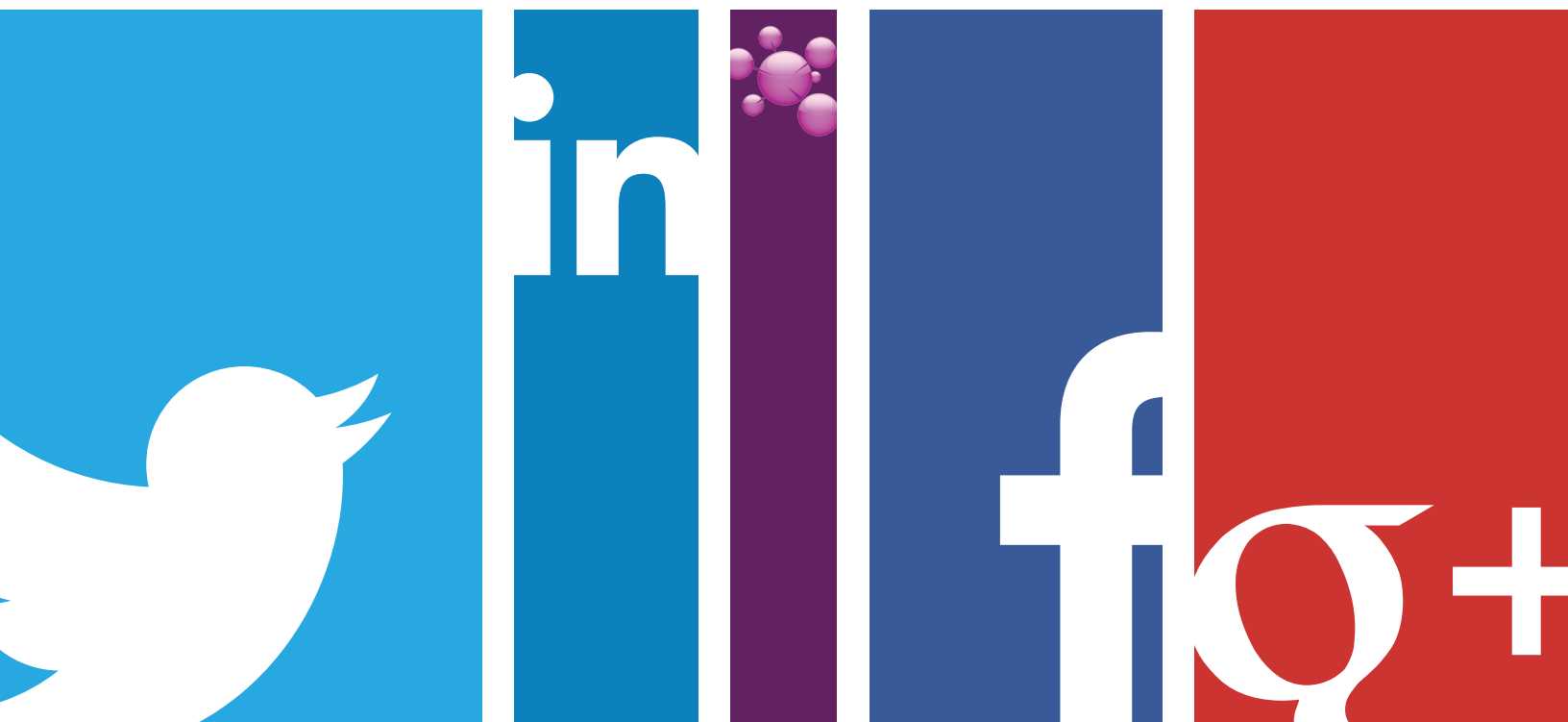




2016

The Social Law Firm Index

Good2bSocial's annual study on the adoption, use and best practices of social media marketing within the American legal industry, including our ranking of America's Top 100 Law Firms for best social media achievement.



BY GUY ALVAREZ AND ROBERT SZTYBEL

About this White Paper:



Whereas digital marketing and social media were relatively unknown to the industry three years ago, most large law firms practicing in the USA now demonstrate an appreciation of the value of digital media to their operations.

Three years have passed since our inaugural edition of *The Social Law Firm Index*® in 2013. At that time, **Good2bSocial** sought to evaluate, inform and educate the legal industry on the merits and essential value of social technologies to fuel business development and growth. As is evidenced by our findings in this 2016 study, the **Good2bSocial** message has been taken to heart and the industry's largest players have been quickly learning and adapting these lessons to equip their own marketing toolkits.

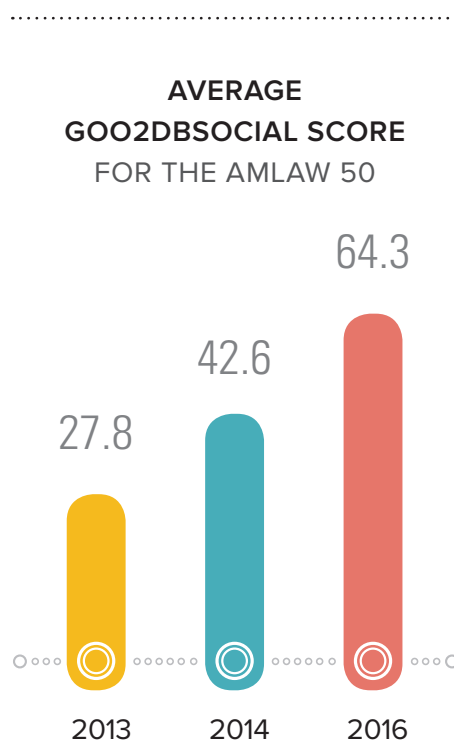
The goal of our ongoing research is to assess the extent to which large U.S. law firms have been increasing their use of and reliance on social media and Thought Leadership content, as well as to determine the effectiveness of their efforts. This report includes our annual review and ranking of the top one hundred firms with the largest revenue as identified by *The American Lawyer* magazine (the *AmLaw 100*). For each of these firms, we reviewed their websites and their presence across all public social media platforms; we also assessed each firm's publicly available substantive content, and their social reach and engagement. By combining these various factors, we scored and ranked the effectiveness of their overall efforts in social media across various channels and categories.

The findings contained in this report are based on the information we collected through these various

efforts. The analysis is further informed by our general experience and familiarity with conditions in the legal market and our expertise with best practices of successful world-class social media deployments.

The *Good2bSocial Score*™ and *The Social Law Firm Index* rankings are based on a proprietary methodology developed to assess the

effectiveness of each firm's use of digital marketing and social media. As so many of the *AmLaw 100* now demonstrate basic understanding of social media, we refined our algorithm significantly for this year's review. Beyond measuring prowess with reach and engagement, the *Good2bSocial Score*™ now includes a Thought Leadership component to evaluate each firm's ability to present its expert knowledge and their skill in communicating and amplifying that expertise messaging consistently via the various media channels available online.



Executive Summary:

The Social Law Firm Index 2016 takes a comprehensive look at the top 100 law firms in the country (per *The American Lawyer* magazine's *AmLaw 100*) and analyzes each firm's adoption and application of digital marketing technologies for outreach, engagement and business development.

This year marks the third such analysis by Good2bSocial of social technology adoption by the industry. Since the study was first launched in 2013 we have seen a dramatic increase in the use of digital technology by American law firms.¹ Whereas digital marketing and social media were relatively unknown to the industry three years ago, most large law firms practicing in the U.S. now demonstrate an appreciation of the value of digital media to their operations.

Yet not all deployments are effective. Some companies demonstrate a clear understanding of how to properly harness social media to grow their businesses; other deployments are notable for their lack of impact.

Previous releases of *The Social Law Firm Index* focused on measures of reach and engagement in the ranking of firms for their social marketing achievement. But these basic measures of digital performance are no longer adequate to evaluate a firm's social impact. Now that the

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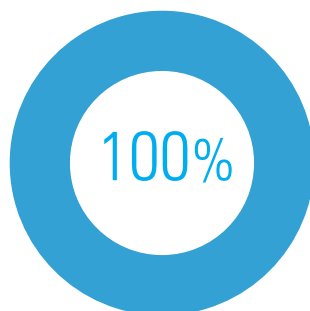
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industry has advanced and embraced social media as an essential implement in the business development toolkit, we've created a more elegant algorithm to model the true impact of a law firm's digital marketing footprint: the *Good2bSocial Score™*.

In addition to measuring social media marketing performance, reach and engagement on specific platforms like Twitter, LinkedIn and Facebook, a host of other factors were incorporated into this year's analysis to uncover and recognize best practices in execution across these and other social platforms. This year's *The Social Law Firm Index* takes a particular look at how digital is being employed by firms to communicate and amplify Thought Leadership. As Guy Alvarez, CEO of Good2bSocial, emphasizes, "A law firm's most valuable resource—its intellectual assets—are also its most critical marketing assets...." We examined to see how effectively each firm harnesses its expertise, reputation and experience and reveals these core traits to clients and prospects in the name of business development.

The Social Law Firm Index analyzed each company's presence across the breadth of social media, and their use of those media to extend the Thought Leadership message and to otherwise engage with clients and constituents. These factors were reduced to numerical measures, weighted and incorporated into our algorithm to develop each firm's *Good2bSocial*



AmLaw 100 Firms

with online presence

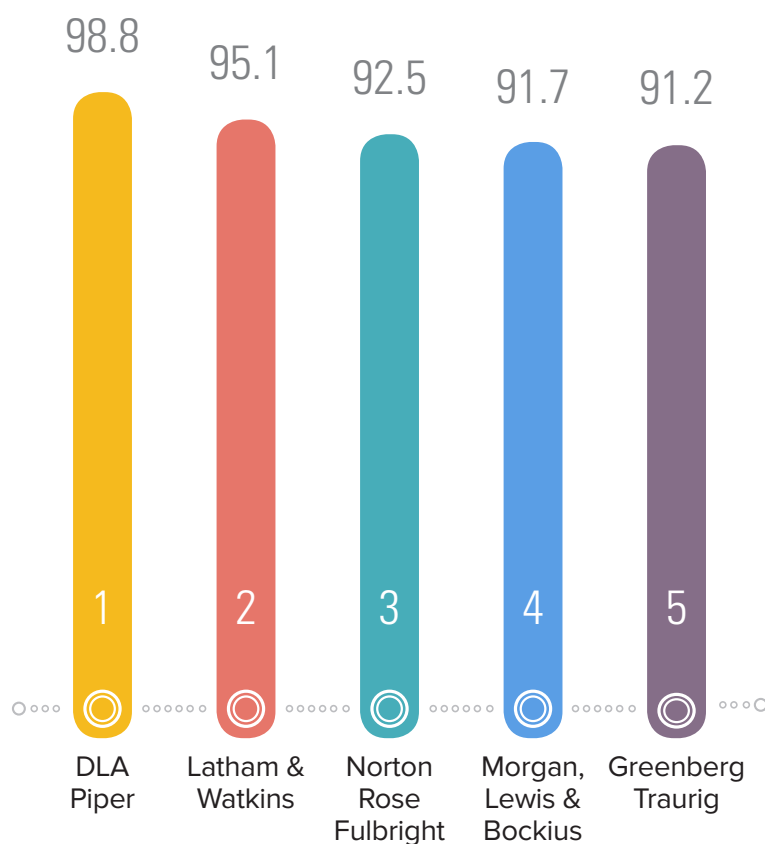
Score and rank on the Index.

