



By Guy Alvarez, Kevin Vermeulen,  
Tim Baran, Robert Szttybel and  
Kayla Johnson

# The Social Law Firm Index — 2017

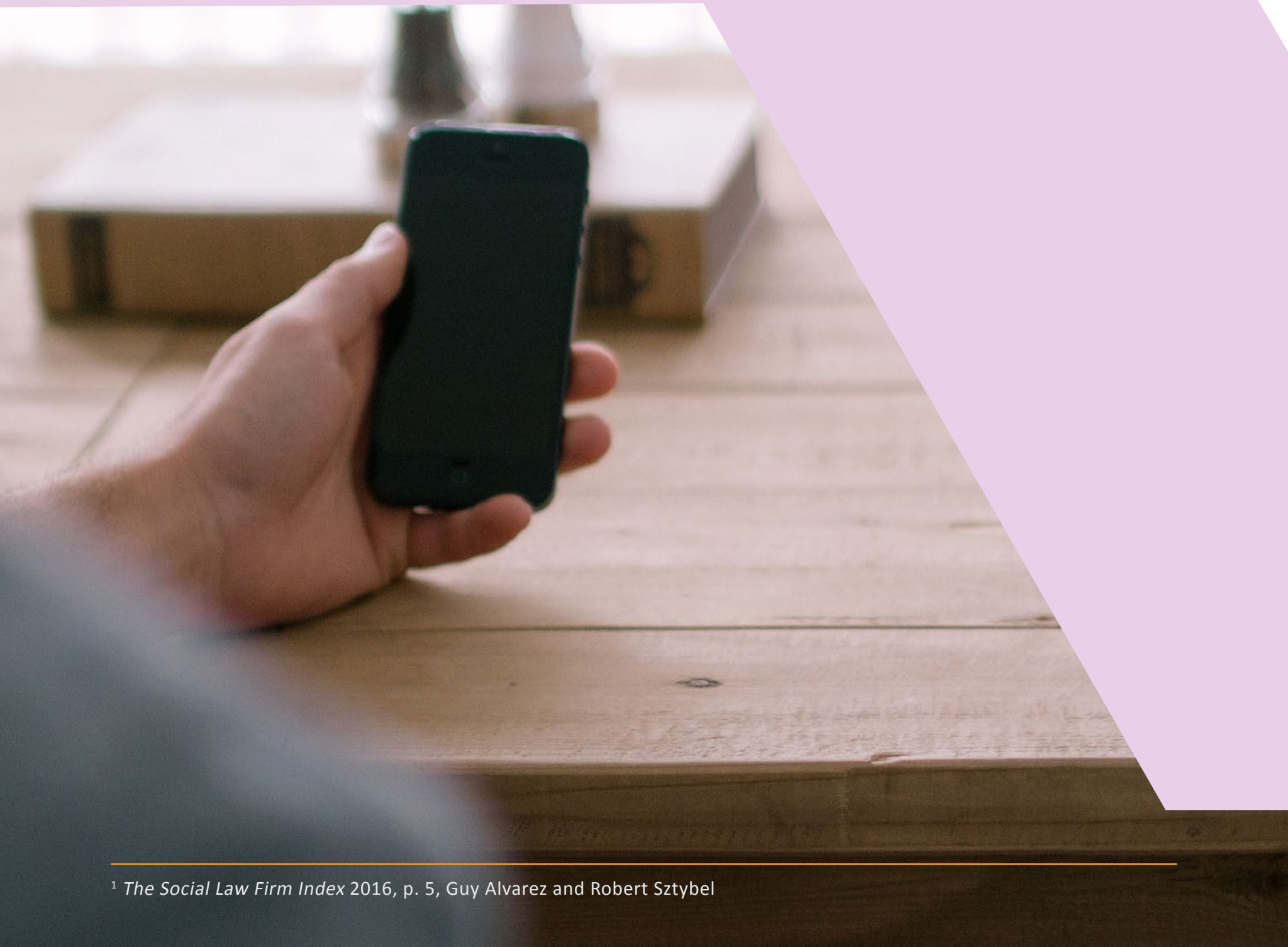


Good2bSocial's annual study of social media marketing adoption, use, and best practices within the legal industry, including our rankings of America's Top 200 law firms for best social media achievement.

[Good2bSocial.com](http://Good2bSocial.com)

# About this White Paper:

In the 2016 release of *The Social Law Firm Index* we heralded the fact that digital marketing had “officially passed the tipping point of adoption”<sup>1</sup> and was being widely embraced by the legal industry. For our 2017 study, we set out to prove beyond the shadow of a doubt that social media outreach and engagement have become essential to the legal marketing toolkit.



<sup>1</sup> *The Social Law Firm Index* 2016, p. 5, Guy Alvarez and Robert Szttybel

To accomplish this, we doubled our research sample size this year.

This annual report now includes reviews and rankings of all firms on *The American Lawyer’s 2017 Am Law 200*, the magazine’s list of the 200 U.S. firms with the highest revenue. We reviewed websites and presence across all public social media platforms for each *Am Law 200* firm. We assessed firms’ publicly available substantive content, and their social reach and engagement. Combining these factors, we scored and ranked the effectiveness of their overall efforts in social media across various channels and categories. This analysis is further informed by the depth of our experience in the legal industry, our familiarity with current conditions in the legal market, and our expertise in the best practices used in world-class social media deployments.

Our ongoing research assesses 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. We explored a much deeper cross-section of the industry this year, and our study reveals new insights and confirms others we’ve made in the past.

Among the observations this study validates: *Size does not necessarily matter*. We found many firms from 101-200 on the *Am Law 200* that were significantly outperforming their much larger competitors in mastering and optimizing their digital efforts to engage with clients, prospects, the press, and the marketplace at large. The size of the firm and its resources does not directly correlate to the effectiveness or impact of a firm’s marketing.

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 most firms now demonstrate a basic understanding of social media, we significantly recalibrated our algorithm for this year’s review to better recognize and highlight stand-outs for leading-edge execution within each medium studied. In addition to measuring prowess with reach and engagement, the *Good2bSocial Score™* includes a Thought Leadership component. This component evaluates how effectively and consistently a law firm presents its expert knowledge via various online media channels.

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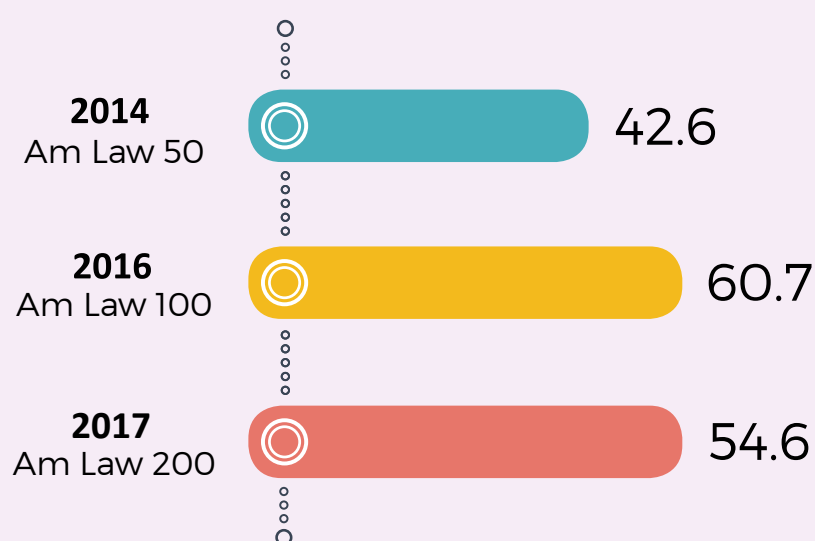
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# Executive Summary

## AVERAGE GOOD2BSOCIAL SCORE



*The Social Law Firm Index 2017* takes a comprehensive look at the top 200 law firms in the country (as ranked by *The American Lawyer*) and analyzes each firm's embrace and application of digital marketing for outreach, engagement, and business development.

