

## The American Lawyer - AmLaw Tech Survey

Welcome to the fifteenth annual AmLaw Tech Survey. This survey has become a top source for large U.S. law firms to discover how their technology compares with their competitors. The quality and reliability of the survey depends largely on the willingness of CIOs, IT directors, and other executives like you to offer candid and comprehensive answers.

### Contact Information

**1. Firm name**

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**2. Name of person completing survey**

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**3. Title**

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**4. Phone number**

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**5. Email address**

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### Operations

**6. For each IT staff member, how many users are there? ("Users" include lawyers and support staff. When calculating the size of the IT staff, please include telecommunications, training, and litigation and practice support positions. Also include outsourced positions if the person is onsite.)**

- <15
- 15 to 20
- 21 to 25
- 26 to 30
- >30

**7. Is tech support outsourced in any way?**

Yes                      No

**8. If so, explain**

**9. What percentage of the firm's clientele requires the firm to bill electronically?**

- None
- 1% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

**10. Does the firm have a central data center?**

Yes                      No

**11. If yes, how is the data center managed:**

- In-house, by the firm
- In-house, but by a provider we contract
- Off-site, by a provider we contract

**12. The firm's policy on users downloading software to their PCs is:**

- Our general policy is no, but we make exceptions in special cases
- Any user can download any software/applet/plug-in that they wish
- Users can only download software/applets/plug-ins after we have verified/tested/approved then
- PCs are locked down. No one downloads anything.

**13. What vendor did the firm work with to create its intranet or client extranets?**

- Oracle
- Hubbard One
- Open Text Corporation
- Autonomy Interwoven
- Microsoft
- SV Technology
- EMC Corporation
- AMS Legal Services
- Custom in-house
- Other (please specify)
- None

**14. If the firm operates client extranets, for how many clients have you set up a collaborative extranet or deal room?**

- >100
- 60 to 80
- 40 to 60
- 20 to 40
- <20
- Not applicable

Software

**15. What time and billing software does the firm use?**

- Aderant (Aderant Expert, Back Office)
- Rippe & Kingston (LMS-V Enterprise)
- Thomson Elite (Elite Enterprise, Elite 3E, West km, ProLaw)
- TMC Inc. (TMC)
- Custom in-house
- Other (please specify)
- None

**16. What electronic data discovery vendors does the firm use? Please limit your choices to services and products that search and store electronic evidence, not those used to display evidence in the courtroom.**

- |   |   |
|---|---|
| <input type="checkbox"/> Alpha Systems              | <input type="checkbox"/> Kroll Ontrack Inc.               |
| <input type="checkbox"/> Attenex Corp.              | <input type="checkbox"/> Lexis Nexis                      |
| <input type="checkbox"/> Capitol, LLC.              | <input type="checkbox"/> Merrill Corporation              |
| <input type="checkbox"/> CaseCentral, Inc.          | <input type="checkbox"/> Integreon Managed Solutions, Inc |
| <input type="checkbox"/> Cricket Technologies, LLC  | <input type="checkbox"/> Pitney Bowes                     |
| <input type="checkbox"/> Daticon EED                | <input type="checkbox"/> Renew Data Corp.                 |
| <input type="checkbox"/> Discover-e Legal, LLC      | <input type="checkbox"/> SPi                              |
| <input type="checkbox"/> Discovery Mining Inc.      | <input type="checkbox"/> Stratify, Inc.                   |
| <input type="checkbox"/> DTI Global                 | <input type="checkbox"/> Syngence Corporation             |
| <input type="checkbox"/> Encore Discovery Solutions | <input type="checkbox"/> Autonomy Zantaz                  |
| <input type="checkbox"/> Fios Inc.                  | <input type="checkbox"/> Custom in-house                  |
| <input type="checkbox"/> First Advantage            | <input type="checkbox"/> Other (please specify)           |
| <input type="checkbox"/> FTI Consulting, Inc.       | <input type="checkbox"/> None                             |
| <input type="checkbox"/> Guidance Software Inc.     |   |
| <input type="checkbox"/> IPRO Tech Inc.             |   |