Beyond our scoring and ranking each firm for their overall capability and impact, this year we are also breaking out performance

measures across individual channels of social media. Our new and expanded methodology allows us to delve much deeper into the mechanics

THE SOCIAL LAW FIRM INDEX | 2016 OVERALL TOP 5

Good2BSocial SCORE



¹This year's report is based upon the 2015 *AmLaw 100* list, but we opted to defer our research and publication until 2016 so we could capture, measure and account for end-of-year and holiday online traffic fluctuations relative to previous periods and incorporate them into the algorithm. We used this extra time to refine and recalibrate our formulae to reflect the overall advancement by the legal industry into online marketing and social media maturity.

shaping successful execution within a firm's own digital presence as well as across all popular and some up-and-coming social platforms. This more granular analysis reveals that although some firms execute well on all points, they may not excel at every aspect of their digital execution; other firms not otherwise notable may yet exceed spectacularly in one particular area. That is why we've expanded our results to include not just *The Social Law Firm Index* of overall digital marketing performance, but also an index and rankings of firms across categories of Thought Leadership, LinkedIn, Facebook and Twitter.

The 2016 overall top five Social Law Firms achieved outstanding *Good2bSocial Scores*, demonstrating the greatest comprehensive adoption, integration and use of social media to market and grow business via online means and methods. They are notable for mastering many of the myriad unique features available through different social media to reach different constituents with targeted messages and insights in a timely and impactful manner. Messaging is coherent, consistent and current across platforms, and best practices are evident at all stages of execution.

This year marks the inauguration of Good2bSocial's *Thought Leadership Index* within *The Social Law Firm Index*. Companies were measured not only for their basic demonstration of experience, reputation and knowledge, but for

Some companies demonstrate a clear understanding of how to properly harness social media to grow their businesses; other deployments are notable for their lack of impact.

how these manifest across their website and other social media channels. The law firms that top the *Thought Leadership Index* most clearly represent their talent, acumen and skills in informative, accessible and impactful ways optimized for digital consumption.

Many of the firms comprising the *AmLaw 100* present a degree of mastery and maturity in their employment of social media to extend their reach and grow business, but some firms still appear to reside in the dark ages. Whether through calculated intent or blissful ignorance, these firms could take some quick lessons in brand-building and digital marketing from those firms scoring high on *The Social Law Firm Index*. As Guy Alvarez explains, "Blogs, LinkedIn and Twitter can be essential business development tools to any



THE SOCIAL LAW FIRM INDEX | 2016 THOUGHT LEADERSHIP TOP 5



firm—when wielded correctly—but simply including them in a digital arsenal without thoughtfully considering their value and best use renders them worthless.”

While the largest law firms continue to perform better in terms of reach and overall social media performance, our latest analysis reveals a number of firms considerably smaller in size performing extraordinarily well in terms of engagement and leadership in some of our categories.

Marketing remains far and away the predominant use of social technology within large law firms—but there has also been a notable increase in the usage for other purposes, including recruiting, client support and fostering internal collaboration. Again, not all social channels are ideal for all purposes, and those high-scoring firms in *The Social Law Firm Index* demonstrate a keen appreciation for the unique strengths and limitations of each platform in their digital marketing deployments.

Awareness of social media by practicing lawyers has clearly reached watershed proportions, with participation and usage by top talent at the *AmLaw 100* firms becoming more norm than exception. These firms have adopted a policy of actively encouraging their lawyers to use social media for business development purposes. In our 2014 report we at Good2bSocial foretold of this “tipping point in adoption—once a firm acknowledges the significant potential benefits in using social media and technology to foster business development, it lays the groundwork for the

entire organization to begin perceiving and reaping the benefits of social technology in a much more significant way.”² The preponderance of evidence we’ve collected confirms that American law firms have officially passed the tipping point.



THE SOCIAL LAW FIRM INDEX | 2016 TWITTER TOP 5

1	2	3	4	5
DLA Piper	Morrison & Foerster	Hogan Lovells	Orrick, Herrington & Sutcliffe	Dentons



THE SOCIAL LAW FIRM INDEX | 2016 LINKEDIN TOP 5

1	2	3	4	5
DLA Piper	Skadden, Arps, Slate, Meagher & Flom	Norton Rose Fulbright	Morgan, Lewis & Bockius	Orrick, Herrington & Sutcliffe



THE SOCIAL LAW FIRM INDEX | 2016 FACEBOOK TOP 5

1	2	3	4	5
Baker Botts	Lewis Brisbois Bisgaard & Smith	Latham & Watkins	White & Case	Norton Rose Fulbright

² Guy Alvarez et al., *The Social Law Firm Index 2014*, (Good2bSocial LLC 2014), p. 2

Why The Social Law Firm Index?

When we first aspired to study and publish our findings on the adoption of digital marketing technologies by law firms in 2013, our mission was largely educational: to inform and raise awareness within the industry to the value of social media for business development. At that time law firm digital marketing in general was still in its infancy and digital marketing strategies rare even among the top *AmLaw 100* firms.

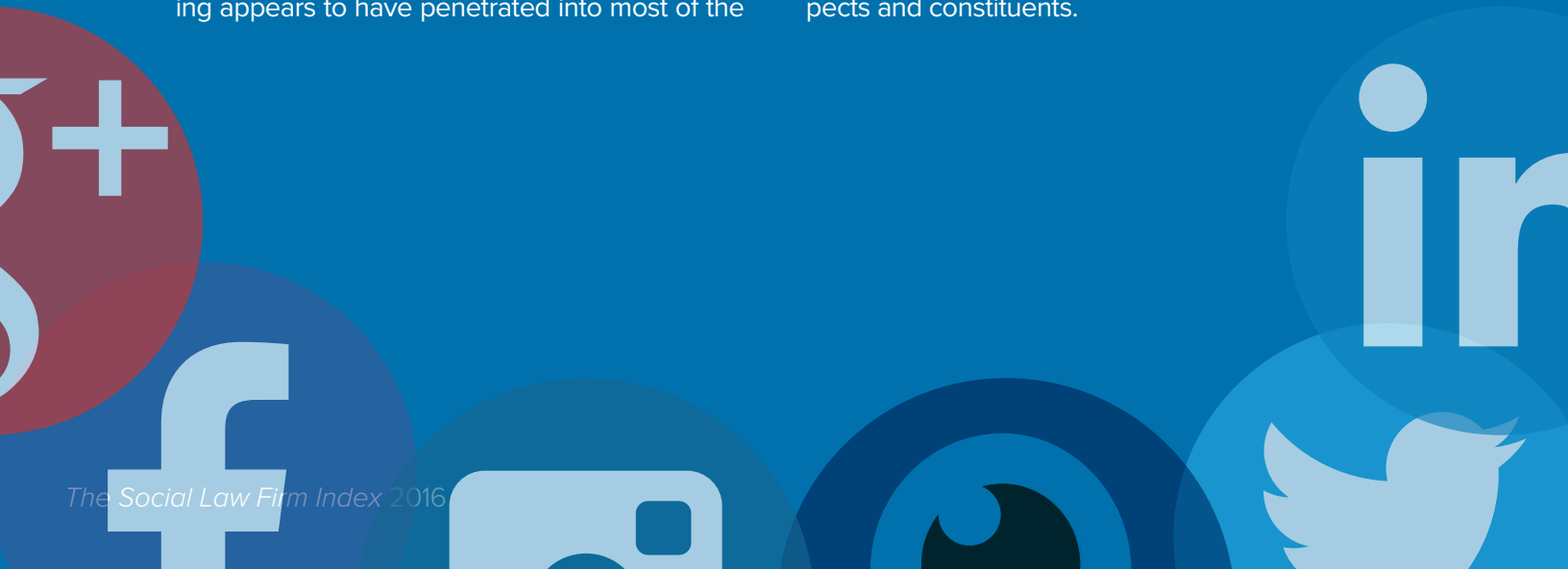
That educational foundation of *The Social Law Firm Index* remains, but the state of digital

marketing and social media has fundamentally evolved since our first published report: now in 2016, almost every *AmLaw 100* firm is present online and active across multiple social media platforms. Digital and social have evolved to become essential elements to large law firm marketing budgets. With digital marketing now the norm, *The Social Law Firm Index* has evolved to measure the effectiveness of law firm reach and engagement across those variety of online media channels that comprise digital paths to market.

The Social Law Firm Index 2016: Our Findings

Large law firms in the U.S. continue to demonstrate an increase in their efforts and resources devoted to social media marketing. Our research reveals that these increased efforts have generally improved performance across the board, and with a greater level of involvement directly by law firm attorneys. Yet although digital marketing appears to have penetrated into most of the

AmLaw 100, the effectiveness of engagement and excellence in execution varies dramatically from firm to firm and from social media channel to channel. Despite social media becoming a mature platform for outreach, many firms have not yet mastered the craft of expanding reach and cultivating engagement with clients, prospects and constituents.



Characteristics of the best performers

1 A focus on business development

Social media is first and foremost a digital platform for marketing, and the overarching objective of marketing is business development. The best performing firms in our indexes demonstrate a consistent strategy towards client and prospect outreach. They continually produce relevant content to create a following, and align themselves with other online organizations and associations that serve as feeder sites and enhance the overall credibility and presence of the firm and its attorneys.

For the most successful firms, the objective of all outreach across social media is to enhance mindshare with clients and prospects—raising awareness of and confidence in a firm, converting prospects to clients and ultimately forging long term engagement with services.