Since conducting our original study in 2013, we have seen a rapid increase in the adoption and use of digital technology by American law firms. Most large firms practicing in the United States now demonstrate an appreciation of the value of digital media to their operations, we have found.

Perhaps not surprisingly, the average *Am Law 100 Good2b-Social Score* for 2017 (60.73) is nearly identical to 2016 (60.72) (We had to go three decimals out to discern a change). One might conclude from the stagnating score that adoption has slowed or stopped among the *Am Law 100* and that the same top firms are dominant. Yet our analysis shows considerable competition and churn in the industry: Some previously successful firms appear to have become complacent about execution; others appear to have significantly increased their digital outreach during the last year.

On our scale, a firm with perfect digital execution would receive a 100. Obviously, a 60.7 for *Am Law 100* firms and a 54.6 for firms in the Second Hundred is middling at best. A few factors dampen the scores. First, several old-school, white-shoe firms continue to eschew anything resembling digital marketing. Their lack of activity drags down the average.

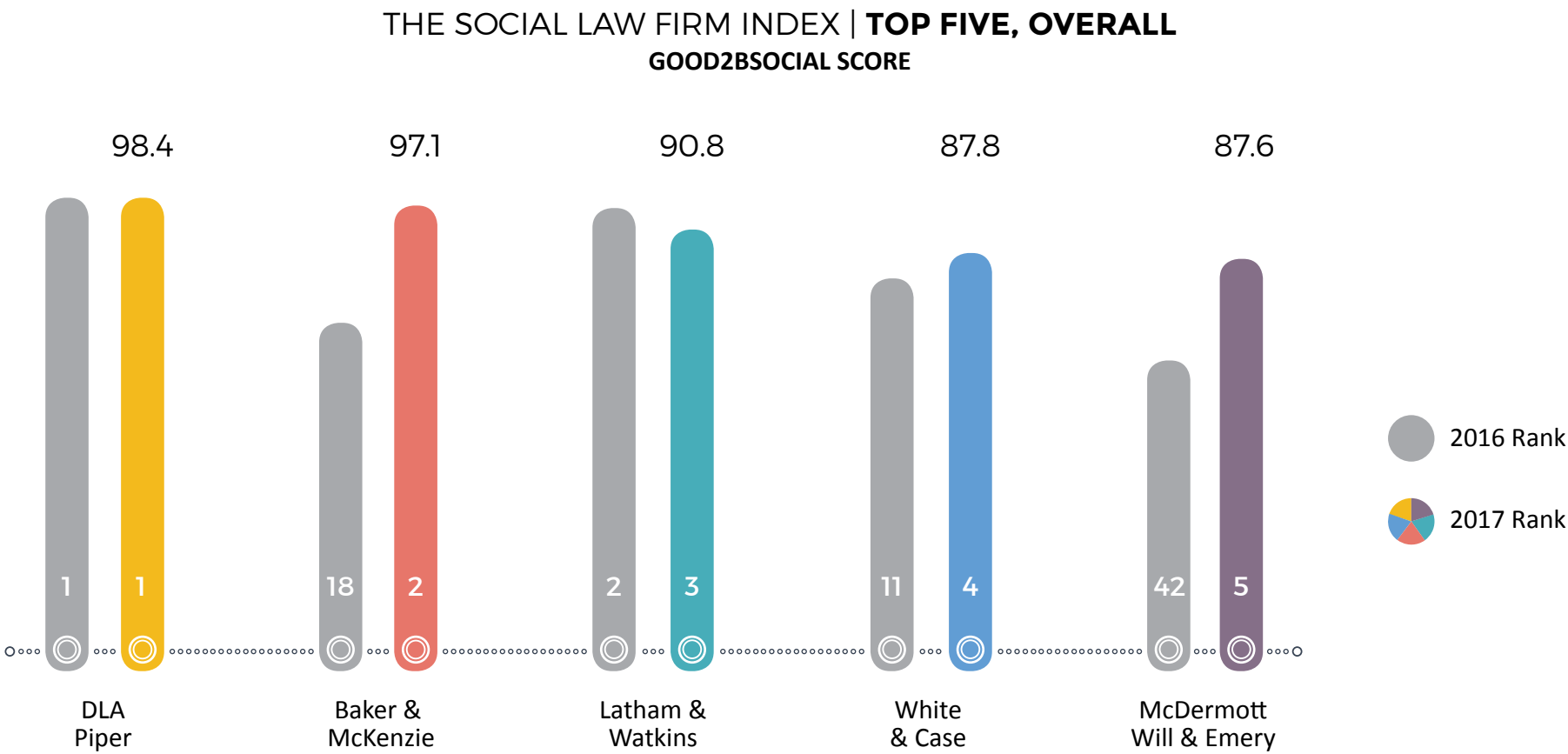
However, so does the way some firms are handling their digital efforts. Although more firms are competing on social media, not all of their social deployments — i.e., their marketing efforts using social media — are effective. Some firms demonstrate a clear understanding of how to properly harness social media to grow their businesses; many other deployments are notable for their lack of impact.

We measure social media reach, engagement, and marketing performance on specific social platforms such as Twitter, LinkedIn, Facebook, and YouTube. We also look at other metrics to uncover and highlight digital best practices. For instance, we closely examine how firms are using digital platforms to communicate and amplify Thought Leadership. We believe a law firm's most valuable resources — its intellectual assets — are also its most critical marketing assets. And we define thought leadership as material that, for the purposes of business development, communicates to potential clients and others information about those assets. These communications can take the form of articles, client alerts, and blogs,

among others. We examine these offerings to determine how effectively each firm harnesses its expertise, reputation and experience. This year, we found that while firms are focused on creating content, they lack a coherent strategy.

*The Social Law Firm Index* analyzes each firm’s presence on the Internet and across social media, and evaluates their social usage to extend thought leadership messages and to otherwise engage with clients and constituents. These factors are reduced to numerical measures, weighted, and incorporated into our algorithm to develop each firm’s *Good2bSocial Score* and rank on the *Index*.

In addition to scoring and ranking each firm for its overall capability and impact, we also break out performance measures across individual social media channels and digital marketing disciplines. This includes ranking firms for their performance in thought leadership and search engine optimization (SEO) and on the individual social media channels LinkedIn, Facebook, and Twitter. This granular approach allows us to delve deeply into the mechanics of shaping successful and consistent digital marketing efforts. Some firms, we have found, may not have the highest overall scores on *The Social Law Firm Index*, but they are excelling spectacularly in one particular area, like Facebook or Twitter.

