knowledge Management. This survey is being conducted independently by the Legal Technology Institute at the University of Florida Levin College of Law.

The survey questionnaire was designed to make your entries as effortless as possible; we estimate it will take approximately 30 minutes to complete. **All those completing the survey will receive an electronic copy of the final Study Report** and will be entered into a grand prize drawing. Please complete and return the survey to us in the enclosed self-addressed envelope as soon as possible. **All surveys must be postmarked by February 28, 2003** in order to qualify for the grand prize drawing. Thank you for your time, your consideration, and your valued input to the Knowledge Management Study.

Our sincere gratitude to the sponsors of this survey for their generous support and contributions to this project:

**Association of
Legal Administrators**

CaseSoft

iManage, Inc.

Inmagic, Inc.

Merrill Corporation

Tikit Group plc

West Group

Please **PRINT** clearly.

Even if you are not familiar with Knowledge Management, your input is vital AND you will be entered into the Grand Prize Drawing.

Section I. General Information about You

(This section must be completed for you to be entered into the final prize drawing; your name and contact information will be kept confidential by the Legal Technology Institute.)

1. Name: _____
Firm/Company: _____
Mailing Address: _____
City: _____ State/Province: _____
Zip/Postal Code: _____
Country: USA United Kingdom Other: _____
Phone: _____
Email: _____@_____

2. Which best describes your title/position? (**Select one only**)

Attorney Roles:

General Counsel Managing Partner Partner Attorney Practice Support Lawyer

Non-Attorney Roles:

Knowledge Manager Legal Administrator Librarian Information Services/Technology Department
 Legal Assistant Other: _____

3. Number of years in practice/position: _____ years

4. Which of the following publications do you read? (**Select all that apply**)

- | | | |
|--|--|---|
| a. <input type="checkbox"/> ABA Journal | b. <input type="checkbox"/> ACCA Docket | c. <input type="checkbox"/> The American Lawyer |
| d. <input type="checkbox"/> AmLaw Tech | e. <input type="checkbox"/> Corporate Counsel Magazine | f. <input type="checkbox"/> Corporate Legal Times |
| g. <input type="checkbox"/> KM World | h. <input type="checkbox"/> Knowledge Management | i. <input type="checkbox"/> Law Technology News |
| j. <input type="checkbox"/> Lawyer's Weekly | k. <input type="checkbox"/> Legal Business | l. <input type="checkbox"/> Legal Management |
| m. <input type="checkbox"/> National Law Journal | n. <input type="checkbox"/> PeertoPeer | o. <input type="checkbox"/> Trial Magazine |

Glossary

Centralized Workproduct Repository: A central location (as simple as a shared floppy disk, CD-ROM, or network location or more sophisticated like a database system) in which legal workproduct is aggregated, organized, and maintained. More sophisticated systems could also include indexing, coding, and other metadata about the legal workproduct.

Content: Objects (like web pages, documents, video, email, etc.) containing or reflecting information or data that in the knowledge management context reflects insight, understanding, or repeatable processes or methods that you have either received from others or generated for others.

Content Classification: Systematic identification and arrangement of content into categories according to logically structured conventions, methods, and procedural rules.

Content Management: A term referring to the capture and categorization, delivery, aggregation, security and access control of content.

Knowledge Management (KM): A term referring to the collection, organization, dissemination, and reuse of knowledge contained natively within content and individuals' minds. The term specifically includes the development of standard forms, tools, and templates to streamline the delivery of service. Systems focused on knowledge management provide, such as: a) value weighting to the results of internal and external content searches; b) locating of the persons considered to be the "experts" on particular topics; and/or c) consolidated interface or access to multiple underlying systems containing information captured during the ordinary course of business.

Records: Documents created, received, and maintained as evidence and information by an agency, organization, or person, in pursuance of legal obligations or in the transaction of business.

Records Management: Field of management responsible for the efficient and systematic control of the creation, identification, receipt, organization, storage, retrieval, distribution, maintenance, use and disposition of records, including processes for capturing and maintaining evidence and information of business activities and transactions in the form of records.

Retention: The process by which records are kept or destroyed in accordance with business requirements, including operational, legal, regulatory and fiscal.

Task-Based Billing Codes: A system of codes used for managing legal services whereby attorneys record their time spent using specific task codes that describe the processes involved in a case or matter, as opposed to the traditional hourly figures with corresponding text descriptions. The defacto standards for these codes are the four code sets developed by a consortium of PricewaterhouseCoopers, ACCA, and the ABA in 1994 commonly referred to as the Uniform Task-Based Management System ("UTBMS").

Taxonomy: A structured list of meaningful terms and concepts that can be used for purposes of indexing and organizing a body of materials. A taxonomy used within an organization should ideally be reflective of the issues and business processes unique to that organization.

Vetting (Quality Status): A measurement methodology that captures, tracks, and reports measurements (objective, subjective, or both) of performance.

Workproduct: Includes trial and appellate briefs, legal memoranda, pleadings, depositions, form templates, transactional documents like contracts, spreadsheets, or purchase agreements, emails, email attachments, letters; essentially any written compilation, communication, or product of your work.

Section II.

General Information about Your Firm/Law Dept.