2 Communicating Thought Leadership

The core marketing messages of any firm should emphasize the superior qualities and benefits of the services being offered. In the case of law firms, the most successful business development messaging conveys a firm's key strengths: *Expertise, Acumen, Experience, Results*. The best firms consistently convey their Thought Leadership and talent through their content and other materials available online. Attorneys are active in generating relevant and current materials of interest, knowing that broadcasting their acumen is the surest method to gain credibility, trust and clients.

A majority of the *AmLaw 100* are active in promoting their in-house expertise. But how to communicate this acumen without sounding like blatant self-promotion? The secret—Client-centricity: the most impactful firms are able to present their knowledge and experience in the form of instructive

content formulated to address or solve a client problem, expose a regulatory challenge or alert to a newsworthy event. The best scoring firms in our study consistently delivered their subject-mastery messaging as a subtext to more timely and relevant stories written around issues of interest to clients, prospects and other constituents.

In wrapping the Thought Leadership theme within a timely and relevant client-centric context, the successful social law firm and its attorneys can quickly become influencers to a wider audience of constituents including bloggers, journalists and the greater mass media that together greatly amplify the organization's messaging well beyond social media.

Many of the firms appearing in *The Social Law Firm Index* actively publish blogs, articles and white papers in support of their ongoing Thought Leadership reputation-building. Among those firms demonstrating this

at the highest levels, Polsinelli—recognized in previous releases of *The Social Law Firm Index*—not only publishes new and informative items on a regular basis, but also makes its expertise available to clients and prospects in the form of online videos, podcasts, white papers and topical webinars. They have endeavored to create in themselves a one-stop resource for relevant news and education in their practice

areas and regions, and this therein helps them to drive new and repeat traffic to their website and other properties, greatly enhancing awareness of their brand and services.



Thought
Leadership

1

We noted a marked increase this year in engagement by individual contributing attorneys to their firms' social media at those enterprises found at the top of *The Social Law Firm Index*. This represents a sea-change in active participation since we conducted our last study, where we cited the industry's just approaching the "tipping point" of adoption. It is an encouraging sign that the business development value to generating content has been grasped by the leadership at those firms.

3 One brand, one message; Omni-Channel presence

The best performing firms recognize the importance of a consistent brand and messaging strategy, look and feel across all platforms. Since our first publication of *The Social Law Firm Index* in 2013, it is evident that the marketing departments have taken control of their social media properties from their IT counterparts at the firm. The top firms in our study design and develop content for all their social media channels following a clear and consistent strategy that recognizes the unique fit of each medium into the whole while adhering to a centralized master editorial calendar and imagery. Tight integration across a law firm's online properties is punctuated by the ease with which visitors to any individual medium can access and

share content. *Sharing is the best confirmation of engagement and a powerful facilitator of reach.*

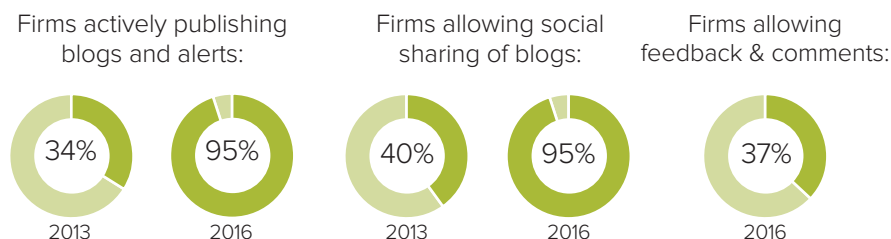
4 Every Platform has its Purpose

Social Media marketers have discovered over time that specific platforms are optimized for different functions, and certain media channels are more effective at reaching prospects than others. The best firms on *The Social Law Firm Indexes* have broken the code to how each of these different platforms contributes to accomplishing specific aspects of a diverse outbound communications strategy, and how to harness each to drive inbound traffic and grow business.

Twitter has become a very popular platform for law firms and attorneys to cultivate credible relationships and dramatically extend their business networks. The immediacy of the platform, combined with the ease with which outbound comments and curated news can be retweeted and generate organic comments, makes Twitter a top performer for extending reach and engaging with followers. The best performers demonstrate a comprehensive regular communications routine in which Twitter is an essential element.

Successful Twitter campaigns contribute considerably to the online traffic a law firm website receives; the best campaigns have proven more effective in drawing visits than any advertising, pay-per click or search strategy. Among the law firms most effective on Twitter, multiple lawyers at each firm actively tweet under their own handles or under a practice-area handle, meticulously cultivating and enhancing their own Thought Leadership image while simultaneously shedding luster on the

Thought Leadership Insights:



Thought Leadership Offerings among AmLaw 100 firms:



firm's overall brand.

Perhaps the most important reason for Twitter's outsized impact: bloggers, reporters and the press rely on this medium for timely content and guidance as they research and compose their own articles and advance their own credibility in the field. Lawyers effective on Twitter typically generate more "ink" for their firms in the form of quotes, mentions or full stories appearing across other digital and non-digital media. In this way the firm and its contributing attorneys become influencers to a potentially much larger audience, further enhancing the reach of their social media output.

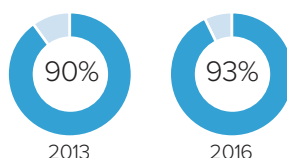
LinkedIn is the hands-down winner for professional marketing, primarily to communicate the company brand and reputation, and also to recruit. The best performers have discovered that LinkedIn allows firms to create showcase pages for specific practices and host their own LinkedIn groups organized around specific topics or matters. The top firms might chair several diverse groups representing specific practice areas and all designed around the common objective of communicating the firm's Thought Leadership.

For the Law Firms in our study, **Facebook** has evolved to serve employees and the community. Though these are obviously essential elements for any organization,

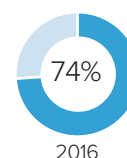
the Social Law Firms have recognized that their most productive business development may not be coming from this channel. Thus although the

Twitter Insights:

AmLaw 100 firms with Twitter presence:



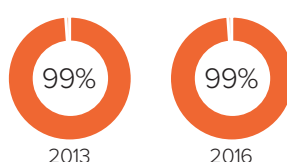
Firms pointing to their Twitter page from website



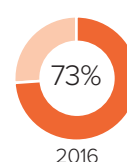
Firms augmenting their Twitter posts with curated content	43%	<div></div>
Firms employing a #Hashtag strategy for Twitter posts	77%	<div></div>
Firms employing effective visuals with Twitter posts	40%	<div></div>

LinkedIn Insights:

AmLaw 100 firms with LinkedIn presence:



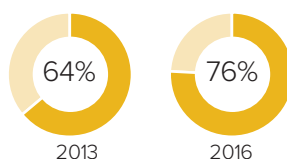
Firms pointing to their LinkedIn page from website



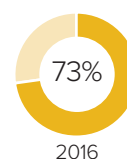
Firms with at least one LinkedIn Showcase page	26%	<div></div>
Firms hosting and active in LinkedIn Groups	18%	<div></div>
Firms augmenting their LinkedIn posts with curated content	42%	<div></div>

Facebook Insights:

AmLaw 100 firms with Facebook presence:



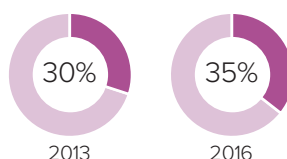
Firms pointing to their Facebook page from website



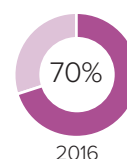
Firms employing a #Hashtag strategy for posts	16%	<div></div>
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Google+ Insights:

AmLaw 100 firms with Google+ presence:



Firms pointing to their Google+ page from website



branding, look and feel fall within marketing's control, Facebook has become the realm of HR and community relations. It has proven itself a very effective platform for revealing the culture inside a firm and creatively communicating the ambitions and expectations of firm recruiters. This highly visual network is used by savvy firms to convey what it is like to work there, and also to demonstrate their associations with and commitment to local causes and charitable organizations.

Google+ has, not surprisingly, seen very low adoption rates among the AmLaw 100 through 2016 despite having very effective social networking capabilities akin to LinkedIn - or perhaps because of that. This platform has seen a wider adoption in European and Asian markets; those few firms in our study that did possess and actively cultivate a larger Google+ following were those firms with a considerable business presence in one or more of these geographies. Yet what appears a reasonable resource allocation decision to the majority of firms is actually a misstep.

An important aspect of being discovered online involves being found by search engines like Google and Bing. The practice of improving the odds of being found online—Search Engine Optimization (SEO)—is a rather standard exercise for most marketing departments, who assume it is only about aligning the correct search terms and keywords with a website and its content. But the science of SEO goes much further

and deeper. The Google search engine in particular ranks a firm's website in part by its association with an affiliated Google+ presence. No Google+ presence means a firm may not appear on the first page of results regardless of keywords.

A law firm avoids Google+ at its own peril: competitors' websites and content will appear first in Google searches, and they will get the first crack at converting prospects to clients.

5 Aggressive adoption of Social Media best-practices

It is not surprising that those law firms scoring highest in our evaluation of digital marketing implementation were also those that demonstrated a superior breadth of understanding of online behaviors and proven engagement enhancements.

■ **Meaningful content** accompanied by equally meaningful and evocative **visuals**: Use of visuals and themes should carry through onsite blogs as well as Twitter, LinkedIn, Facebook, etc.

Tip: author photos don't count as "meaningful and evocative imagery"

■ **Thoughtful application of a hashtag strategy** to help content get found and to help the firm subsequently research the impact of ensuing chatter using those hashtags

■ **Curation of third-party content** to enhance the ongoing value of continued association with the firm's social site, its contributing attorneys, and its other online followers



BIGGEST MOVERS 2016 | TOP FIVE MOST IMPROVED LAW FIRMS 2016

Firm	Good2BSocial Score	Rank 2016	Rank 2014	Rank Change
Polsinelli	84.3	7	84	↑ 77
Orrick, Herrington & Sutcliffe	85.6	6	73	↑ 67
Pillsbury Winthrop Shaw Pittman	73.9	20	87	↑ 67
White & Case	81.0	11	68	↑ 57
K&L Gates	82.8	9	66	↑ 57

The Social Law Firm Index 2016 Overall Winner

As we uncovered in our inaugural release of *The Social Law Firm Index*, DLA Piper was an early adopter of digital marketing and social media, topping the rankings that year. In the two years since—as confirmed by our latest study—they have continued to expand and perfect their digital and social media execution with outstanding reach and engagement evidenced across all platforms.

DLA Piper Chief Marketing Officer Barbara Taylor shared with us the overarching mission of their digital efforts: “Our goals with social media



DLA Piper Barbara Taylor

are to align with, support and implement the firm’s strategy. Social media offers new channels and mediums to tell the world the DLA Piper story.”