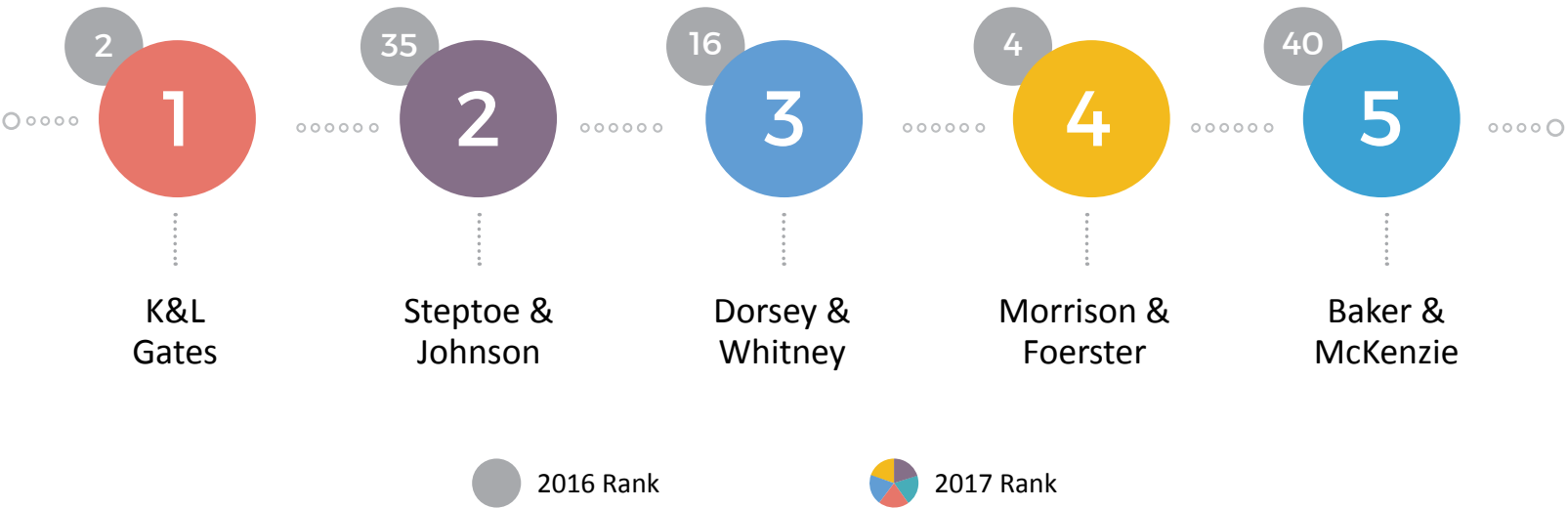


This year’s top five Social Law Firms achieved outstanding *Good2bSocial Scores* by demonstrating the greatest comprehensive adoption, integration and use of social media to market and grow their businesses. They are notable for mastering many of the unique features available on various social media platforms, allowing them to target constituents with messages and insights in a timely and impactful manner. Their messaging is coherent, consistent, and current across platforms, and best practices are evident at all stages of execution.

Good2bSocial’s *Thought Leadership Index* measures firms not only for effectively leveraging their experience, reputation, and knowledge, but for how they communicate these via their website and social media channels. The law firms that top our *Thought Leadership Index* most clearly represent their talent, acumen and skill in informative, accessible and impactful ways that are optimized for digital consumption. In this category, we see that success does not always correlate to firm size or budget. Making an impressive jump from 16 to third among all firms for thought leadership in this year’s study is Dorsey & Whitney, which ranks No. 102 on the *Am Law 200*.



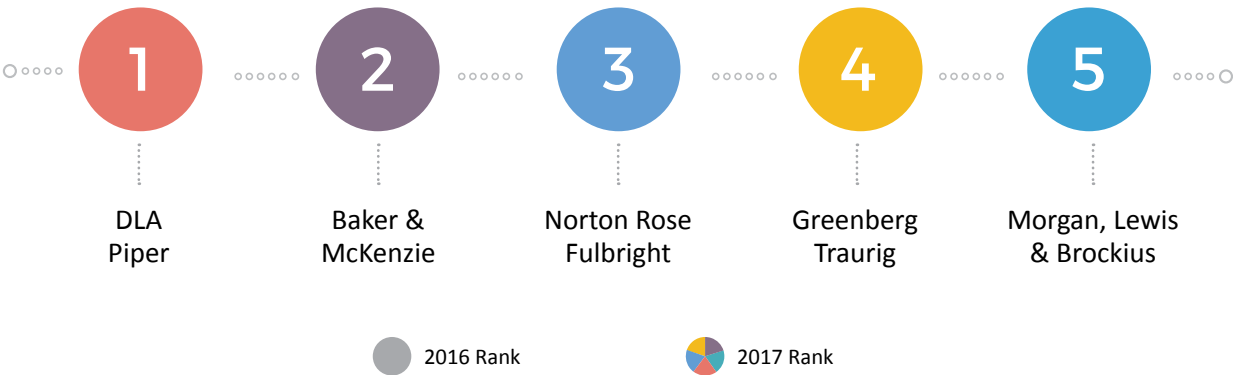
THE SOCIAL LAW FIRM INDEX | 2017 TOP FIVE, THOUGHT LEADERSHIP



Great thought leadership content will have no impact if prospects cannot find it. That’s why for 2017 we added a search engine optimization element to our algorithm. Top-scoring firms in this category have solidified their on-line relationships to such a degree that many thousands of other online legal resources, educational institutions and media outlets regularly link back to content on the firms’ own sites. This provides even larger pathways to draw interested prospects and generate leads. Links from others also send a signal to search engines to favor firms in search results.



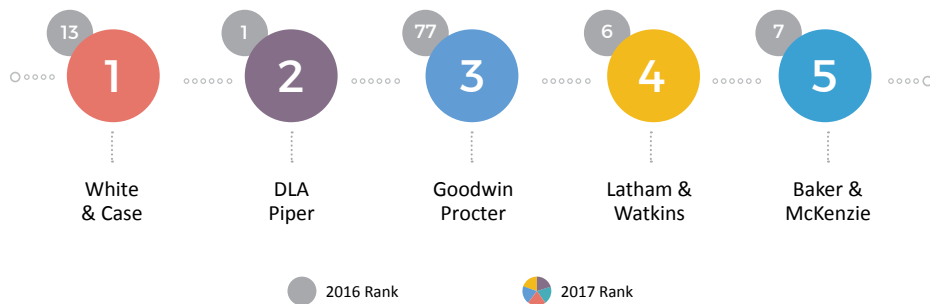
THE SOCIAL LAW FIRM INDEX | 2017 TOP FIVE, SEO



Many firms on the *Am Law 200* present a degree of social media mastery and maturity. Some, however, 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 the firms scoring at the top of *The Social Law Firm Index*. Blogs, LinkedIn and Twitter can be essential business development tools to any firm—when wielded correctly—but simply including them in a digital arsenal without thoughtfully considering their value and best use renders them worthless.



#### THE SOCIAL LAW FIRM INDEX | 2017 TOP FIVE, TWITTER



While the largest firms continue to perform better in terms of reach and overall social media engagement, our analysis reveals a number of smaller firms are performing extraordinarily well in terms of engagement and leadership in individual categories. Another example of this is found in our LinkedIn category, which this year saw significant churn among the ranks. Among the firms that hit the top five was Ballard Spahr & Brennan, which currently ranks No. 107 on the *Am Law 200* in our top five.



#### THE SOCIAL LAW FIRM INDEX | 2017 TOP FIVE, LINKEDIN

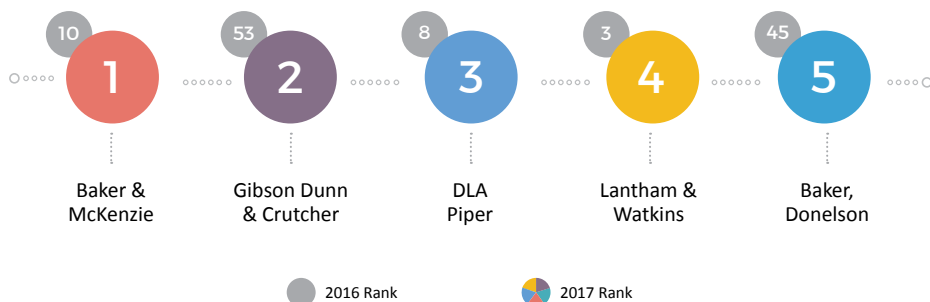


Marketing remains far and away the predominant use of social technology within large law firms—but firms are increasingly appreciating social for other purposes, including recruiting, client support, community relations and fostering internal collaboration. Not all social channels are ideal for all purposes, and highest-scoring firms demonstrate a keen appreciation for the unique strengths and limitations of each platform in their digital marketing deployments.