**17. What percentage of clients use e-billing?**

**18. Does the firm use any hosted software solutions (software-as-a-service, cloud computing, Web-hosted software, etc.)?**

- Yes                      No

**19. If yes, the experience has been:**

- Positive
- Disappointing
- No different from the old way we did this

**20. If yes, what areas have you invested in hosted solutions (check all that apply):**

- E-discovery/litigation support
- Storage
- Document management
- IP practice solutions
- Billing
- Other (please specify)

**21. If yes, what have been the biggest benefits of hosted solutions (check all that apply):**

- Lower costs
- Remote access
- Simplified support and maintenance
- We can get by with less (or less powerful) hardware in-house
- Other (please specify)

**22. If yes, what have been the biggest challenges/worries of hosted solutions (check all that apply):**

- Savings haven't been what we thought they would be
- Limited customization possible
- Less control over our data
- Security concerns

**23. If the firm has not adopted any hosted solutions, what has/have been the concerns (check all that apply):**

- Security
- What happens to my data if the provider goes out of business
- Customization
- Other (please specify)

Voice Over IP

**24. What percentage of the firm's lawyers uses VoIP telephony technology?**

- None
- 1% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

**25. The firm's experience with VoIP telephony has been:**

- None
- 1% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

**26. The biggest disappointments(s) we've had with VoIP has been (check all that apply):**

- Wasn't as inexpensive as we thought
- A tough technology to implement right
- Required us to upgrade our network in ways we didn't expect
- The quality is disappointing
- Requires too much support or training
- Other (please specify)

**27. What key functions have been realized by using VoIP/IP telephony?**

- Automated call tracking and billing
- CRM integration
- Soft phones (turning laptops into mobile telephones)
- Remote dial tone
- Other (please specify)

**28. In implementing VoIP, did you use an outside integrator/consultant?**

Yes                      No

Wireless

**29. To whom does the firm supply wireless e-mail devices, such as BlackBerrys or iPhones? (check all that apply)**

- Partners
- Nonpartner attorneys
- Legal assistants/paralegals
- Executives and select managers
- Devices not supplied

**30. What mobile operating system do users within the firm use? (check all that apply)**

- BlackBerry
- iPhone
- Palm OS
- Windows Mobile
- Palm webOS
- Android
- Other (please specify)

**31. Who pays the monthly voice/data fee for the mobile device?**

- The firm
- The user of the device
- The firm and user split the fee

**32. What are the biggest benefits of mobile technology for your firm? (check all that apply)**

- Increased flexibility
- Increased productivity
- Better client service
- Improved access to data
- Better collaboration
- Cost savings
- Other (Please specify)

**33. Has the firm used an outside consultant to negotiate its voice/data plan contract?**

Yes                      No

**34. Compared to previous years, has the firm seen wireless carriers more flexible when it comes to negotiating rates?**

Yes                      No

## Communications

### **35. We use videoconferencing for: (select all that apply)**

- In-house training programs
- Administrative meetings
- Client meetings
- Communication with colleagues in U.S. offices
- Communication with colleagues in non-U.S. offices
- Depositions
- Expert witnesses
- External CLE
- Firmwide announcements from management
- Other (please specify)
- Not applicable

### **36. The firm's videoconferencing system:**

- Is IP-based and runs over our main data/VoIP network
- Is IP-based and runs over a separate, videoconferencing-only link
- Is not IP-based
- We don't use videoconferencing

### **37. What videoconferencing vendor do you use?**

- Polycom
- Cisco
- Tandberg (now part of Cisco)
- Other (please specify)