5. Type of practice (**Select one only**)
- | | |
|---------------------------------------|---|
| <input type="checkbox"/> Private | <input type="checkbox"/> Corporate |
| <input type="checkbox"/> Government | <input type="checkbox"/> Barrister's Chambers |
| <input type="checkbox"/> Other: _____ | |
6. Number of lawyers in your entire firm/dept.: _____
7. Number of office locations with attorneys: _____
8. In which of the following geographic areas does your firm/dept. have lawyers? (**Select all that apply**)
- | | |
|---|---|
| a. <input type="checkbox"/> United States | b. <input type="checkbox"/> Africa |
| c. <input type="checkbox"/> Asia | d. <input type="checkbox"/> Australia |
| e. <input type="checkbox"/> Canada | f. <input type="checkbox"/> Central/South America |
| g. <input type="checkbox"/> United Kingdom | h. <input type="checkbox"/> Mexico |
| i. <input type="checkbox"/> European Community in Law | |
| j. <input type="checkbox"/> Other European countries | |
9. What is the headquarters location of your organization? (**Select one only**)
- | | |
|--|--|
| <input type="checkbox"/> United States | <input type="checkbox"/> Africa |
| <input type="checkbox"/> Asia | <input type="checkbox"/> Australia |
| <input type="checkbox"/> Canada | <input type="checkbox"/> Central/South America |
| <input type="checkbox"/> United Kingdom | <input type="checkbox"/> Mexico |
| <input type="checkbox"/> European Community in Law | |
| <input type="checkbox"/> Other European countries | |
10. Is your firm/dept. Practice Group Centric or Office Management Centric? (**Select one only**)
- | |
|--|
| <input type="checkbox"/> Practice Group Management |
| <input type="checkbox"/> Centralized Office Management |
| <input type="checkbox"/> Local Office Management |
| <input type="checkbox"/> Combination - Practice Group/Centralized Management |
| <input type="checkbox"/> Combination - Centralized/Local Office Management |
| <input type="checkbox"/> Combination - Practice Group/Centralized Office/Local Office Management |

11. What percentage of matters is worked on in multiple offices? (**Select one only**)

- None
- 1% - 5%
- 6% - 10%
- 11% - 15%
- 16% - 20%
- 21% - 25%
- 26% - 35%
- Greater than 35%

12. What amount of work is transferred to another office from where it originated? (**Select one only**)

- None
- 1% - 5%
- 6% - 10%
- 11% - 15%
- 16% - 20%
- 21% - 25%
- 26% - 35%
- Greater than 35%

Section III.
KM Strategy, Priorities & Metrics

13. Has your firm/dept. initiated a KM program? (**Select one only**)

- Yes, as part of a corporate-wide program
- Yes, a firm/dept.-wide KM program
- Yes, one focused on the needs of one or more practice groups
- Yes, one focused on administrative support activities
- Yes, we are currently evaluating our KM strategy
- No, we have not initiated a KM program
- No, but we are planning to start one within the next 12 months
- Don't know

14. If the answer above is "No, we have not initiated a KM program," please indicate the reasons why your firm/dept. has not yet done so (**Select all that apply**)

- a. Our lawyers and legal staff are not sufficiently incented to reuse our legal workproduct
- b. We have not designed a way to effectively measure the ROI of knowledge reuse
- c. A centralized workproduct repository is inherently difficult to manage, due to required document indexing, coding, formatting and transmission protocols
- d. Our technology partners have not provided an affordable KM solution
- e. Other: _____

15. How would you rate the following potential barriers as having impacted your initiative or having prevented the launching of a KM initiative? (**Select all that apply**)

- a. Opinion that KM is a "technology" issue
- b. Lack of involvement of attorneys in identifying content
- c. Lack of a project management process
- d. Inability to agree on the items to include as content
- e. Lack of a champion(s) for the initiative
- f. Absence of a strategy or incomplete strategy

If you do not have a planned or existing KM initiative, please skip to question 18.

16. If your firm/dept. has a KM strategy, which of the following openly support it? (**Select all that apply**)

- a. Managing partner/General counsel
- b. Members of the firm/dept.'s governing committees
- c. Other senior management within our organization
- d. Practice Group leaders
- e. Attorneys/Counsel
- f. Administrative management
- g. IT staff
- h. Library staff
- i. People or organizations outside our firm/company

17. Do you regard Information Technology (IT) as critical to the success of your firm/dept.'s KM initiative? (**Select one only**)

- Yes
- No
- Not applicable
- Don't know

18. How has the firm/dept. developed its KM strategy or how will it develop its KM strategy? (**Select all that apply**)

Nature of Initiative

- a. Independent initiative
- b. Part of broader technology strategic plan
- c. Part of broader business strategic plan

Resources

- d. Hire consultants
- e. Internally develop
- f. Both

Methods

- g. Interviews with management/users
- h. Literature/web research
- i. Both

Documented

- j. Written strategic plan
- k. Written tactical plan
- l. Both

19. Do you believe clients pay for redundant work product? (**Select one only**)

- At a discount to reflect the lower cost of production
- As if no prior workproduct existed
- Only to the extent that it takes time to revalidate the continuing viability of the legal advice

20. Do you believe research redundancy is caused by: (**Select all that apply**)

- a. Lack of communication between inside and outside counsel
- b. Lack of communication between outside law firms
- c. Lack of communication between members of the same law firm
- d. Lack of incentives to motivate knowledge reuse and eliminate research redundancy
- e. Other: _____