Last we year said, “awareness of social media by practicing lawyers has clearly reached watershed proportions, with participation and usage by top talent at the *Am Law 100* firms becoming more norm than exception.”<sup>2</sup> We can now proclaim with confidence that digital marketing and social media adoption is widespread within the legal industry and has become entrenched within most firms we studied this year. Most have adopted a policy of actively encouraging their lawyers to use social media for business development purposes.



#### THE SOCIAL LAW FIRM INDEX | 2017 TOP FIVE, FACEBOOK



In the next few pages we'll explore the trends we've observed and attempt to shed more light on what distinguishes the best from the worst performing firms.

<sup>2</sup> *The Social Law Firm Index* 2016, p. 5, Guy Alvarez and Robert Szttybel

## Why *The Social Law Firm Index*?

We studied and published our first findings on the adoption of digital marketing technologies by law firms in 2013 to raise awareness about the value of social media for business development. At that time, law firm digital marketing was still in its infancy and digital marketing strategies were largely absent at many firms.

The state of digital marketing and social media adoption in our industry has fundamentally changed since we published our first report. Every *Am Law 200* firm is now present online, and most are active across multiple social media platforms. Digital and social have evolved into essential elements for law firm marketing. *The Social Law Firm Index* measures the effectiveness of law firm reach and engagement across the variety of online digital media channels.

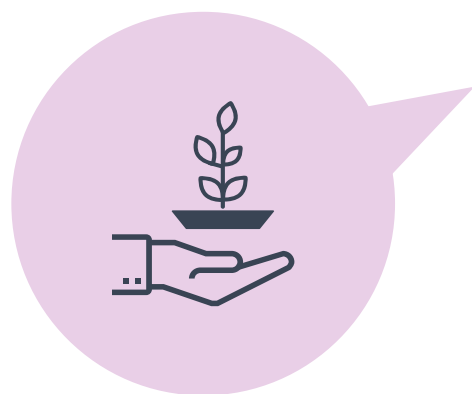
## *The Social Law Firm Index* 2017: Our Findings

More and more U.S. firms are increasing their activity and resources devoted to social media marketing. Our research reveals that these increases have translated into substantially improved marketing execution for many firms, with a greater level of direct involvement by attorneys. Yet, while digital marketing appears to have penetrated the *Am Law 200*, the effectiveness of engagement — and excellence in execution — varies dramatically from firm to firm and from social medium to medium.

Social media has become the principle competitive battlefield for firms struggling for the attention of prospects online. Many firms have not yet mastered the craft of expanding reach and cultivating engagement with clients, prospects and constituents. Their *Good2bSocial Scores*, and the raw numbers feeding into the algorithm, demonstrate an uneven appreciation for optimization and digital marketing best practices. In other words, digital marketing adoption may have reached critical mass in only four short years, but expert capability in wielding social tools for optimum impact continues to lag.



# Characteristics Of The Best Performers



## 1. A Focus On Business Development

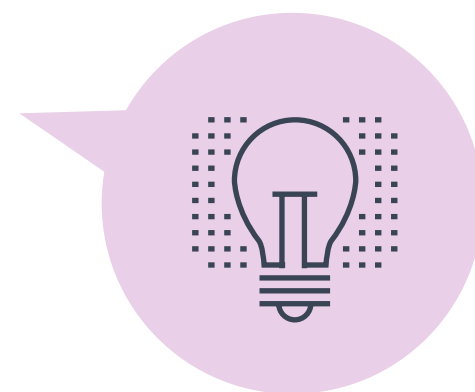
First and foremost, social media is a digital platform for marketing, and the overarching objective of marketing is business development. The best-performing firms on our indexes demonstrate a consistent strategy towards client and prospect outreach. They continually produce relevant content to create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

Social media can raise the visibility of a firm and its attorneys and 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. The most adept social law firms recognize that their social media properties and links with third parties are, like lures on fishing lines. Those lines, are designed to reel in prospects to a website so they can engage more directly with the firm.

Business development requires effective SEO execution to ensure the firm and its content are easily discoverable by search engines. A search engine’s first page of results is the front line in the competitive online battle for discovery domination. Most prospects only consider the first few results for any given search. Poor SEO execution can invalidate — and truly ruin — every other aspect of a firm’s investment in digital marketing.

## 2. Communicating Thought Leadership

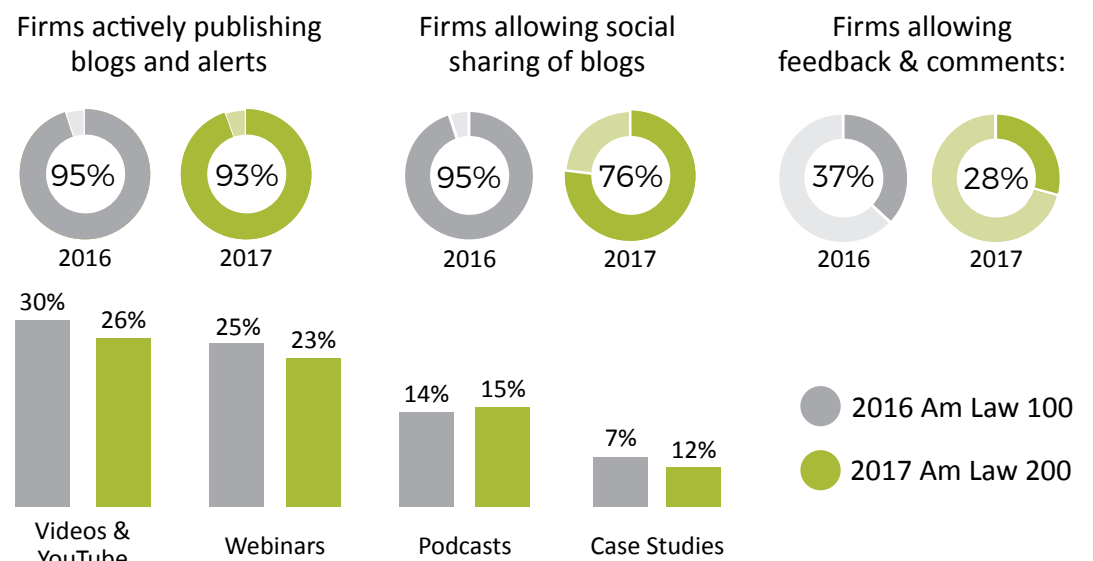
Every enterprise competes on the unique services it can deliver for a client’s dollar. For a law firm, the value proposition is largely intangible: The distinguishing feature to promote is knowledge. The core marketing messages of any firm should emphasize the superior qualities and benefits of services being offered and confidence in its practitioners. The most successful business development messaging conveys a firm’s key strengths: *Expertise, Acumen, Experience, Results*. The best firms convey these qualities through their online content. Their 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.



Most of the *Am Law 200* promote their expertise. But how to communicate acumen without sounding like self-promotion? The secret, we believe, is “client-centricity”: the most impactful firms present their knowledge and experience as instructive content formulated to address or solve a client problem, expose a regulatory challenge, explain the impact of new legislation, or alert them about a newsworthy event. The best-scoring firms in our study deliver their subject-mastery messaging as a subtext to relevant content written around issues of interest to clients, prospects and other constituents.

By wrapping the thought leadership theme into a timely and relevant client-centric context, the successful social law firm and its attorneys quickly become influencers to a wider audience of constituents. This includes bloggers, journalists and the greater mass media that together greatly amplify the organization's messaging. Aside from the kudos and additional credibility attorneys receive from heightened exposure, they also achieve something technical: All those third-parties linking back to the firm's web site help validate its content with search engines. The more credibility a search engine assigns to a web site, the higher that site will appear in search results and the more likely that clients and prospects will discover it.