### **38. Does the firm have a dedicated videoconferencing room or rooms?**

Yes                      No

### **39. If yes, at how many locations?**

### **40. Is your firm's videoconferencing system HD-capable (that is, can it display video at a resolution of 720p)?**

Yes                      No

### **41. Can clients come in and use the videoconferencing system for their own needs?**

Yes                      No

### **42. If so, what rate does the firm charge?**

### **43. Does the firm still use any ISDN-based videoconferencing equipment?**

Yes                      No

### **44. Does the firm use Web conferencing software?**

Yes                      No

**45. Does the firm use Microsoft SharePoint?**

Yes                      No

**46. If yes, which version?**

- 2007
- 2010

**47. What are the biggest benefits of online collaboration for your firm? (check all that apply)**

- Increased productivity
- Better client service
- Greater innovation
- Improved processes
- Better access to ideas
- Cost savings
- Other (Please specify)

**48. Does your firm publish blogs?**

Yes                      No

**49. If the firm maintains any blogs, its policy is:**

- Any user can post to the blog
- Any user can post to the blog but all posts are reviewed first for content
- Only select users can post to the blog
- Only select users can post to the blog and all posts are reviewed for content

**50. Does the firm use social networking technology?**

Yes                      No

**51. .If yes, which social networking site/technology does the firm use (check all that apply):**

- Facebook
- LinkedIn
- Plaxo
- Proprietary platform we've developed in-house
- Other (please specify)

**52. If yes (we use social networking), the benefits of social networking technology are (check all that apply):**

- Collaboration among lawyers and staff
- Collaboration with clients
- Networking and marketing
- Other (please specify)

## Budget

We will not publish individual firm responses posted in this section.

- 53. What is the firm's technology budget for capital expenses [for this year]?**
- 54. What is the firm's projected [next year] technology budget for capital expenses?**
- 55. What is the size of this year's capital budget per lawyer?**
- 56. How does this year's IT department capital budget compare with the amount that was spent last year?**
- >10% increase
  - 5% to 10% increase
  - <5% increase
  - Roughly the same
  - <5% decrease
  - 5% to 10% decrease
  - >10% decrease
- 57. How does this year's IT department operating budget compare with the amount that was spent last year? What change in percentage does that represent?**
- >10% increase
  - 5% to 10% increase
  - <5% increase
  - Roughly the same
  - <5% decrease
  - 5% to 10% decrease
  - >10% decrease
- 58. What is the firm's 2010 technology budget for operating expenses? (Including operating expenses directly incurred by the technology department, and salary. Exclude firm-provided benefits, such as life insurance and medical coverage, and indirect costs, such as rent allocations and depreciation.)**
- 59. What is the size of the 2010 operating budget per lawyer?**
- 60. Which areas have been adversely affected by budget cuts (check all that apply):**
- Staffing levels
  - Staff salaries
  - Equipment upgrades (less now and/or with less fancy equipment)
  - New projects (smaller now and/or getting canceled)
  - We're taking a harder look /line on how mobile devices are used
  - We are less inclined to buy attorneys/staff new devices/equipment/software they ask for
  - Other (please specify)

**61. How much compensation, including bonus, did the top technology executive at your firm make in 2009?**

- \$500,000 or more
- \$400,000 to \$499,999
- \$300,000 to \$399,999
- \$250,000 to \$299,999
- \$200,000 to \$249,999
- \$150,000 to \$199,999
- \$100,000 to \$149,999
- Less than \$100,000

**Quality of Life**

We will not publish the individual answers to the questions in this section. We are simply trying to learn how technology directors view their jobs and responsibilities.

**62. I am satisfied with my compensation.**

- Agree
- Mostly agree
- Ambivalent
- Mostly disagree
- Disagree

**63. I am satisfied with recent decisions by management regarding the firm's technology.**

- Agree
- Mostly agree
- Ambivalent
- Mostly disagree
- Disagree

**Additional Comments**

**64. Is your contact information listed on the firm's Web site?**

- Yes                      No

**65. What is the biggest technology challenge your firm faces in the next two to three years?**

**66. What makes your job harder than it needs to be?**

**67. What is on your technology wish list?**

**68. What technology has had the most impact on your firm in the last year?**

**69. In the past year, what technologies have proven to be the most disappointing or overrated?**

**70. Please add any additional comments that you would like to make.**