This might pose a unique challenge for an international firm with a presence in more than thirty countries—every region brings its own cultural and legislative complexities to a communications strategy.

“We have a global team that has regional as well as centralized responsibilities.... A great deal of our work overlaps, given the nature of digital, and we coordinate and act as one team on much of what we do. We have spent a lot of time thinking about process, guidelines, and creating more structure and rigor around what was already an incredibly strong digital culture.”

This rigorous approach to creating processes and procedures around social media marketing has helped DLA Piper to continually learn and improve their focus on wise use of different



DLA Piper:
Good2bSocial Score 98.8

channels for different audiences. Barbara explains that “As large and expansive as DLA Piper is offline, we are as expansive online, and we strive to ensure the content we push online is high quality. We also look to innovate in how we reach our audiences, through new channels and rich media. The firm’s expansive presence on social [media] requires that we be

strategic in how we approach our content—not every piece of content is right for every channel, and we try and use different platforms for different initiatives and different campaigns.”

To help ensure success on the front end, Barbara’s team actively encourages attorney buy-in and participation, providing essential training in social media writing and best practices. “DLA Piper prides itself on being entrepreneurial and innovative, and our attorneys embrace new platforms they can use to reach their clients.” This support also includes supplementing internally generated content from the firm’s attorneys with curated third-party content. “LinkedIn Elevate is a great example of this, and we have lawyers who are leaders in their use of social media for business development and marketing.” As Barbara describes the evolution of social media initiatives over the past year at the firm, when it comes to digital outreach and engagement for business development: “The lawyers are always eager for and open to more.”

Perhaps another important indicator of success is a willingness to measure performance. Barbara reveals, “Analytics has been a big initiative for us and will continue to be so, especially in-line with the firm’s sector strategy. The data we are able to pull with our digital tools helps accelerate the work we do with marketing overall.”

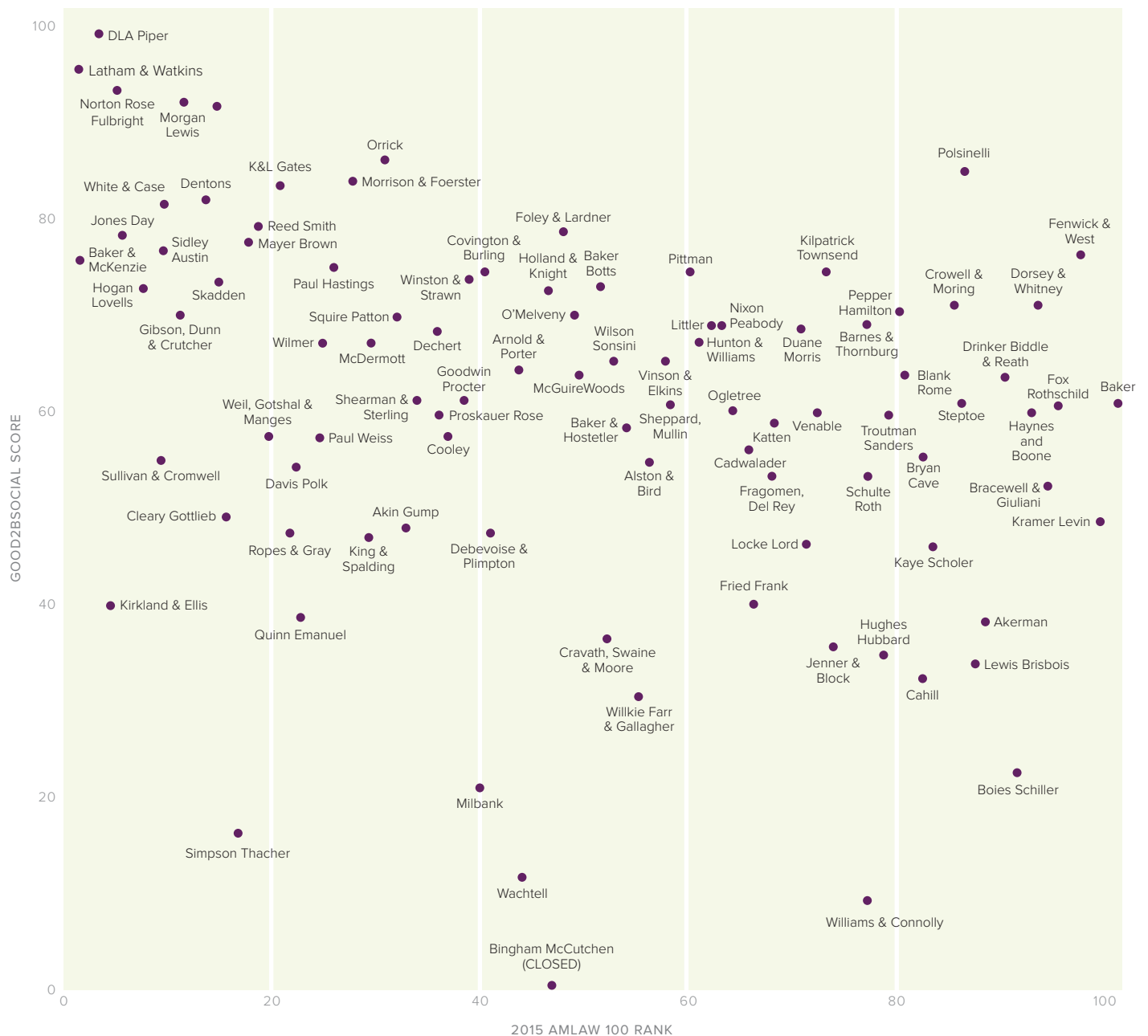


6 Size doesn't always matter

Despite the largest law firms performing better in general assessments of digital marketing prowess and performance, it was not always the largest firms that demonstrated greatest acumen in harnessing a particular medium for a specific aspect of its social media cam-

paign. Social media is the most cost-effective channel to execute outreach on a massive, yet focused scale. A larger budget does not always translate into the wisest execution. As depicted in the chart below, high-scoring social law firms are found at all levels of the AmLaw 100.

THE SOCIAL LAW FIRM INDEX 2016 | SIZE DOESN'T ALWAYS MATTER



Findings at the other end of the spectrum: Engagement-killers and Reach-limiters

Our 2016 study revealed much room for improvement in the state of digital marketing for law firms. Along with the best practices we've cited earlier in this report, and as demonstrated by the top performers in *The Social Law Firm Index*, we also discovered a series of worst practices and a handful of firms that present themselves as unaware or disinterested in the merits of social marketing for business development. Indeed, some of the missteps and execution problems we found can, and likely do, directly contribute to a firm's lack of followers and influence.

1 Promotional vs. Meaningful Content

Among those firms performing most poorly in our research were those firms whose outbound communications were limited to press releases and puff pieces about themselves and their attorneys. The lack of meaningful, informative or client-centric content limits the audience for such releases to the firm's own attorneys. For any other current or prospective client, such content is meaningless and off-putting. We were able to directly correlate those law firms with the fewest followers and lowest engagement rates as those that typically published only controlled, firm-centric promotion.

LESSON: Eschew promotional and self-laudatory releases in favor of current, client-relevant content focused on active legislation and notable regulatory issues and findings.

2 Frequency of new content vs. the lack thereof

The best firms were the most prolific in generating valuable content on a frequent, routine basis. Conversely, those performing most poorly in our research published irregularly and intermittently, conflicting any attempt at conveying Thought Leadership in an environment where newsworthy and relevant events are happening every day.

LESSON: Establish AND ADHERE TO an editorial calendar with frequent, regular updates across all company social media channels.

3 Limited or no presence on Social Media

A few firms are notable for their absence from Twitter, LinkedIn and/or Facebook. Perhaps this conscious decision was reached methodically, taking into consideration a firm's existing clientele and aspirations for its image to them and other lucrative prospects that do not seek representation based upon online marketing techniques. In a 21st century business environment, this posture seems ill-advised.



BIGGEST MOVERS 2016 | FIRMS THAT SLIPPED MOST IN RANK

Firm	Good2BSocial Score	Rank 2016	Rank 2014	Rank Change
Cleary Gottlieb Steen & Hamilton	48.5	77	24	53 ↓
Schulte Roth & Zabel	52.6	76	22	54 ↓
Bracewell & Giuliani	53.0	75	10	65 ↓
Cahill Gordon & Reindel	31.9	93	14	79 ↓
Simpson Thacher & Bartlett	15.8	97	13	84 ↓

Lesson: Law firms must demonstrate an understanding of the technological environment in which they operate. It is wisest for the firm to take active control and ownership of its digital presence to ensure it is part of the social conversation on relevant regulatory and legislative issues. Avoiding this valuable marketing channel is like abdicating a seat at the negotiating table where arguments are entertained for interests dear to the firm.

The leadership at prospective client companies and startups large and small is growing younger and younger; for millennials and others, social media is an accepted—and expected—communication and collaboration channel.

4 Limited online presence

Certain firms appear not only to disregard the importance of social media but even the value of their own corporate online presence—little or no content, no attempt to convey Thought Leadership or subject matter expertise. For these firms, the website is little more than hanging a shingle.

LESSON: Far from a small storefront shingle, a corporate website is a large animated billboard for all the world to see and upon which a firm can loudly broadcast its most important Thought

Leadership messages. To prospective clients, a limited website with no content is akin to a billboard emblazoned with “look elsewhere.”

5 Video

Not every law firm delivers content visually, and YouTube has been adopted by only a portion of the *AmLaw 100* for the purposes of social engagement. There is no correlation between the top ranking firms and their presence, or lack thereof, on YouTube. This might be because firms are still learning how this valuable medium can play into its business development toolkit, or perhaps because the production costs for effective video far outweigh what the attorneys can publish via print and online for a fraction thereof. Nevertheless, YouTube, and more recently Periscope, can become valuable platforms for certain applications such as conferences or education.

Lesson: Social media has become a mature marketing channel, but law firms are still in the experimental stage in learning the best applications of video.

6 Social Media Training

Many of the missteps and false-starts evidenced in digital marketing can be traced back to poor education and training. With the cost of entry to most social campaigns being so minimal, some social marketing initiatives launch with no budget to develop a mastery of skills necessary to wield the low-cost media. As a result, staff are pressed into service of a firm’s social media campaigns with little understanding of best practices or effective methods of execution and measurement.