If you do not have a planned or existing KM initiative, please skip to question 35

21. Has your firm/dept. established a positive return on investment from the KM initiative? (**Select one only**)

- Yes No Not yet
 Not applicable Don't know

If "Yes," did the return on investment (ROI)

- Fail to meet your target ROI
 Meet your target ROI
 Exceed your target ROI

22. Please rank below the **five** top priority objectives of your firm/dept.'s KM program. (**Choose 5 Only**: rank the top 5, with 1 being the highest priority):

- a. ___ Acquire new clients
b. ___ Grow business from existing clients
c. ___ Create new business/revenue-generating models
d. ___ Enable new pricing structures
e. ___ Reduce cost of delivering service
f. ___ Improve speed of service
g. ___ Improve consistency of service
h. ___ Improve quality of service
i. ___ Leverage existing workproduct redundancy
j. ___ Improve access to legal information
k. ___ Other: _____

23. What standards are used in your firm/dept. to measure the value of KM programs? (**Select one only**)

- Client value
 Operational efficiency and cost reduction
 Leveraging know-how and skills increasing the value of services performed
 Long-term competitive position relative to law firms
 Not applicable
 Don't know

24. The following questions ask for your immediate and compelling concerns regarding KM. (**For all of the following**, rank 1 to 5, with 1 being the highest concern, 5 the lowest, and "N/A" for not a concern or not applicable:

Highest Lowest

- | Content | 1 | 2 | 3 | 4 | 5 | N/A |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Encourages content contributions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Organizing content contributions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Locating existing content | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Assuring content quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Assuring content currency | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Ensuring content security | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Broadening content sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Systems

- h. Searching across differing internal workproduct repositories
- i. Searching across differing external workproduct repositories
- j. Capturing email knowledge
- k. Identifying experts within or retained by organization
- l. Customizing knowledge systems for differing practice needs
- m. Automating content classification
- n. Locating other areas of KM interest or activity within your firm/dept.

25. Please indicate which of the following measures are captured from your KM initiatives and whether these metrics factor into any reward system (i.e., bonus, advancement, time off, etc.) (**Select all that apply**) For each answer marked "Captured," there should be a corresponding "Rewarded" or "Not Rewarded"

| Captured | Metric | Rewarded | Not Rewarded |
|-----------------------------|---|--------------------------|--------------------------|
| a. <input type="checkbox"/> | Number of content contributions per individual contributor | <input type="checkbox"/> | <input type="checkbox"/> |
| b. <input type="checkbox"/> | Number of times particular content has been reviewed/accessed | <input type="checkbox"/> | <input type="checkbox"/> |
| c. <input type="checkbox"/> | Number of times particular content appeared in search results | <input type="checkbox"/> | <input type="checkbox"/> |
| d. <input type="checkbox"/> | Growth of KM repository (by document count or volume of storage) | <input type="checkbox"/> | <input type="checkbox"/> |
| e. <input type="checkbox"/> | Growth of KM repository (by practice area) | <input type="checkbox"/> | <input type="checkbox"/> |
| f. <input type="checkbox"/> | Growth of KM repository (by area of law) | <input type="checkbox"/> | <input type="checkbox"/> |
| g. <input type="checkbox"/> | Estimated costs avoided through reuse of knowledge (research, templates, etc.) | <input type="checkbox"/> | <input type="checkbox"/> |
| h. <input type="checkbox"/> | Number of content contributions per individual contributor that pass quality review | <input type="checkbox"/> | <input type="checkbox"/> |
| i. <input type="checkbox"/> | Percentage of content contributions that pass versus do not pass quality review | <input type="checkbox"/> | <input type="checkbox"/> |
| j. <input type="checkbox"/> | Rating of how well retrieved search results were salient for the inquiry posed | <input type="checkbox"/> | <input type="checkbox"/> |
| k. <input type="checkbox"/> | Other | <input type="checkbox"/> | <input type="checkbox"/> |
| | Describe: _____ | | |

26. If you have marked any items as rewarded in question 24, or if you measure other items that are rewarded, what is the nature of the rewards? (**Select one only**)

- Attorney time credited for contributions to knowledge sharing
- Contributions considered as part of the evaluation process
- Other forms of formal recognition of contribution implemented
- Describe: _____
- Don't know

Section IV.
KM Organization Resources & Reporting

27. Using the table below, please describe how your KM initiative is staffed.

| | # employees exclusively dedicated to KM | # employees spending 20% or more of their time on KM |
|--|---|--|
| KM Organization | | |
| IT Organization | | |
| Partners, General Counsel, Assistant General Counsel | | |
| Other Practicing Attorneys | | |
| Practice Support Attorneys | | |
| Legal Assistants | | |
| Admin. Personnel | | |
| Library Personnel | | |
| Other Resources: | | |

28. Other than the practice support lawyers identified above for KM, does your firm/dept. employ practice support lawyers for other functions? **(Select one only)**

- Yes, 1 to 5
- Yes, 6 to 10
- Yes, 11 or more
- No
- Don't know

29. What are the roles for those people you identified as dedicated resources? **(Select all that apply)**

- a. To identify precedent documents
- b. To categorize precedent documents
- c. To compile precedent documents
- d. To monitor active matters and track decisions
- e. To quality assure content before it is incorporated into knowledge repositories
- f. To perform periodic quality assurance reviews on content already in the knowledge repository
- g. Other: _____

