



CLIFFORD A. SCHULMAN *Principal shareholder
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Clifford Schulman is a principal shareholder and Chairman of the Technology Committee at Greenberg Traurig, a 900-attorney firm with 20 offices around the country and Europe. Based in Miami, Mr. Schulman's primary area of practice is land use and environmental law. He is an adjunct professor at the University of Miami Law School and Co-Chair of the National Environmental and Land Use Group. He is listed in *The Best Lawyers in America* and *Who's Who in American Law*.

What attracted your organization to West km™?

We were trying to come up with a system that would allow us to collate all the knowledge that we have both in-house as well as outside and in some way be able to collect and utilize it efficiently.

What was your initial reaction when you saw the capabilities of West km?

I was stunned that somebody had actually been able to do something which we had only really dreamed about and tried to make it a reality. I was also somewhat skeptical. I wanted to see it in operation.

It's rather amazing?

Yes!

Do you think pursuing tangible knowledge management goals is a competitive necessity today?

I think it's an imperative. It's not even a question today. When you have the intellectual power that you do in a firm of our size, if you can't access it, it's like you never had it at all.

Do you feel that West km can provide a tangible return on your investment?

I don't think there is any doubt about that. Clients nowadays do not hire a firm of this size to have us reinvent the wheel every time. They are looking for efficiency and the delivery of instantaneous (as instantaneous as possible) and correct legal answers to their questions. If we can deliver that, we are ahead of the curve when it comes to getting new clients and keeping existing clients, because we're able to provide superior services most efficiently.

Can you describe the impact that West km can have on mentoring new associates?

We are committed to mentoring new associates, and that is important when you're as large as this firm. I only wish I was a young associate able to take advantage of this new technology because you've created nine hundred sources of mentors. Nine hundred lawyers are feeding each mentee, if you will, their knowledge. We've expanded our mentoring base tremendously by the availability of this technology.

Can West km leverage and distribute the existing work product of the shareholders?

I think it is sharing the knowledge of each shareholder uniformly throughout the firm.

What kind of reaction have people had to the ease-of-use of the product?

Everyone is basically familiar with the Westlaw® product. They've learned it in law school. km is seamless integration of what you already know, with something new. You can't ask for anything better than that.

Is it important that the new technology you give attorneys is easily consumable?

It has to be. You have to keep it simple – that is our rule of thumb – so that anybody, no matter what their level of technological savvy, can utilize the system.

Would you recommend the product to others?

Highly. I think as it circulates among the firm, and is utilized more and more, it will become habitual, and people will come to take it for granted.

What does West km accomplish for the firm as a whole?

We consider ourselves a legal encyclopedia. But the problem with our encyclopedia is that we have nine hundred volumes in twenty different places. All of that data is now available on our desktop.