Lesson: Social Media training is not an expense, it is an investment in talent that pays for itself in the form of efficiency and effectiveness of executing digital marketing campaigns.

About this Research

This is the third annual study of the use of digital and social marketing technologies and practices in the U.S. legal market as represented by the companies cited in *The American Lawyer* magazine’s 2015 *AmLaw 100* largest U.S. law firms by revenue. Our intention is to continually expand on this research in order to assess annually how the legal market progresses in its adoption of digital media, social tools and best practices.

The Social Law Firm Index 2016 Honorable Mention

When we explored the Thought Leadership and Twitter vectors of the Good2bSocial Scoring algorithm, we found hidden gems among the top performers. Morrison & Foerster (MoFo) stood out for its strong showing in both categories, so we asked Chief Marketing Officer Angela Petros to share insights into the firm's digital marketing strategy and execution.

"Our aim is to execute an integrated strategy that promotes targeted and consistent messaging across platforms— a unified approach that cuts across practices, industries and geographies," she explains. Consistent with our re-

search, MoFo has found that different social channels have value when communicating corporate messages. As a result, its campaign execution tactics vary from medium to medium, depending on the target audience and campaign objectives.

MoFo attributes its strong Thought Leadership performance in part to its active roster of in-house contributors. "Our content

marketing team shares responsibilities for social media management and monitoring, and our attorneys are actively engaged in social media and Thought Leadership publication," says Angela.

Part of MoFo's success comes from methodical execution. "We have a data-driven approach to social media. We measure social media performance through metrics such as impressions, clicks, click through rates, and social actions, as well as lead generation." This careful attention to analytics has allowed the firm to hone its



Morrison & Foerster:

Thought Leadership & Twitter Excellence

online reputation and reach. The impact of this can also be measured in other ways. The firm has generated multiple online and offline media placements and press opportunities due in part to the effectiveness of its reach and engagement with timely content that clearly communicates the firm's strengths.

Press interest in the firm confirms that effective communication of Thought Leadership can transform mere contributing attorneys into impactful market influencers with an amplified reach regularly extending beyond the Internet into the mass media. Yet an even more telling measure of their digital marketing success? As emphasized elsewhere in our findings, business growth and development are the truest indicators of social media achievement. As Angela succinctly declares, "Our social media strategy has impacted our bottom line."

Thought
Leadership

4

Twitter

2

"...effective communication of Thought Leadership can transform mere contributing attorneys into impactful market influencers with an amplified reach regularly extending beyond the Internet into the mass media." - Angela Petros

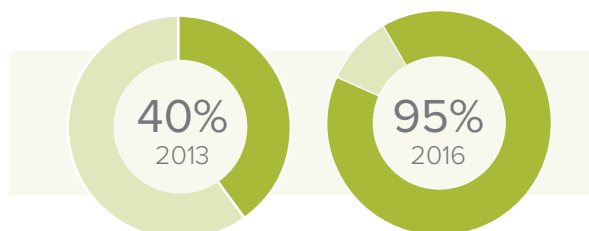
2016 THE SOCIAL LAW FIRM® OVERALL SOCIAL INDEX

Firm Name	Score 2016	Rank 2016	Rank 2014
DLA Piper	98.8	1	1
Latham & Watkins	95.1	2	4
Norton Rose Fulbright	92.5	3	3
Morgan, Lewis & Bockius	91.7	4	11
Greenberg Traurig	91.2	5	5
Orrick, Herrington & Sutcliffe	85.6	6	73
Polsinelli	84.3	7	84
Morrison & Foerster	83.4	8	40
K&L Gates	82.8	9	66
Dentons	81.3	10	48
White & Case	81.0	11	68
Reed Smith	78.8	12	16
Foley & Lardner	77.9	13	45
Jones Day	77.9	14	2
Mayer Brown	77.0	15	31
Sidley Austin	76.1	16	7
Fenwick & West	75.6	17	
Baker & McKenzie	75.0	18	12
Paul Hastings	74.3	19	35
Pittman	73.9	20	87
Perkins Coie	73.9	21	8
Kilpatrick Townsend	73.8	22	67
Covington & Burling	73.5	23	18
Skadden	73.2	24	19
Winston & Strawn	73.1	25	6
Baker Botts	72.4	26	75
Hogan Lovells	72.2	27	17
Holland & Knight	71.9	28	70
Dorsey & Whitney	70.6	29	64
Crowell & Moring	70.5	30	25
Pepper Hamilton	69.9	31	44
Gibson, Dunn & Crutcher	69.6	32	9
O'Melveny & Myers	69.5	33	61
Squire Patton Boggs	69.2	34	26
Nixon Peabody	68.5	35	59
Littler Mendelson	68.4	36	80
Seyfarth Shaw	68.3	37	65
Duane Morris	68.0	38	83
Dechert	67.0	39	38
Wilmer	66.7	40	69
Hunton & Williams	66.6	41	58
McDermott Will & Emery	66.5	42	47
Wilson Sonsini	64.9	43	56

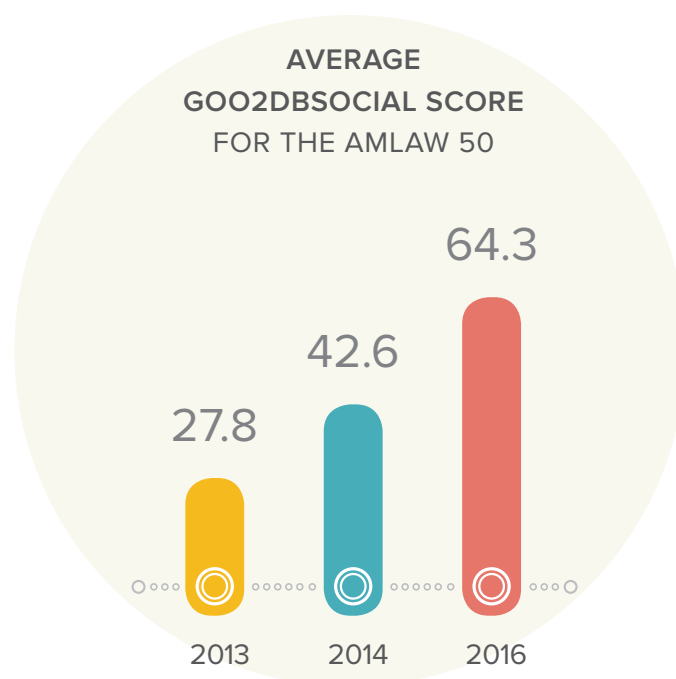
Firm Name	Score 2016	Rank 2016	Rank 2014
McGuireWoods	64.7	44	77
Arnold & Porter	63.8	45	89
Vinson & Elkins	63.0	46	71
Barnes & Thornburg	62.9	47	86
Drinker Biddle & Reath	62.8	48	49
Blank Rome	62.6	49	98
Goodwin Procter	60.5	50	97
Steptoe & Johnson LLP	60.4	51	100
Shearman & Sterling	60.4	52	28
Baker Donelson	60.4	53	
Baker & Hostetler	60.4	54	20
Fish & Richardson	60.3	55	15
Fox Rothschild	60.0	56	
Sheppard Mullin	59.7	57	79
Ogletree Deakins	59.5	58	85
Haynes and Boone	59.4	59	42
Troutman Sanders	59.3	60	72
Faegre Baker Daniels	58.9	61	82
Jackson Lewis	58.9	62	90
Proskauer Rose	58.8	63	27
Venable	58.2	64	52
Alston & Bird	57.7	65	23
Katten Muchin Rosenman	57.6	66	57
Cooley	56.9	67	34
Weil, Gotshal & Manges	56.9	68	39
Paul Weiss	56.6	69	37
Cadwalader	56.0	70	51
Bryan Cave	54.8	71	63
Sullivan & Cromwell	54.4	72	41
Davis Polk & Wardwell	53.8	73	29
Fragomen	53.3	74	46
Bracewell & Giuliani	53.0	75	10
Schulte Roth & Zabel	52.6	76	22
Cleary Gottlieb	48.5	77	24
Kramer Levin	48.2	78	30
Akin Gump	47.7	79	95
Debevoise & Plimpton	47.0	80	92
Ropes & Gray	46.9	81	78
King & Spalding	46.2	82	93
Locke Lord	45.8	83	99
Kaye Scholer	45.6	84	43
Kirkland & Ellis	39.3	85	55
Fried Frank	39.3	86	62

Firm Name	Score 2016	Rank 2016	Rank 2014
Quinn Emanuel	38.1	87	50
Akerman	37.7	88	
Cravath, Swaine & Moore	35.9	89	54
Jenner & Block	34.9	90	76
Hughes Hubbard & Reed	34.4	91	60
Lewis Brisbois	33.3	92	94
Cahill Gordon & Reindel	31.9	93	14
Willkie Farr & Gallagher	30.0	94	81
Boies, Schiller & Flexner	22.1	95	91
Milbank	20.5	96	88
Simpson Thacher & Bartlett	15.8	97	13
Wachtell	11.3	98	53
Williams & Connolly	8.9	99	74
Bingham McCutchen (closed)	0.0	100	96

Firms allowing social sharing of blogs:



AVERAGE GOO2DBSOCIAL SCORE FOR THE AMLAW 50



2016 THE SOCIAL LAW FIRM® THOUGHT LEADERSHIP INDEX

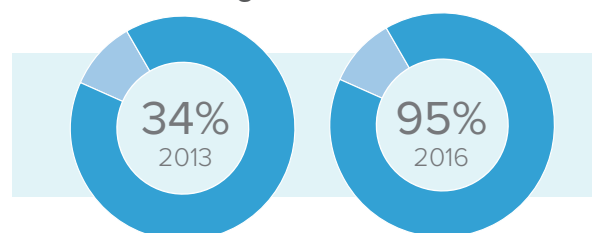
Good2BSocial
Thought
Leadership
Score

Firm Name	Rank	Good2BSocial Thought Leadership Score
Polsinelli	1	97.7
K&L Gates	2	92.9
Latham & Watkins	3	91.8
Morrison & Foerster	4	91.1
Morgan, Lewis & Bockius	5	90.5
Greenberg Traurig	6	87.9
Dentons	7	86.8
Perkins Coie	8	85.6
Sullivan & Cromwell	9	85.3
Reed Smith	10	85.2
Gibson, Dunn & Crutcher	11	85.0
Kilpatrick Townsend	12	83.8
Duane Morris	13	83.5
Orrick, Herrington & Sutcliffe	14	82.9
Norton Rose Fulbright	15	82.0
Dorsey & Whitney	16	81.8
O'Melveny & Myers	17	81.5
Covington & Burling	18	81.5
Fenwick & West	19	80.8
Venable	20	80.2
Little Mendelson	21	79.9
McGuireWoods	22	79.5
Pillsbury	23	79.4
Holland & Knight	24	79.3
Pepper Hamilton	25	79.1
Davis Polk & Wardwell	26	79.0
Wilmer	27	78.1
Crowell & Moring	28	78.0
Jones Day	29	77.1
Schulte Roth & Zabel	30	76.7
DLA Piper	31	75.9
Blank Rome	32	75.8
Jackson Lewis	33	75.5
White & Case	34	75.3
Steptoe & Johnson LLP	35	75.3
Wilson Sonsini	36	75.0
Squire Patton Boggs	37	74.9
Sidley Austin	38	74.9
Winston & Strawn	39	74.6
Baker & McKenzie	40	74.4
Paul Weiss	41	74.1
Seyfarth Shaw	42	73.8
Mayer Brown	43	73.6