30. In your opinion has the firm/dept. provided sufficient resources to achieve its KM goals? **(Select one only in each category)**

| | Funding | Personnel | Systems |
|-----|-----------------------------|-----------------------------|-----------------------------|
| Yes | a. <input type="checkbox"/> | b. <input type="checkbox"/> | c. <input type="checkbox"/> |
| No | d. <input type="checkbox"/> | e. <input type="checkbox"/> | f. <input type="checkbox"/> |

31. Over the last 12 months, please indicate which of the following types of individuals have been engaged to provide consultative KM services to your organization:

(Select all that apply)

- a. Attorneys
- b. Legal assistants
- c. Librarians
- d. Law students
- e. Researchers
- f. External KM consultants
- g. Other: _____

32. Over the last 12 months, which of the following types of KM services have been performed by the above individuals you have engaged? **(Select all that apply)**

- a. Strategic planning (organizational, staffing, etc.)
- b. Content creation
- c. Content quality assurance (cite checking, precedent validation)
- d. Standardizing content (removal of client names, redaction of confidential information)
- e. Taxonomy development
- f. Technology planning/assessment
- g. Technology implementation
- h. Other: _____
- i. Not applicable (none performed)

33. Does your firm/dept. have a technology committee?

- Yes
- No
- Don't know

34. Do you have a governance structure to guide your KM decisions? **(Select all that apply)**

- a. Same as technology committee
- b. Subset of technology committee
- c. Independent steering committee, composed of representatives from:
 - i. Practice areas
 - ii. Administrative areas
 - iii. IT department
 - iv. KM organization
 - v. Firm/Dept. Management
 - vi. Practice support areas (lit. support, library, etc.)
- d. Not applicable
- e. Don't know

35. In your firm/dept., to whom does the most senior person focused on KM report? **(Select one only)**

- Executive Management (President, CEO, COO, Executive Vice President, Managing Partner, Management Committee, Executive Director, etc.)
- Business Unit Heads (Vice Presidents, General Counsel)
- Department/Practice Area Head (Assistant General Counsel, Practice Chair, etc.)
- Information Technology (CIO, CTO, IT Manager, IT Director, etc.)
- Legal Services (Practice Management, Attorney Support Services, etc.)
- Administrative Services (Chief Administrative Officer)
- Information Services (Chief Librarian)
- Finance (CFO, Head of Accounting)
- Other: _____

**Section V.
KM Processes**

36. Do you systematically reuse legal research or precedents created by: **(Select one in each category)**

| | Research | | |
|-----|-----------------------------|-----------------------------|-----------------------------|
| | Internally | Externally | Service Supplier |
| Yes | a. <input type="checkbox"/> | b. <input type="checkbox"/> | c. <input type="checkbox"/> |
| No | d. <input type="checkbox"/> | e. <input type="checkbox"/> | f. <input type="checkbox"/> |

37. How do you identify and collect reusable documents in your firm/dept? **(Select all that apply)**

- a. Voluntary submission
- b. Required submission
- c. Dedicated people gather the documents
- d. Automated data-mining
- e. Not applicable (don't collect)
- f. Don't know

38. How are these documents classified? **(Select all that apply)**

- a. By document type
- b. By subject matter
- c. By key words
- d. By practice area
- e. By vetting (or quality) status
- f. Documents are not classified
- g. Don't know

39. Are documents classified by reference to a taxonomy? **(Select one only)**

- Yes, with unmodified commercial taxonomy
- Yes, with modified commercial taxonomy
- Yes, with in-house developed taxonomy
- No, we do not classify documents by reference to a taxonomy
- Don't know

40. How does your firm/dept. store and retrieve previously created work product? **(Select one in each category)**

Format

- a. Paper files
- b. Electronically
- c. Both
- d. Don't know

Scope

- e. By individual lawyer
- f. By practice group
- g. Firm-wide
- h. Don't know

41. For each of the following practice areas, please i) indicate if a Research collection and/or a prior Workproduct collection is kept; and ii) identify which provide the best opportunities for knowledge reuse (regardless of whether you currently have collections):

| <u>Practice Area</u> | <u>Research</u> | | <u>Workproduct</u> | |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | <u>Kept</u> | <u>Reuse</u> | <u>Kept</u> | <u>Reuse</u> |
| a. Administrative Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Admiralty & Maritime Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Antitrust & Trade Regulation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Aviation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Banking & Finance Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Bankruptcy Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Business/Commercial Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Civil Rights | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <u>Practice Area</u> | <u>Research</u> | | <u>Workproduct</u> | |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | <u>Kept</u> | <u>Reuse</u> | <u>Kept</u> | <u>Reuse</u> |
| i. Communications/Media Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. Constitutional Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. Elder Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l. Employment Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| m. Energy Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| n. Entertainment/Sport/Leisure | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| o. Environmental Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| p. Ethics & Prof. Responsibility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| q. Family Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| r. Gaming Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| s. Government Contracts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| t. Health & Health Care Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| u. Immigration & Naturalization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| v. Insurance Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| w. Intellectual Property Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| x. International Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| y. Internet -- Cyberspace | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| z. Labor Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| aa. Litigation & Appeals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ab. Native Peoples Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ac. Natural Resources Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ad. Patents & Trademarks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ae. Personal Injury | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| af. Prof. Malpractice Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ag. Real Estate/Construction | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ah. Securities Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ai. State/Local/Municipal Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| aj. Taxation Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ak. Workers' Compensation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