#### Thought Leadership Insights:



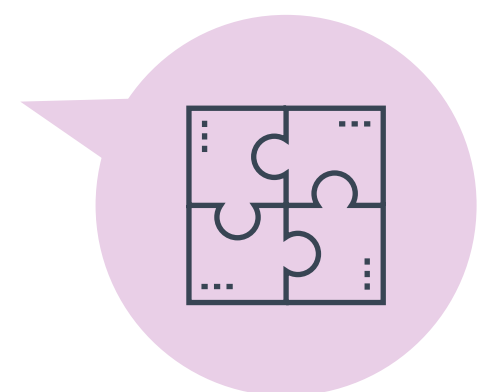
Many firms appearing in *The Social Law Firm Index* actively publish blogs, articles and white papers in support of their ongoing thought leadership efforts. The best sites showcase their expertise - in the form of online videos, podcasts, white papers and topical webinars – and even feature these on their homepage so prospects do not need to hunt for meaningful content. The best firms have endeavored to create in their website a one-stop resource for relevant news and education in their practice areas and regions, and this helps them to drive new and repeat traffic to their website and other properties, greatly enhancing awareness of their brand and services.

Indeed, with thought leadership now the de facto basis for competitive differentiation between firms, it is more and more important how a firm packages and presents its acumen online. The Social Law Firms have embraced multimedia to showcase their knowledge and set themselves apart from their competitors.

### 3. One Brand, One Message; Omni-Channel Presence

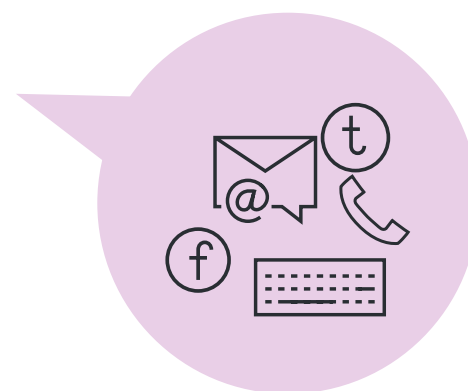
The best-performing firms recognize the importance of a consistent brand and messaging strategy, look, and feel across all platforms. The top firms in our study develop content for all their social media channels following a clear and consistent strategy that recognizes the uniqueness of each medium. 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 to their peers. *Sharing is the best confirmation of engagement and a powerful facilitator of reach.*

While the best performers practice omnipresence well, there is still plenty of room for improvement among many firms in our study. Inconsistencies in presentation and messaging may be due to budget limitations, internal judgements about the value of specific media to the firm, limited resources, or inexperience. We've proven smaller firms can be nimble, so our conclusion is simply that most firms haven't yet learned how to effectively manage their presence across all social media.



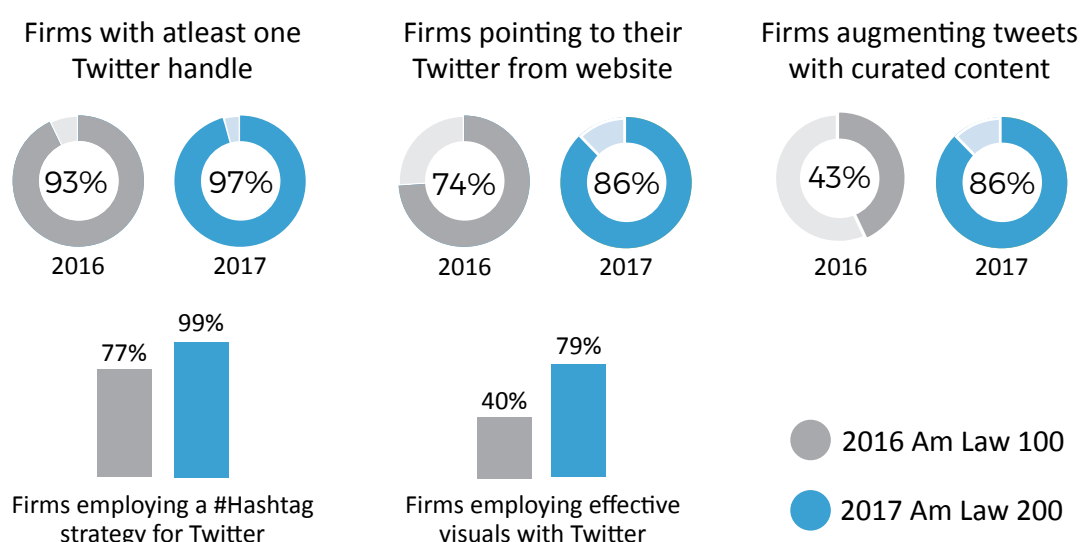
## 4. Different Platforms, Different Purposes

Social Media platforms are optimized for different functions, and certain media channels are more effective at reaching prospects than others. The best-performing firms on *The Social Law Firm Indexes* have broken the code. They know how each platform contributes to their outbound communications strategy, and have mastered each to drive inbound traffic and grow business.



**Twitter** is the principle platform for law firms and attorneys to cultivate relationships and extend their business networks. Nearly all *Am Law 200* firms have at least one Twitter handle, and some have multiple handles corresponding to specific attorneys or practice areas. The immediacy of the platform, combined with the ease with which outbound comments and curated news can be retweeted and used to generate organic comments, makes Twitter the top performer for extending reach and engaging with followers. The best firms demonstrate a comprehensive regular communications routine in which Twitter is the essential element.

### Twitter Insights:



Successful Twitter campaigns drive considerable website traffic, and Twitter is 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. They meticulously cultivate and enhance their own thought leadership images while simultaneously adding luster to their firm's overall brand.

The most important reason for Twitter's outsized impact is its immediacy: Bloggers and news organizations rely on this medium for timely content and guidance as they research and write articles, promote content and advance their own credibility as thought leaders. Lawyers who are effective on Twitter typically generate more media attention for their firms. In this way, the firm and its contributing attorneys become influencers to a much larger audience, further enhancing the reach of their social media and thought leadership output.

The best tweets feature a compelling visual element to grab a follower's eye, and they always include a link back to a location on the firm's own website. Hashtags are essential to tweet tracking and market research. Not every firm utilizes visuals effectively, but virtually all firms active on Twitter employ some form of hashtag strategy in their tweets.

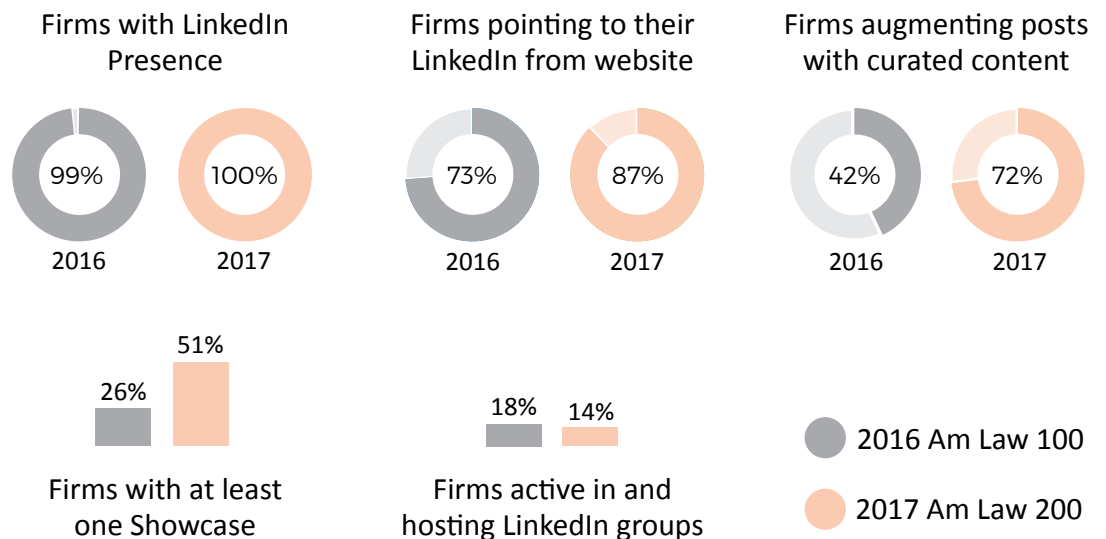


**LinkedIn** is the primary medium for professional marketing, primarily to communicate about brand and reputation, and also to recruit. As Twitter is characterized by its immediacy as a communications medium, LinkedIn is best characterized as an interactive billboard for the firm and its attorneys located in a high-traffic location. How visible should your billboard be

to get noticed? The best performing firms have created 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. Our analysis confirms that those firms making full use of separate LinkedIn Showcases and Groups within their Company page have considerably more follower engagement.