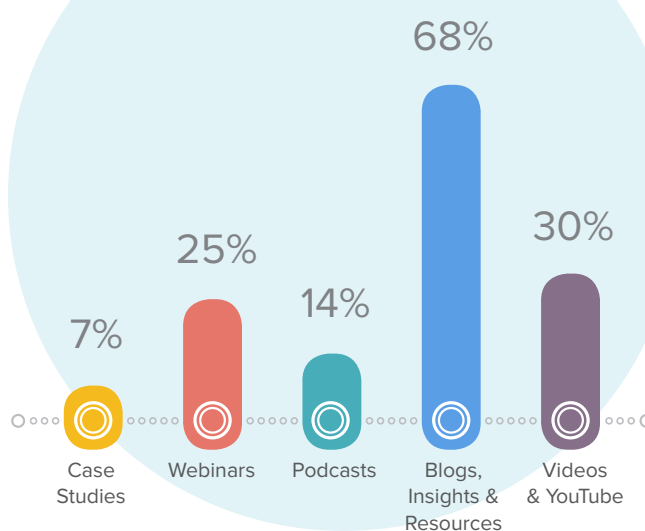
Firm Name	Rank	Good2BSocial Thought Leadership Score
Foley & Lardner	44	73.3
Hunton & Williams	45	72.4
Arnold & Porter	46	72.2
Dechert	47	71.9
Baker & Hostetler	48	71.8
McDermott Will & Emery	49	71.6
Hogan Lovells	50	71.6
Ogletree Deakins	51	71.5
Barnes & Thornburg	52	70.9
Nixon Peabody	53	70.8
Cadwalader	54	70.6
Paul Hastings	55	69.6
Alston & Bird	56	69.4
Baker Botts	57	69.2
Drinker Biddle & Reath	58	68.7
Haynes and Boone	59	68.2
Ropes & Gray	60	68.1
Troutman Sanders	61	68.1
Vinson & Elkins	62	67.6
Fox Rothschild	63	66.7
Katten Muchin Rosenman	64	66.1
Fragomen	65	65.3
Goodwin Procter	66	63.1
Cleary Gottlieb	67	63.0
Skadden	68	62.6
Sheppard Mullin	69	61.2
Baker Donelson	70	59.3
Faegre Baker Daniels	71	59.3
King & Spalding	72	58.8
Kirkland & Ellis	73	58.7
Shearman & Sterling	74	57.8
Debevoise & Plimpton	75	57.5
Cooley	76	56.9
Weil, Gotshal & Manges	77	56.1
Proskauer Rose	78	55.4
Fish & Richardson	79	54.9
Bryan Cave	80	54.3
Akin Gump	81	53.6
Locke Lord	82	53.6
Akerman	83	49.7
Kaye Scholer	84	49.0
Quinn Emanuel	85	48.5
Kramer Levin	86	48.5

Firm Name	Rank	Good2BSocial Thought Leadership Score
Bracewell & Giuliani	87	48.1
Cravath, Swaine & Moore	88	47.7
Fried Frank	89	43.0
Willkie Farr & Gallagher	90	39.0
Jenner & Block	91	38.0
Hughes Hubbard & Reed	92	37.1
Cahill Gordon & Reindel	93	35.1
Lewis Brisbois	94	28.2
Simpson Thacher & Bartlett	95	24.8
Boies, Schiller & Flexner	96	24.4
Milbank	97	15.9
Wachtell	98	15.1
Williams & Connolly	99	14.4
Bingham McCutchen (closed)	100	0.0

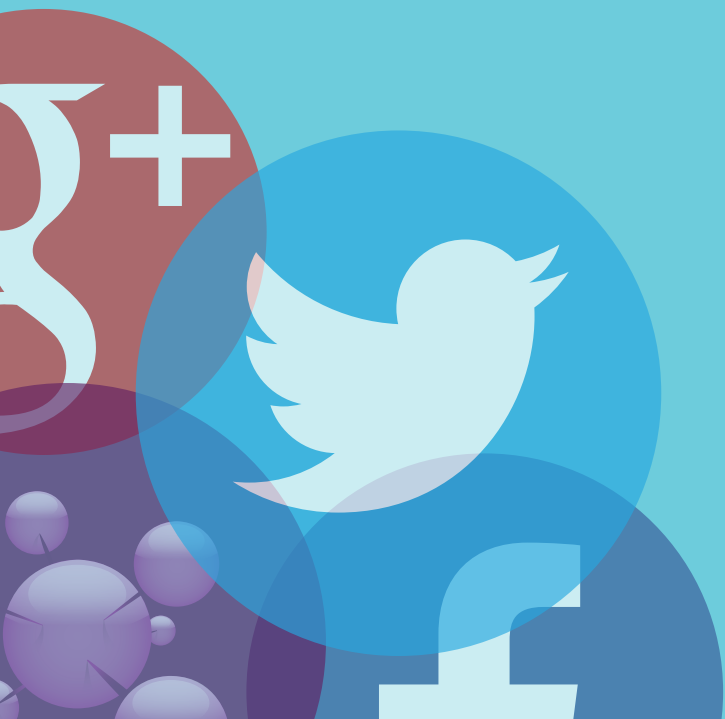
Firms actively publishing blogs and alerts:



THOUGHT LEADERSHIP Offerings among AMLAW 100 FIRMS:



2016 THE SOCIAL LAW FIRM® TWITTER INDEX

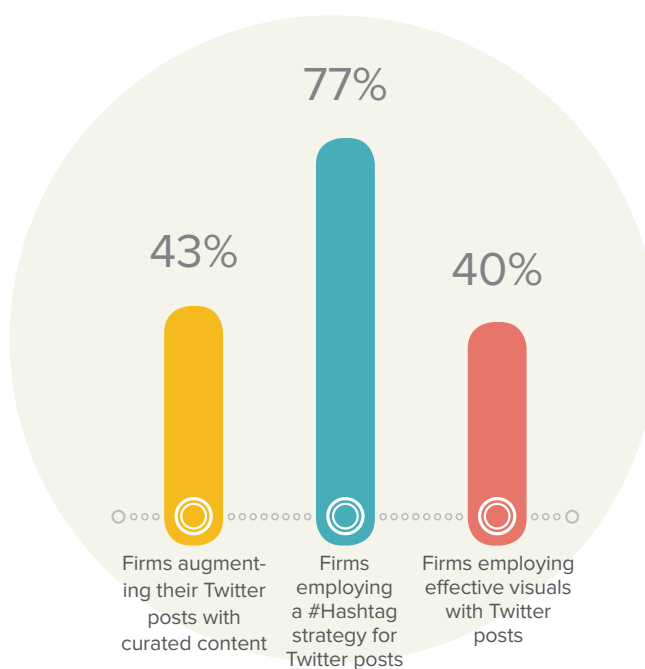
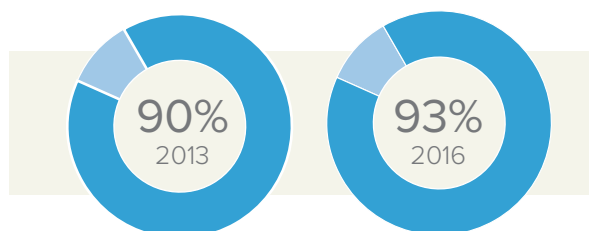


Firm Name	Rank	Good2BSocial Twitter Score
DLA Piper	1	89.1
Morrison & Foerster	2	67.0
Hogan Lovells	3	64.8
Orrick, Herrington & Sutcliffe	4	56.2
Dentons	5	55.5
Latham & Watkins	6	54.8
Baker & McKenzie	7	54.3
Foley & Lardner	8	50.5
Mayer Brown	9	46.5
Cooley	10	46.4
Fenwick & West	11	45.9
Norton Rose Fulbright	12	43.8
White & Case	13	43.8
Paul Hastings	14	42.9
Hunton & Williams	15	42.1
Seyfarth Shaw	16	42.1
Covington & Burling	17	41.6
Dechert	18	38.8
Greenberg Traurig	19	38.6
Pittman	20	38.4
Holland & Knight	21	38.4
Jones Day	22	38.3
Barnes & Thornburg	23	38.2
Sidley Austin	24	37.8
Fried Frank	25	36.8
Blank Rome	26	36.5
Weil, Gotshal & Manges	27	36.3
Polsinelli	28	35.6
Drinker Biddle & Reath	29	34.8
Wilson Sonsini	30	34.5
K&L Gates	31	33.0
Winston & Strawn	32	32.7
Akerman	33	32.5
Vinson & Elkins	34	32.2
Fish & Richardson	35	32.1
O'Melveny & Myers	36	31.7
Reed Smith	37	30.4
Squire Patton Boggs	38	30.4
Kilpatrick Townsend	39	30.3
Skadden	40	29.3
Bracewell & Giuliani	41	28.9
Akin Gump	42	28.8
Baker Botts	43	28.6