42. As an aggregate across the various repositories identified above, how many documents are in your collection?

(Select one only)

- Less than 1,000
- 1,001 – 5,000
- 5,001 – 20,000
- More than 20,000
- Not applicable
- Don't know

43. What types of content are the most likely candidates for inclusion in your knowledge repositories? **(Select all that apply)**

- a. Regulatory and Court filings (briefs, motions, notices, etc.)
- b. Research memoranda
- c. Prior opinions/depositions of individuals
- d. Standard legal forms or templates
- e. Past transactional documents
- f. General news clips (industry, legal)
- g. Specific news clips (client, case, action)
- h. Copies of cases
- i. Other: _____
- j. Don't know

44. How are documents located within the repositories?

(Select all that apply)

- a. Fielded search
- b. Full-text search
- c. Browse categories
- d. Inquiry to repository administrator
- e. General email or broadcast inquiry
- f. Not applicable
- g. Don't know

If you do not have a planned or existing KM initiative, please proceed to question 47

45. How old are **most** of the documents in the firm's knowledge repositories? (**Select one only**)
- Less than 1 year Between 1 and 5 years
 Over 5 years Not applicable
 Don't know
46. How frequently are documents in the repository(ies) quality checked for continuing applicability and accuracy? (**Select one only**)
- 0-3 months 3-6 months
 6-12 months 1-2 years
 More than 2 years
 Prior to use Never
 Not applicable Don't know
47. Who in the firm/dept. is/will be responsible for updating content in your KM systems? (**Select all that apply**)
- a. Everyone b. Attorneys
c. Legal Administrator d. Office Manager
e. Librarians f. IT Department
g. Legal Assistants h. Investigators
i. Secretaries
j. Other: _____
48. On a scale of 1 to 5, where **1 = Always and 5 = Never**, to what extent do the personnel in your firm/dept.:
- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Check on available pre-existing knowledge sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Share relevant pre-existing knowledge sources with other personnel | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Access prior workproduct | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Expect personnel to properly code their materials for later reuse | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
49. Please indicate whether each of the following statements are True or False with respect to your firm/dept.:
- | | <u>True</u> | <u>False</u> |
|---|--------------------------|--------------------------|
| a. A growing amount of our legal research work product is contained in emails and email attachments | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Our attorneys are increasingly searching their email repositories for legal research and other legal information prior to searching other electronic or print files | <input type="checkbox"/> | <input type="checkbox"/> |
| c. The ability to locate and search email communications for prior research and work product in content or attachments will help us respond more effectively | <input type="checkbox"/> | <input type="checkbox"/> |
| d. The ability to monitor email communications for research and work product in content or attachments will help us manage the organization's risk-profile more effectively | <input type="checkbox"/> | <input type="checkbox"/> |
| e. We have concerns about systematically retaining and searching email communications for prior research and work product | <input type="checkbox"/> | <input type="checkbox"/> |
| f. We have an established policy regarding email retention | <input type="checkbox"/> | <input type="checkbox"/> |

50. On a scale of 1 to 5, where **1 = Always and 5 = Never**, please indicate the level of frequency with which your legal service providers undertake the following activities to exchange knowledge and expertise:
- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Project debriefings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Practice area meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Departmental meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Formal lessons-learned documents | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Cross-practice training sessions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Client-focused team meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Document or share information about legal association activities (ABA, ACCA, state bar, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
51. Please indicate whether each of the following statements are True or False with respect to your firm/dept.:
- | | <u>True</u> | <u>False</u> |
|--|--------------------------|--------------------------|
| a. We utilize billing history from prior similar matters to develop budgets for new matters | <input type="checkbox"/> | <input type="checkbox"/> |
| b. We utilize billing history from prior similar matters to develop pricing models or strategies other than straight hourly rates | <input type="checkbox"/> | <input type="checkbox"/> |
| c. We utilize task-based billing codes to track timekeeper hours in an effort to develop better information for budgeting purposes | <input type="checkbox"/> | <input type="checkbox"/> |
| d. We utilize task-based billing codes to track timekeeper hours in an effort to develop alternative pricing strategies | <input type="checkbox"/> | <input type="checkbox"/> |
52. Please indicate your level of agreement with the following statements: (**For all of the following**, rank 1 to 5, with **1 being you strongly agree and 5 being you strongly disagree**):
- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Our organization has developed a location where clients can obtain answers to frequently asked legal questions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Clients expect outside counsel to reuse workproduct - either research or content - as a basis for similar new matters | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Clients share workproduct among outside counsel | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Clients expect outside counsel to share workproduct for which the client has paid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. If I were unable to communicate with my office, sufficient alerts and information exist for another person to know my responsibilities and perform my duties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. If my office were destroyed, sufficient redundant institutional knowledge exists in other locations for me to continue to perform my duties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Our reuse of prior workproduct does not expose us to increased risk because our reuse complies with the records management and retention requirements with which we are expected to comply | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

53. Do you believe that clients are interested in purchasing generic, non-matter-specific legal content that law firms possess?
- Yes No Don't know
- a. If a firm, does your firm sell such content?
 Yes No Don't know
- b. If a client, has your company purchased such content?
 Yes No Don't know