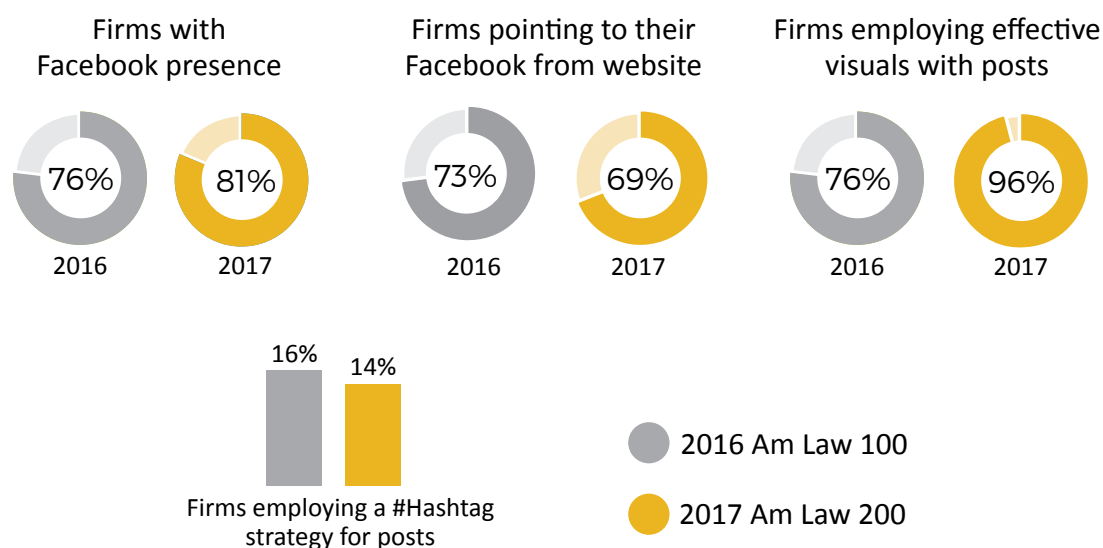
The best-performing firms routinely post primarily client-centric content with links to their websites.

### LinkedIn Insights:



**Facebook** has evolved as the medium facilitating outreach to current and future employees and to their community. Social law firms have recognized that their most productive business development and lead generation may not be coming from this channel. Thus, although the branding, look and feel fall within marketing's control, Facebook is the realm of human

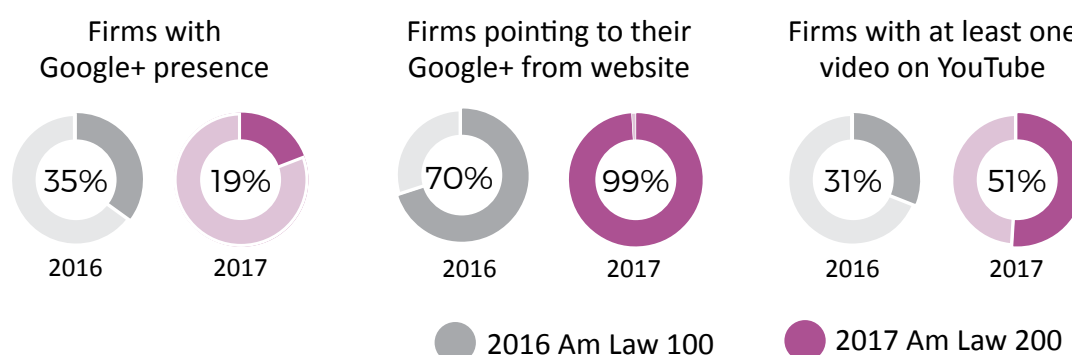
### Facebook Insights:



resources 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 never been widely adopted by law firms in North America. This year we measured a sharp drop in active use among members of our study pool. The platform has wider appeal in European and Asian markets; those firms in our study that did possess and actively cultivate a Google+ following had a considerable business presence in one or more of these regions.

### Google+ Insights



In past years, we warned that a law firm avoids Google+ at its own peril: Google gives an SEO bonus to firms active on their branded social platform, making those firms appear higher in Google searches and giving them first crack at converting prospects to clients. But as evidenced from our research, only one firm in this year's SEO top five main-



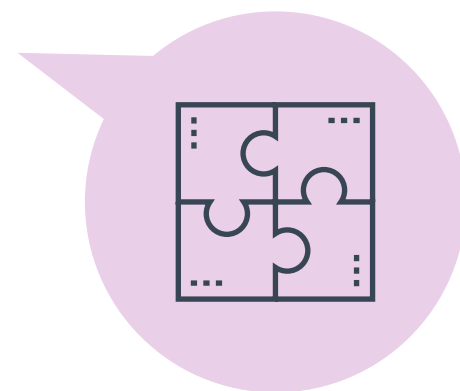
tains a Google+ site; and only 19% of the *Am Law 200* has a Google+ presence. Although Google+ may still offer opportunity for boutique firms to enhance their exposure in local search results, for large firms absence from the medium now appears to have no discernable negative effect on an otherwise properly executed SEO and social media strategy

We continue to be encouraged by the sustained increase in social media engagement by individual contributing attorneys at more of the firms topping *The Social Law Firm Index*. The business development value in generating content has been grasped by leadership at those firms. The best are contributing not just blogs, but webinars, video, podcasts, and events in an effort to extend the outreach and visibility of their expertise and their firm's brand.

## 5. Social Media Best-Practices

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.

- **Ease of sharing:** A surprisingly overlooked detail by nearly a quarter of all firms is the lack of social sharing buttons for their blogs and alerts. This is a lost opportunity. Social law firms understand that if they make their content easy for readers to share on social networks, the size of their potential prospect pool can grow exponentially.
- **Meaningful content accompanied by equally meaningful and evocative visuals:** Use of visuals and themes should carry through on blogs, as well as social media platforms. Application of this practice is still somewhat inconsistent, which is unfortunate. For blogs, in particular, SEO scores are positively influenced by compelling visuals. Visuals have a positive impact in driving traffic to a site. The most brilliantly insightful articles still draw better traffic online when coupled with a great visual.
- Thoughtful application of a **hashtag strategy** helps users find content and helps a firm subsequently research the impact of tweets, retweets and ensuing chatter using those hashtags. Virtually all firms have embraced hashtagging within their tweets; some law firms have dozens of unique hashtags in use per handle. But most still haven't grasped that Facebook also allows hashtags for marking and tracking posts on its platform.
- Curation of **third-party content** validates the firm's depth of knowledge and enhances the ongoing value of continued association with the firm's social site and its contributing attorneys.
- **Video:** Social media is maturing as a marketing channel, but law firms are still in the experimental stage in learning the best applications of video.



### Tip: Visuals

*Author photos and firm logos don't count as meaningful and evocative imagery.*

Not every law firm delivers content visually. *YouTube* has been adopted by about half of the *Am Law 200* for some form of social engagement. Some extend their thought leadership messaging, others promote charities, community outreach, and firm culture. One firm we encountered has integrated video into its Facebook cover, enhancing the page's immediacy and visitor engagement. In general, however, firms are still learning how video plays into the business development toolkit. One issue is budget: Production costs for an effective video far outweigh those for online blogs, webinars, and podcasts.