Firm Name	Rank	Good2BSocial Twitter Score
Wilmer	44	27.3
Schulte Roth & Zabel	45	26.8
McGuireWoods	46	26.7
Fox Rothschild	47	26.2
Kaye Scholer	48	26.1
Cadwalader	49	25.9
Nixon Peabody	50	25.8
Proskauer Rose	51	25.7
Perkins Coie	52	25.5
Morgan, Lewis & Bockius	53	25.2
Gibson, Dunn & Crutcher	54	25.1
Hughes Hubbard & Reed	55	25.0
Alston & Bird	56	24.9
Steptoe & Johnson LLP	57	24.1
Little Mendelson	58	23.5
Arnold & Porter	59	23.0
Kramer Levin	60	23.0
Crowell & Moring	61	22.7
Troutman Sanders	62	22.4
Davis Polk & Wardwell	63	21.9
Pepper Hamilton	64	21.1
Jenner & Block	65	21.0
Sheppard Mullin	66	21.0
Jackson Lewis	67	20.6
Katten Muchin Rosenman	68	20.4
Baker Donelson	69	20.3
Locke Lord	70	19.9
Haynes and Boone	71	19.8
Shearman & Sterling	72	18.9
Venable	73	18.1
Baker & Hostetler	74	18.0
Faegre Baker Daniels	75	17.7
Debevoise & Plimpton	76	16.4
Goodwin Procter	77	16.2
Cravath, Swaine & Moore	78	16.0
Dorsey & Whitney	79	16.0
Duane Morris	80	12.1
King & Spalding	81	10.4
Bryan Cave	82	9.1
McDermott Will & Emery	83	8.8
Kirkland & Ellis	84	7.9
Sullivan & Cromwell	85	5.8
Ogletree Deakins	86	5.0

Firm Name	Rank	Good2BSocial Twitter Score
Willkie Farr & Gallagher	87	4.5
Fragomen	88	2.4
Quinn Emanuel	89	2.1
Lewis Brisbois	90	0.7
Paul Weiss	91	0.5
Ropes & Gray	92	0.2
Cleary Gottlieb	93	0.0
Simpson Thacher & Bartlett	93	0.0
Milbank	93	0.0
Wachtell	93	0.0
Williams & Connolly	93	0.0
Cahill Gordon & Reindel	93	0.0
Boies, Schiller & Flexner	93	0.0
Bingham McCutchen (closed)	93	0.0

AmLaw 100 firms with Twitter presence:



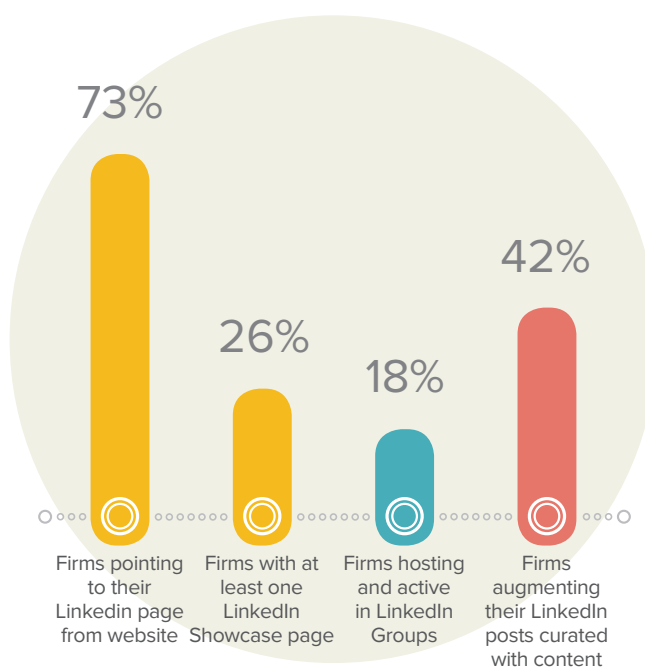
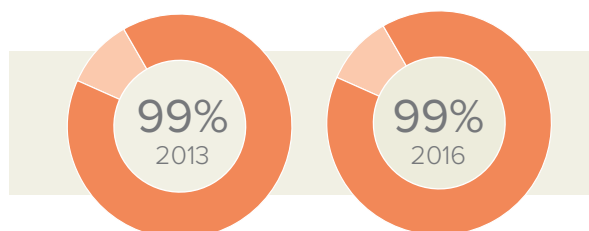
2016 THE SOCIAL LAW FIRM® LINKEDIN INDEX

Firm Name	Rank	Good2BSocial LinkedIn Score
DLA Piper	1	98.8
Skadden	2	94.6
Norton Rose Fulbright	3	83.8
Morgan, Lewis & Bockius	4	83.1
Orrick, Herrington & Sutcliffe	5	79.5
Greenberg Traurig	6	75.8
Sidley Austin	7	71.6
Dentons	8	69.1
Shearman & Sterling	9	69.0
Paul Hastings	10	68.2
Winston & Strawn	11	66.9
Foley & Lardner	12	61.5
Proskauer Rose	13	61.4
Jones Day	14	60.9
Ogletree Deakins	15	59.8
Latham & Watkins	16	59.1
McDermott Will & Emery	17	58.5
Baker Donelson	18	57.0
Hogan Lovells	19	56.8
Mayer Brown	20	56.0
Polsinelli	21	55.7
Crowell & Moring	22	55.5
White & Case	23	53.4
Covington & Burling	24	53.2
Fenwick & West	25	52.3
Baker & Hostetler	26	52.1
Sheppard Mullin	27	51.2
Nixon Peabody	28	51.2
Holland & Knight	29	51.0
Bracewell & Giuliani	30	50.2
Dorsey & Whitney	31	48.8
Baker & McKenzie	32	48.6
Wilmer	33	48.1
Kilpatrick Townsend	34	47.5
Squire Patton Boggs	35	47.0
Pepper Hamilton	36	46.2
Reed Smith	37	45.9
Little Mendelson	38	45.8
Seyfarth Shaw	39	45.2
Vinson & Elkins	40	45.2
Pittman	41	45.2
Fish & Richardson	42	44.9
Faegre Baker Daniels	43	44.8

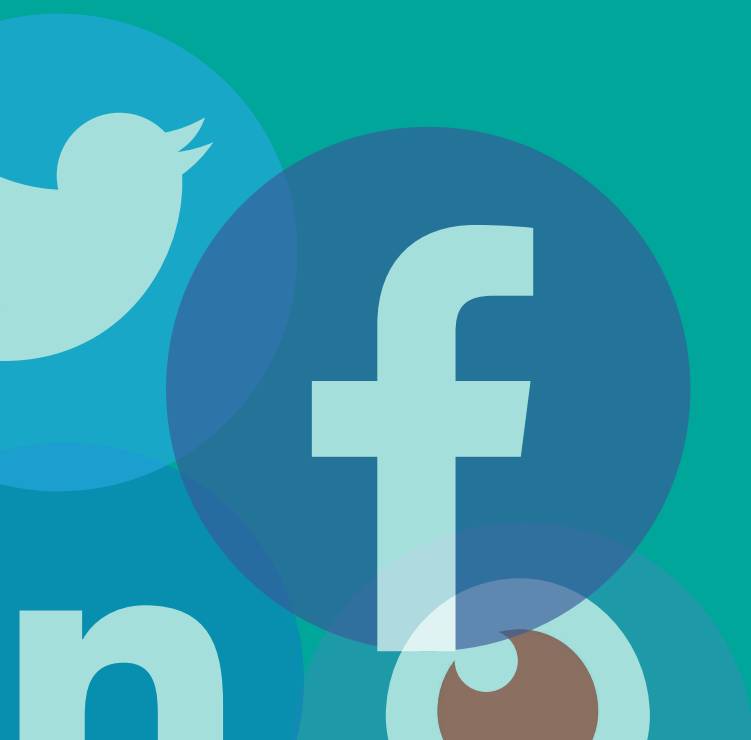
Firm Name	Rank	Good2BSocial LinkedIn Score
Weil, Gotshal & Manges	44	44.8
K&L Gates	45	44.4
Fox Rothschild	46	44.1
Drinker Biddle & Reath	47	44.0
Bryan Cave	48	42.8
Cahill Gordon & Reindel	49	42.6
Duane Morris	50	42.4
Arnold & Porter	51	42.3
Cleary Gottlieb	52	40.6
Gibson, Dunn & Crutcher	53	40.2
Goodwin Procter	54	39.8
Fragomen	55	39.6
Akin Gump	56	37.1
Troutman Sanders	57	36.9
Hunton & Williams	58	36.8
Locke Lord	59	36.5
Perkins Coie	60	36.2
Dechert	61	36.2
Blank Rome	62	35.7
Barnes & Thornburg	63	35.6
Kaye Scholer	64	35.1
McGuireWoods	65	34.8
O'Melveny & Myers	66	34.6
Debevoise & Plimpton	67	34.4
Morrison & Foerster	68	33.8
Kramer Levin	69	33.5
Wilson Sonsini	70	33.2
Alston & Bird	71	33.2
King & Spalding	72	32.7
Paul Weiss	73	31.7
Baker Botts	74	31.5
Milbank	75	30.8
Cadwalader	76	30.3
Step toe & Johnson LLP	77	30.2
Jenner & Block	78	30.0
Boies, Schiller & Flexner	79	29.5
Hughes Hubbard & Reed	80	27.0
Quinn Emanuel	81	27.0
Lewis Brisbois	82	26.7
Haynes and Boone	83	25.6
Cooley	84	23.0
Fried Frank	85	22.6
Jackson Lewis	86	21.8

Firm Name	Rank	Good2BSocial LinkedIn Score
Willkie Farr & Gallagher	87	20.9
Ropes & Gray	88	20.9
Katten Muchin Rosenman	89	19.4
Kirkland & Ellis	90	6.2
Cravath, Swaine & Moore	91	5.6
Sullivan & Cromwell	92	3.5
Davis Polk & Wardwell	93	3.5
Simpson Thacher & Bartlett	94	2.5
Venable	95	1.6
Akerman	96	1.4
Wachtell	97	1.2
Schulte Roth & Zabel	98	0.5
Williams & Connolly	99	0.0
Bingham McCutchen (Closed)	99	0.0

AmLaw 100 firms with LinkedIn presence:



2016 THE SOCIAL LAW FIRM® FACEBOOK INDEX

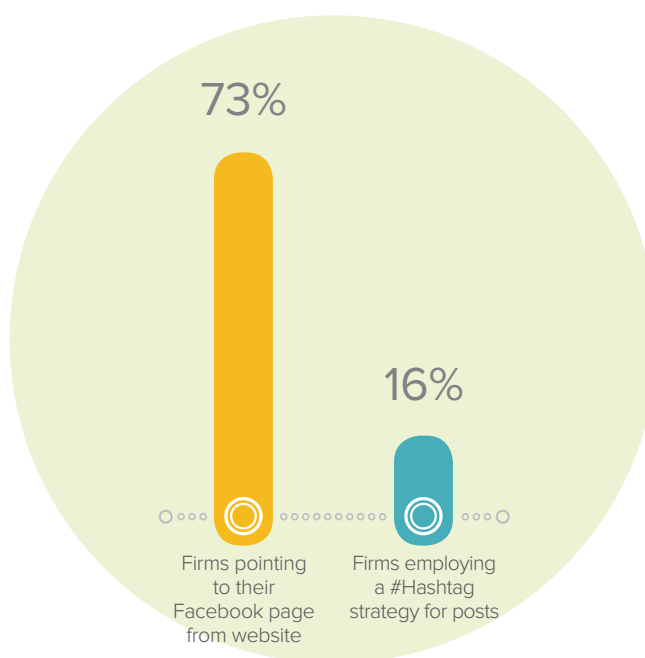
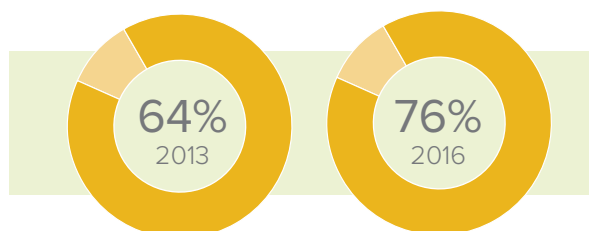


Firm Name	Rank	Good2BSocial Facebook Score
Baker Botts	1	85.2
Lewis Brisbois	2	66.5
Latham & Watkins	3	62.4
White & Case	4	60.1
Norton Rose Fulbright	5	59.9
Katten Muchin Rosenman	6	58.0
Haynes and Boone	7	51.9
DLA Piper	8	50.9
Greenberg Traurig	9	46.5
Baker & McKenzie	10	46.4
Morgan, Lewis & Bockius	11	45.2
Skadden	12	41.9
Morrison & Foerster	13	40.9
Squire Patton Boggs	14	40.2
Cooley	15	39.1
Sheppard Mullin	16	38.2
Sidley Austin	17	36.3
McDermott Will & Emery	18	36.0
Faegre Baker Daniels	19	35.9
Jones Day	20	35.3
Bryan Cave	21	33.8
Reed Smith	22	33.5
Kilpatrick Townsend	23	33.5
Fish & Richardson	24	32.8
Shearman & Sterling	25	31.0
Goodwin Procter	26	30.8
Mayer Brown	27	30.4
Orrick, Herrington & Sutcliffe	28	28.8
Fenwick & West	29	28.4
Bracewell & Giuliani	30	28.0
K&L Gates	31	26.8
Polsinelli	32	25.2
Littler Mendelson	33	24.6
Paul Hastings	34	23.6
Paul Weiss	35	23.3
Foley & Lardner	36	23.3
Dechert	37	23.2
Milbank	38	23.0
Proskauer Rose	39	22.5
O'Melveny & Myers	40	22.1
Fragomen	41	22.0
Holland & Knight	42	21.8
Arnold & Porter	43	21.5

Firm Name	Rank	Good2BSocial Facebook Score
Fox Rothschild	44	21.4
Baker Donelson	45	21.3
Jackson Lewis	46	21.2
Drinker Biddle & Reath	47	20.8
Nixon Peabody	48	20.7
Pepper Hamilton	49	20.4
Perkins Coie	50	20.2
Weil, Gotshal & Manges	51	19.2
Kramer Levin	52	18.6
Gibson, Dunn & Crutcher	53	18.0
Duane Morris	54	18.0
Troutman Sanders	55	17.3
Wilson Sonsini	56	16.2
Dorsey & Whitney	57	16.1
Covington & Burling	58	15.0
Alston & Bird	59	14.6
Seyfarth Shaw	60	14.4
McGuireWoods	61	14.3
Steptoe & Johnson LLP	62	14.3
Cravath, Swaine & Moore	63	13.8
Pittman	64	13.6
Wachtell	65	12.3
Kaye Scholer	66	11.7
Wilmer	67	10.9
Hogan Lovells	68	9.5
Quinn Emanuel	69	9.2
Vinson & Elkins	70	7.2
Venable	71	2.9
Akerman	72	1.7
Hunton & Williams	73	1.4
Kirkland & Ellis	74	1.1
Ogletree Deakins	75	0.5
Debevoise & Plimpton	76	0.2
Sullivan & Cromwell	77	0.0
Dentons	77	0.0
Cleary Gottlieb	77	0.0
Simpson Thacher & Bartlett	77	0.0
Ropes & Gray	77	0.0
Davis Polk & Wardwell	77	0.0
King & Spalding	77	0.0
Akin Gump	77	0.0
Winston & Strawn	77	0.0
Willkie Farr & Gallagher	77	0.0

Firm Name	Rank	Good2BSocial Facebook Score
Baker & Hostetler	77	0.0
Cadwalader	77	0.0
Fried Frank	77	0.0
Locke Lord	77	0.0
Jenner & Block	77	0.0
Schulte Roth & Zabel	77	0.0
Williams & Connolly	77	0.0
Hughes Hubbard & Reed	77	0.0
Cahill Gordon & Reindel	77	0.0
Crowell & Moring	77	0.0
Barnes & Thornburg	77	0.0
Boies, Schiller & Flexner	77	0.0
Blank Rome	77	0.0
Bingham McCutchen (closed)	77	0.0

AmLaw 100 firms with Facebook presence:



Outlook for 2017:

Looking ahead, we anticipate more firms exploring the use of social tools not only for outreach to clients and prospects, but internally for collaboration on cases, projects and firm-wide initiatives. A whole host of social collaborative tools exist outside of the commonly known media discussed at length within this report. **Slack** and **HighQ** are just two examples of new entrants making inroads on the scene of social collaborative communication and workspace platforms. We are keeping a close eye on this space as companies seek productivity enhancements from their technology investment.

At many firms, marketing is still primarily in charge of the editorial calendar and content generation, resulting in lackluster reception and engagement externally. Looking forward, we expect to see more and more firms in 2017 ag-

gressively encourage active involvement and contribution from partners and staff attorneys. As we emphasize herein, this positive shift towards meaningful content generated by attorneys must be coupled with the proper level of social media training to ensure the effectiveness of a lawyer-driven social marketing campaign.

A final step in the evolution of the social law firm is the adoption of standards of measure to evaluate the effectiveness of its digital marketing and advertising dollars spent. From monitoring reach and engagement across channels to analyzing the conversion of those leads and new client onboarding rates, measurement of ROI will become more and more critical to the managing partners wanting to see evidence of a return on their digital dollars spent.

Our methodology and the Good2BSocial Score™

The *Good2bSocial Score*™ and The Social Law Firm Index ranks are based upon a proprietary methodology developed to assess the effectiveness of each firm's use of digital marketing and social media. We refined our algorithm significantly for this year's review. In addition to measuring prowess with reach and engagement, the *Good2bSocial Score* now includes a Thought Leadership component to evaluate each firm's ability to present its expert knowledge and skill in communicating and amplifying that expertise messaging consistently via the various media channels available online. The *Good2bSocial Score* ranges from zero to a perfect 100.

The *Good2bSocial Score* is comprised of dozens of unique measures per law firm social media property, aggregated in combination with performance indicators drawn from other digital real estate including the firm's corporate website and practice-area microsites. We captured all digital activities across all these platforms for each *AmLaw 100* firm for the six-

month period running October 2015 – March 2016. For each individual medium we applied measures of reach, engagement and conversion and also scored for the application, or absence, of key best practice indicators..

For entities that are not active on social media, certain platforms like Facebook will automatically generate a place-card page on behalf of the firm. Because these pages are not owned by or monitored by the firms, they are excluded from consideration in this study.

Because the new algorithm is collecting a breadth of measurement signals across multiple social media channels, we have been able to segment the *Good2bSocial Score* into smaller feature sets focused on vertical vectors of Thought Leadership, *Twitter*, *LinkedIn* and *Facebook*. By segmenting our analysis in this manner we were able to uncover the nuances in execution across each channel that distinguished the best digital performers from the rest of the *AmLaw 100*.

About the Authors

Guy Alvarez is the founder and Chief Engagement Officer at Good2bSocial. He has been a leading consultant in the legal industry for more than fifteen years, specializing in digital marketing, knowledge management, collaboration and more recently social media. He is a graduate of Brooklyn Law School and got his start practicing law in a medium-sized firm for several years.

With a background in technology and marketing, Guy emerged as an early adopter and advocate of social media. As co-founder of the Business Development Institute, he organized the very first conference on the topic of social media, which brought together pioneers in the field including Reid Hoffman, Chairman and Co-Founder of LinkedIn. Guy went on to cultivate his social media expertise as a consultant

for a broad range of clients, including consumer goods giants like Pernod Ricard and legal industry leaders including Lexis-Nexis and PLI. Guy has advised Fortune 100 companies and *Am-Law 100* law firms on



all aspects of digital marketing including social media training, search engine optimization, content marketing, measurement and analysis and the development of Thought Leadership platforms and microsites.

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Robert Szttybel heads marketing for Good2bSocial. He has held leadership roles at top global mobile technology firms and a few start-ups, and has provided consultation and guidance to several other enterprises including Pernod Ricard. He is expert in digital transformation, marketing and business strategy, user experience, innovation and mobility. He also serves



as marketing lead for In the House, a private global network community of corporate in-house counsel.

Robert is credited with conceiving and creating the world's first mobile computing accessory products for PORT Inc. (now Targus), transforming the carrying case company into a

leading mobility provider and more than doubling their annual revenue.

Prior to that Robert managed PR and global strategic marketing for IBM's then newly launched and wildly popular ever since ThinkPad laptops. Robert introduced and rapidly developed a strong brand identity through aggressive media and influencer programs. He also established the ThinkNext industrial design initiative to lead the strategic roadmapping, design and creation of future ThinkPad platforms. He shares an Apex award for his role in developing the ThinkPad 750 series.

Robert graduated from the University of Pennsylvania Management & Technology program with degrees from both the Wharton School and School of Engineering. He holds two US patents for an on-demand audio platform for wireless phones and is the lead researcher for Good2bSocial's annual The Social Law Firm Index.

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Good2bSocial LLC is the leading digital marketing agency for law firms, lawyers and companies in the legal industry. Our team is made up of experts in business development, marketing, advertising, social media, consulting, events and conferences, data mining and knowledge management.

We offer a full suite of digital marketing services including Social Media, Pay-Per-Click, SEO, Content Marketing and Website Design & Development. We help our clients understand and leverage the power of digital marketing and social media to power and transform their marketing and business development strategies while delivering measurable results.



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