Section VI.
KM Investment & System Selection

54. Who makes decisions for software purchases? **(Select one only)**
- Technology Committee
 The IT department
 The requesting partner or manager
 Jointly by IT and the partner/manager
 Other: _____
 Don't know
55. How important are each of the following as the place where your firm/dept. gets most of the information needed to make software purchase decisions? **(For all of the following, rank 1 to 5, with 1 being extremely important and 5 being not important at all):**
- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Internet | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Legal publications | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. IT publications | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Colleagues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. In-house IT | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Other: _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Don't know | | | | | |
56. What is the most likely trigger for your firm/dept. to invest in new KM software? **(Select all that apply)**
- a. A part of our strategic planning effort
b. A partner/manager demands it
c. A new legal matter
d. Availability of new technology
e. Internal resources not organized or easily accessible
f. External information sources not organized or easily accessible
g. Other: _____
h. Don't know
57. What level of cost-savings will KM be required to generate in order for your firm/dept. to institutionalize a legal enterprise-wide KM program? **(Select one only)**
- 0% (No Return on Investment required)
 1 – 5% 6 – 10%
 11 – 15% 16 – 20%
 21% or more Don't know
58. What is your firm/dept.'s IT operating budget this year? **(Select one only)**
- Less than \$500K \$500K - \$2M
 \$2M - \$4M \$4M - \$10M
 \$10M+ Don't know

59. What is your firm/dept.'s IT capital expenditures budget this year? **(Select one only)**
- Less than \$500K \$500K - \$2M
 \$2M - \$4M \$4M - \$10M
 \$10M+ Don't know
60. Does your firm/dept. currently have a proposed budget to support KM initiatives?
 No
 Yes If so, what % of the firm/dept.'s entire budget does this KM budget represent? _____ %
61. What would your firm/dept. expect to spend for its next software purchase to support KM? **(Select one only)**
- Less than \$10,000 \$10,001 to \$20,000
 \$20,001 to \$50,000 \$50,001 to \$100,000
 \$100,001 to \$500,000 More than \$500,000
 Not applicable Don't know
62. Where does your firm/dept. usually purchase software? **(Select all that apply)**
- a. Directly from the software company
b. Through a local dealer/reseller/VAR
c. Through a systems integrator
d. Part of engagement with outside consultant
e. Wherever the "best deal" can be obtained
f. Other: _____
g. Don't know
63. If you are with a law firm, does your firm pass along the cost of the following management software to your clients as a separately billed item?
- | | <u>Yes</u> | <u>No</u> | <u>Sometimes</u> | <u>Don't know</u> |
|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Financial | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Document | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Case | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Legal research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Litigation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Client relationship | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Section VII.
KM and Other Systems

64. Are your KM efforts limited to implementation/use of a document management system?
 Yes No Don't know

If you answered "Yes" to the above, do you believe your efforts would be more efficient if your KM solution could access knowledge from multiple sources (client repositories, emails, research sites, publishers, etc.)?
 Yes No Don't know

If you answered "No" to the initial question, above, what types of KM systems are your firm/dept. implementing? (**Select all that apply**)

- a. Organizational knowledge, such as expert databases or records management
- b. Business knowledge, such as customer relationship or matter management applications
- c. Substantive knowledge, such as form files and research archives
- d. Procedural knowledge, such as checklists and practice guides
- e. Other: _____
- f. Not applicable (none currently implemented)
- g. Don't know

65. What systems are used to store the firm/dept.'s research material? (**Select all that apply**)

- a. Document management system
- b. In-house developed database
- c. Commercial software application(s) not specifically designed for KM (e.g., the messaging platform)
- d. Commercial software application(s) specifically designed for KM
- e. Not applicable
- f. Don't know

66. How often are the KM systems used in your firm/dept.? (**Select one only**)

- All the time Frequently
- Rarely Never
- Not applicable Don't know

67. Please rank the top 3 features of a document management system for your firm/dept. (**Choose 3 Only**: rank the top 3, with 1 being the most important):

- a. ___ An industry-standard database
- b. ___ Browser-based user interface
- c. ___ Full-text searching
- d. ___ Personalization
- e. ___ Taxonomy and classification
- f. ___ Auto-categorization of content
- g. ___ Support for external and internal content
- h. ___ Collaboration
- i. ___ Integration with other applications within the firm/dept.

68. Please rank the top 3 in importance to your firm/dept. in selecting a software package. (**Choose 3 Only**: rank the top 3, with 1 being the most important):

- a. ___ A rapid deployment that ensures the system is up and running quickly and easily
- b. ___ A system that is highly flexible and easily handles multiple data types, applications and deployment of content to the web, intranet and extranet environments
- c. ___ A system that provides a single point of access to multiple data sources
- d. ___ A system which is cost-effective and whose deployment and operation reduce the overall cost of ownership
- e. ___ A system with high speed search and categorization, making finding relevant information fast, easy and precise
- f. ___ A system that is primarily user-managed, so that end users are in control of the content management and can make changes without continual reliance on IT support
- g. ___ A system from a global leader in information management, whose clients include companies from the Fortune 500
- h. ___ A turnkey design that is customizable so that you can select the options you want and then automatically program them, making the customization fast, easy and simple