## 6. Size Doesn't Always Matter

Last year we noted that although firms near the top of the *Am Law 200* perform better in general assessments of digital marketing prowess and performance, smaller firms often demonstrate acumen in harnessing a particular medium for a specific aspect of a social media campaign. Social media is the most cost-effective channel to execute outreach on a large, yet focused scale. And a large budget does not guarantee an effective digital or social strategy.

Our expanded sample size this year allows us to confirm that this digital marketing mastery by smaller firms is no longer limited to a single social medium. A scan of *The Social Law Firm Index 2017* Overall Rankings shows that some firms in the *Am Law 101-200* are experiencing considerably more success online relative to their higher-grossing peers. This year, two Second Hundred firms hit our top 20: Sutherland Asbill & Brennan is no. 7, and Dorsey & Whitney is at no. 16.



### BIGGEST MOVERS 2017 | TOP FIVE MOST IMPROVED LAW FIRMS 2017

Firm	Rank Change	Rank 2017	Rank 2016	Good2bSocial Score
Bryan Cave	↑ 58	13	71	75.1
Goodwin Procter	↑ 40	10	50	75.7
Fish & Richardson	↑ 40	15	55	74.3
McDermott Will & Emery	↑ 37	5	42	87.6
BakerHostetler	↑ 35	19	54	71.7



## Findings At The Other End Of The Spectrum: Engagement-Killers and Reach-Limiters

Our measures for 2017 reveal much room for improvement in the state of law firm digital marketing. The average *Good2bSocial Score* of firms in the *Am Law 100* remains nearly static at 60.7; the average score of the entire *Am Law 200* is even lower at 54.6. Clearly, marketers at many firms still have not grasped the proper way to wield digital tools to maximum benefit.

We continue to document a series of bad 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.

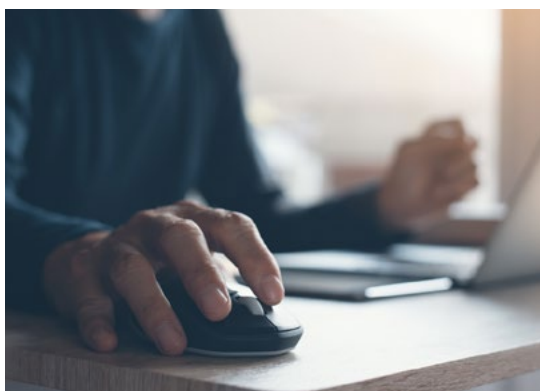
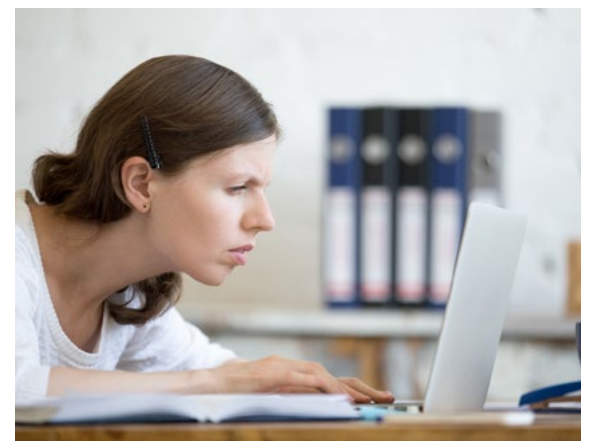
### 1. Poor Website Design And Navigation

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It is somewhat stunning to still find websites where navigation is obscured and confusing, thought leadership content is nested under too many menus, and confounding color choices for background and text obscure the legibility of copy.

Responsive site design — ensuring a website renders well on mobile devices as well as desktop — is essential in reaching potential prospects. Some *Am Law 200* sites are clearly primitive in this regard. The unrealized secondary problem for these firms is that non-responsive sites score worse on SEO — meaning that a firm with compelling thought leadership content may still suffer poor Google search results because of an antiquated website.

Another horrible feature: External links that open in the same window. Social law firms know that their social and external links should always open in a new browser window so that the firm's website remains visible on the prospect's desktop. We were shocked at how many firms allow external links to replace the firm's presence. The likely result of this is a lost lead, as the prospect forgets to click back, closes the web page entirely, or loses the thread on which firm he or she is visiting.



### 2. Buried Content

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The more clicks that stand between a prospect and desired content, the less likely that prospect will stick around long enough to become a client. Imagine that with each extra click required, you take a 50/50 gamble (odds are likely much worse) that the prospect will abandon your site to instead seek another firm with more immediately discernable knowledge.

Even worse? Forcing a prospect to download a PDF to access your knowledge. This is another sign of non-responsive design that frustrates visitors and harms SEO.

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### 3. Where Are You Sending Your Followers?

We observed a disturbing phenomenon among some firms that also promoted their articles to JD Supra. When tweeting about their content, they included a link to the JD Supra site. This is great if your mission is to train your followers to look to JD Supra as the go-to center for desirable thought leadership law content.

The primary objective of any firm’s content-generation activity online must be to draw prospects back to its own website. This way, the firm can more fully demonstrate its depth of capabilities, create confidence among visitors, and hopefully extract contact information from them. Sending your followers to your own website helps business development objectives your firm has spent so dearly to pursue.

### 4. Self-Promotional VS. Meaningful Content

Among firms performing most poorly in our research were those whose outbound communications were limited to announcements and puff pieces about themselves and their attorneys. The lack of meaningful, informative, or client-centric content generally limits the audience for such releases to the firm’s own shareholders. For current or prospective clients, such content is meaningless and sometimes off-putting. Our research found that law firms with the fewest followers and lowest engagement rates were those that published only controlled, firm-centric promotion.

Tip: **Meaningful Content**

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

### 5. Frequency Of New Content VS. The Lack Thereof

The best firms were the most prolific in generating valuable content on a routine basis. Conversely, those performing most poorly in our research published irregularly and intermittently, thwarting the impact of their thought leadership efforts by failing to compete in an environment where newsworthy and relevant events are happening every day.



But there are limits to frequency. We found for the first time this year one firm that, for a period, was blasting out tweets at a rate of 10-plus per day. We were unable to measure whether this firm might lost or gained followers as a specific result of this tweet onslaught, but our instinct suggests this is a dangerous practice to be avoided. Firms do not want to cross the line between frequent updates and spam.

Tip: **New Content**

*Establish AND ADHERE TO an editorial calendar with frequent, regular updates across all social media channels. But by frequent, we mean several each week, not each hour!*



## 6. Limited Or No Presence On Social Media

A few firms continue to resist Twitter, LinkedIn, and Facebook. Perhaps this decision was reached methodically, taking into consideration the firm's current clients and potential prospects who do not seek representation based upon online marketing techniques.

In a 21st century business environment, we believe this posture is ill-advised. Leadership at many 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.

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.

Social media training is not an expense. It is an investment in talent that pays for itself by generating leads and clients.

### Tip: New Content

*Outsourcing is an affordable alternative for firms unable to sustain a full time marketing staff.*



## 7. 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—providing little or no content and making no attempt to convey thought leadership or subject matter expertise. For these firms, the website is little more than an online shingle.

## 8. Social Media Training

Many of the missteps evidenced in digital marketing can be traced back to a lack of training. Without training, firms waste time on social media campaigns that are both inefficient and ineffective. Staff are sometimes pressed into service for firm's social campaigns with little understanding of best practices or effective methods of execution and measurement. Although social media campaigns generally cost very little, it takes skill and understanding to effectively wield them to generate business.