69. What percentage of attorneys in your firm/dept. manage the evidence in litigation matters? (**Select one only**)

- 0% 1 - 20%
- 21 - 40% 41 - 60%
- 61 - 80% 81 - 90%
- 91 - 100% Don't know

70. How important are each of the following for each of your litigation matters? (**For all of the following**, rank 1 to 5, with 1 being extremely important, 5 being not important at all, and "N/A" for not applicable):

- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>N/A</u> |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Building a chronology of key facts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Creating a "cast of characters" | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Creating an outline of case issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Creating a document index | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Organizing the case law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Preparing witness examination/presentation outlines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Preparing deposition summaries | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

71. How do the majority of the attorneys in your firm/dept. organize the key facts in dispute in litigation matters?

- (**Select one only**)
- Personal memory or legal pads
 - Fact chronologies using word processor
 - CaseMap
 - Other database or spreadsheet product (Please describe): _____
 - Not applicable
 - Don't know

72. In complex matters, how many facts do you feel are critical to the decision making of the average jury? **(Select one only)**
- Less than 100 100 - 250
 251 - 500 501 - 1000
 1001 - 5000 Over 5000
 Don't know

73. What is the primary tool used by attorneys in your firm/dept. to outline issues and key facts? **(Select one only)**
- Legal pads Word processor
 CaseMap JFS Litigator's Notebook
 NoteMap Summation Organizer
 Other: _____
 Not applicable Don't know

74. How are timeline graphics created in your firm/dept.? **(Select one only)**
- Artists prepare Spreadsheet software
 Presentations software TimeMap
 Other: _____
 Not applicable Don't know

75. What is the primary method used by the litigation attorneys in your firm/dept. for electronic deposition transcripts? **(Select one only)**
- Word processor Binder
 Concordance e-Transcript
 JFS Litigator's Notebook LiveNote
 Summation TextMap
 Other: _____
 Not applicable Don't know

76. Have you found the ability to generate case chronologies helpful in marketing legal expertise? **(Select one only)**
- All the time Frequently
 Rarely Never
 Not applicable Don't know

77. On average, how many documents per case are involved in 90% of the litigation matters handled by your firm/dept.? **(Select one only)**
- Less than 1,000 1,000 - 5,000
 5,001 - 10,000 10,001 - 20,000
 20,001 - 50,000 50,001 - 100,000
 More than 100,000
 Not applicable
 Don't know

78. In what % of litigation matters handled by your firm/dept. are documents imaged? **(Select one in each column)**
- | % of Litigation Matters | All Documents | Some Documents |
|---|--------------------------|--------------------------|
| 0% | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 - 25% | <input type="checkbox"/> | <input type="checkbox"/> |
| 26 - 50% | <input type="checkbox"/> | <input type="checkbox"/> |
| 51 - 75% | <input type="checkbox"/> | <input type="checkbox"/> |
| 76 - 90% | <input type="checkbox"/> | <input type="checkbox"/> |
| 91 - 100% | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Not applicable | | |
| <input type="checkbox"/> Don't know | | |

79. What % of litigation matters handled by your firm/dept. incorporate electronic discovery? **(Select one only)**
- 0% 1 - 20%
 21 - 40% 41 - 60%
 61 - 80% 81 - 90%
 91 - 100% Don't know

80. Which litigation support system is used **most widely** in your firm/dept.? **(Select one only)**
- CaseCentral CaseMap
 Concordance IKON
 Inmagic JFS Litigator's Notebook
 Merrill Corp. Summation
 Trial Director
 Other: _____
 Not applicable (don't use) Don't know

81. For litigation cases (based on # pages), which type of litigation support system is **most widely** used? **(Select one only in each category)**
- | | Less than 100,000 pages | More than 100,000 pages |
|----------------------|--------------------------|--------------------------|
| On-site database | <input type="checkbox"/> | <input type="checkbox"/> |
| Web-based repository | <input type="checkbox"/> | <input type="checkbox"/> |
| Both | <input type="checkbox"/> | <input type="checkbox"/> |
| Not applicable | <input type="checkbox"/> | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> | <input type="checkbox"/> |

82. Which vendor's electronic discovery services are used **most widely** in your firm/dept.? **(Select one only)**
- Daticon EED
 Fios Merrill Corporation
 Ontrack
 Other: _____
 Not applicable (don't use) Don't know

83. Which time & billing system is used **most widely** in your firm/dept.? **(Select one only)**
- Axxia Barrister Javelin
 CarpeDiem CMS Open
 Computrac DTE
 Elite Juris
 Omega Legal Systems ProLaw
 Quickbooks TABS III
 Timeslips
 Other: _____
 Not applicable (don't use) Don't know

84. Which docket/calendar program is used **most widely** in your firm/dept.? **(Select one only)**
- CompuLaw Microsoft Outlook
 Novell GroupWise
 Other: _____
 Not applicable (don't use) Don't know

85. With which of the following systems are you familiar, which do you use, and which might your firm/dept. consider for purchase? **(Select all that apply)**

| | Familiar | Use | Purchase |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| a. Documentum | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Encompass | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Filenet | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Hummingbird | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. iManage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Microsoft Content Mgt Server | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Microsoft SharePoint Server | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. OpenText | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Plumtree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. Vignette | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. WORLDOX | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

86. How often would you expect your firm/dept. to replace its content management system? **(Select one only)**

- Every 2 - 3 Years
- Every 4 - 5 Years
- Every 6 - 10 Years
- More than 10 Years
- Not Applicable
- Don't Know

87. Which case management system is used **most widely** in your firm/dept.? **(Select one only)**

- Bridgeway
- LawBase
- LawPack
- LegalFiles
- Practice Manager
- TimeMatters
- Other: _____
- Not applicable (don't use)
- Corprasoft
- LawManager
- LegalEdge
- Mitrtech
- ProLaw
- Don't know

88. Which client relationship management (CRM) system is used **most widely** in your firm/dept.? **(Select one only)**

- Interaction
- LegalEase
- Novell GroupWise
- Other: _____
- Not applicable (don't use)
- Elite Apex
- Microsoft Outlook
- Don't know

89. Which virtual deal room is used **most widely** by your firm/dept.? **(Select one only)**

- DataSite
- DealCentral
- Not applicable (don't use)
- ERoom
- IntraLinks
- Don't know

Section VIII.

Technology Environment

90. Which network operating system does your firm/dept. primarily use? **(Select one only)**

- Novell
- Microsoft Windows NT/2000
- Other: _____
- Not applicable
- Don't know

91. Does your firm/dept. have a wide area network?
 Yes No Don't know

92. Do **you** have **remote access** to your office network? **(Select all that apply)**

- a. Yes, I have access to my email
- b. Yes, I have access to my calendar
- c. Yes, I have access to retrieve documents
- d. Yes, I have access to applications/databases
- e. No, I do not have remote access
- f. Don't know

93. Does your firm/dept. use a Citrix Server?

- Yes No Don't know

94. What database server software does your firm/dept. use? **(Select all that apply)**

- a. Oracle
- b. IBM
- c. Microsoft SQL Server
- d. Sybase
- e. Lotus Notes
- f. Informix
- g. DB/Textworks
- h. Not applicable (don't use)
- i. Don't know

95. What is the operating system of your **primary work** computer? **(Select one only)**

- Windows XP
- Windows 98
- Windows 3.x
- LINUX
- Other: _____
- Not applicable
- Windows 2000/NT
- Windows 95
- Macintosh OS
- Don't know

96. Which electronic mail program is used **most widely** at your desktop? **(Select one only)**

- America OnLine (AOL)
- Lotus Notes
- Netscape Email
- Other: _____
- Not applicable (don't use)
- Eudora
- Microsoft Outlook
- Novell GroupWise
- Don't know

97. Do you **personally** use Adobe Acrobat Reader to **view** documents in portable document format (PDF)?

- Yes No Don't know

98. Do you **personally create** documents in portable document format (PDF)?

- Yes No Don't know

99. How concerned are you about the following Internet issues?

- (1=extremely concerned; 5=no concern at all)*
- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>N/A</u> |
|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Speed, performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Computer viruses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Secure transactions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Email security | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Confidentiality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Internet reliability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Content authenticity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

100. Does your firm/dept. use an Internet firewall?

- Yes No Don't know

101. Through which online service do you access the Internet **at work?** (**Select all that apply**)
- a. AOL/CompuServe
 - b. EarthLink
 - c. MCI/Cable & Wireless
 - d. Microsoft Network
 - e. Mindspring
 - f. Netcom
 - g. UUNET
 - h. Phone Company
 - i. Local Internet Service Provider (ISP)
 - j. Other: _____
 - k. Not applicable
 - l. Don't know

102. Does your firm/dept. have an **Intranet**?
- Yes** - We use the Intranet for the following (**Select all that apply if your answer was "Yes"**):
- a. Provide general information about the firm.
 - b. Automate work processes
 - c. Provide links to legal or factual research
 - d. Provide access to precedent documents
 - e. Provide access to all of the information about each matter in the firm
- No** - Our plan is to have an **Intranet** in the future (**Select one only, if your answer was "No"**)
- 6 months
 - 1 year
 - 2+ years
 - Never
 - Not applicable
 - Don't know

103. Which Web browser do you **primarily** use? (**Select one only**)
- Netscape Communicator, Navigator, ver. _____
 - Microsoft Internet Explorer, ver. _____
 - AOL/CompuServe
 - Other: _____
 - Not applicable (don't use)
 - Don't know

104. Does your firm/dept. have an **Extranet**? (**Select one Yes/No/Don't Know only**)
- Yes** - our firm/dept. has an Extranet
- a. We use **Extranets** with the following percentage of our client base (**Select one only, if your answer was "Yes"**)
- 1 - 10%
 - 11 - 25%
 - 26 - 50%
 - Over 50%
 - Don't know
- b. We primarily use the following functions on the Extranet (**Select all that apply, if your answer was "Yes"**)
- | | <u>Currently Use</u> | <u>Want to Use</u> |
|---|--------------------------|--------------------------|
| 1. Calendaring. | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Case information. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Case-related work product. | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Case-related evidentiary management. | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Firm contact information. | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Firm/law dept. resources (e.g. library, brief bank). | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Time & expense information | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Multi-party deal room. | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Collaboration. | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. News Feeds. | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Client access. | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Other: _____ | <input type="checkbox"/> | <input type="checkbox"/> |
- No** - Our plan is to have an **Extranet** in the future (**Select one only, if your answer was "No"**)
- 6 months
 - 1 year
 - 2+ years
 - Never
 - Not applicable
 - Don't know
- Don't know**

THANK YOU FOR COMPLETING THIS SURVEY

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