## Outlook for 2018



Digital marketing has fully taken root in the legal industry, and social media is a standard piece of the engagement toolkit. Looking ahead, we anticipate more firms expanding the use of social tools to include internal collaboration on cases, projects, and firm-wide initiatives. That said, we aren't entirely certain how quickly such collaborative tools will spread from a few larger firms to the majority of the *Am Law 200*.

Our 2017 study reveals much room for improvement in law firm digital marketing. We noted limitations in the way most firms approach their exploitation of social channels for business development. 2018 will likely be marked not by some grand new technological innovation, but by a reinvigorated focus on the fundamentals of social media marketing to make better use of existing tools.

Looking forward, we expect to see more firms aggressively encouraging active involvement and contribution from partners and staff attorneys. This sustained positive shift towards meaningful content generated by attorneys must be coupled with proper social media training to ensure the effectiveness of a lawyer-driven social marketing campaign.

Most firms in our study are still not performing very well with their existing digital marketing investments (as evidenced by the relatively mediocre average *Good2bSocial Scores* for the entire group). They would be wise to prioritize basic social media marketing training, to create content controls like an editorial calendar, and to adopt standard measures to evaluate the effectiveness of their marketing and advertising efforts. From monitoring reach and engagement across channels to analyzing the conversion of those leads and new client onboarding rates, measurement of ROI will become increasingly critical. Managing partners will want to see evidence of a return on their digital dollars they have spent.

## Our Methodology and the *Good2bSocial Score*<sup>TM</sup>

The *Good2bSocial Score*<sup>TM</sup> and *The Social Law Firm Index* ranks are based upon a proprietary methodology developed to assess the effectiveness of a 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* includes measures for website and SEO, Twitter, LinkedIn, Facebook, and a thought leadership component. The thought leadership component allows us to evaluate a firm's ability to consistently present, communicate, and broadcast its skills and expertise various online media channels.

The *Good2bSocial Score* ranges from zero to 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 200 firm from April 1 – June 30, 2017. For each medium, we applied measures of reach, engagement, and conversion, and we also scored for the application, or absence, of key best practice indicators.

For entities not active on social media, certain platforms like Facebook will automatically generate a place-card page on behalf of the firm. As 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 broad range of measurements 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, SEO, Twitter, LinkedIn and Facebook. By segmenting our analysis in this manner, we are able to uncover nuances in execution across each channel and to distinguished the best digital performers from the rest of the *Am Law 200*.

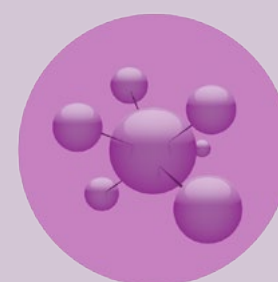
### About this Research

This is the fourth annual study of the use of digital and social marketing technologies and practices in the U.S. legal market. Our research includes firms on The American Lawyer magazine's *Am Law 200* list, which ranks U.S. law firms with the greatest revenue. Our intent is to continually expand this research to assess how the legal market is progressing in its adoption of digital media, social tools, and online best practices.



Firm Name	Score 2017	Rank 2017	Rank 2016
DLA Piper	98.4	1	1
Baker & McKenzie	97.1	2	18
Latham & Watkins	90.8	3	2
White & Case	87.8	4	11
McDermott Will & Emery	87.6	5	42
Norton Rose Fulbright	86.4	6	3
Sutherland Asbill & Brennan	83.9	7	
Jones Day	83.0	8	14
Hogan Lovells	76.6	9	27
Orrick, Herrington & Sutcliffe	76.5	10	6
Goodwin Procter	75.7	11	50
Morgan, Lewis & Bockius	75.5	12	4
Perkins Coie	75.2	13	21
Bryan Cave	75.1	14	71
Foley & Lardner	74.7	15	13
Dorsey & Whitney	74.5	16	29
Fish & Richardson	74.3	17	55
Squire Patton Boggs	73.2	18	34
Morrison & Foerster	72.2	19	8
Skadden	71.9	20	24
BakerHostetler	71.7	21	54
Ballard Spahr	71.7	22	
K&L Gates	71.5	23	9
Reed Smith	71.0	24	12
O'Melveny & Myers	70.9	25	33
Dechert	70.1	26	39
Winston & Strawn	69.1	27	25
Saul Ewing	68.6	28	
Crowell & Moring	68.4	29	30
Baker Botts	68.4	30	26
Nixon Peabody	67.9	31	35
Littler Mendelson	67.8	32	36
Holland & Knight	67.5	33	28
Mintz Levin Cohn	67.0	34	
Covington & Burling	66.6	35	23
Hunton & Williams	66.4	36	41
Weil, Gotshal & Manges	66.0	37	68
Baker Donelson	66.0	38	53
Proskauer Rose	65.9	39	63
Womble Carlyle	65.6	40	
Pepper Hamilton	65.6	41	31

## THE SOCIAL LAW FIRM 2017™ OVERALL SOCIAL INDEX



Firm Name	Score 2017	Rank 2017	Rank 2016
Robins Kaplan	65.4	42	
Greenberg Traurig	65.4	43	5
Wilmer	65.3	44	40
Seyfarth Shaw	64.9	45	37
Gibson, Dunn & Crutcher	64.8	46	32
Fox Rothschild	64.6	47	56
Jackson Lewis	64.5	48	62
Ogletree Deakins	64.4	49	58
Faegre Baker Daniels	64.3	50	61
Arnold & Porter	63.9	51	45
Sheppard Mullin	63.8	52	57
Fragomen	63.8	53	74
McGuireWoods	63.7	54	44
Fisher & Phillips	63.6	55	
Haynes and Boone	63.3	56	59

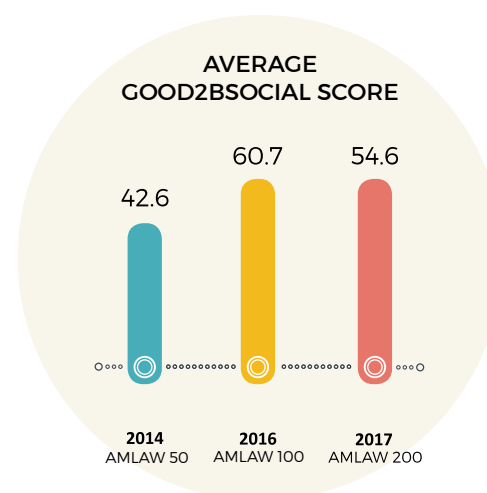


Firm Name	Score 2017	Rank 2017	Rank 2016
Quarles & Brady	63.1	57	
Allen Matkins Leck Gamble	62.9	58	
Fenwick & West	62.9	59	17
Vinson & Elkins	62.7	60	46
Foley Hoag	62.7	61	
Wilson Sonsini	62.3	62	43
Miller Canfield Paddock	62.2	63	
Paul Hastings	61.8	64	19
Michael Best & Friedrich	61.7	65	
Manatt, Phelps, & Phillips	61.6	66	
Andrews Kurth Kenyon	61.4	67	
Lewis Roca Rothgerber Christie	61.2	68	
Gardere	60.6	69	
Polsinelli	60.6	70	7
Barnes & Thornburg	60.5	71	47
Sullivan & Worcester	60.4	72	
Greenspoon Marder	60.4	73	
Pillsbury	60.4	74	20
Katten Muchin Rosenman	60.0	75	66
Carlton Fields Jordan Burt	60.0	76	
Drinker Biddle & Reath	60.0	77	48
Smith, Gambrell, & Russell	59.6	78	
Cadwalader	59.4	79	70
Alston & Bird	59.4	80	65
Shutts & Bowen	59.3	81	
Bradley Arant Boult Cummings	59.2	82	
Step toe & Johnson LLP	59.1	83	51
Kilpatrick Townsend	59.1	84	22
Duane Morris	58.8	85	38
King & Spalding	58.5	86	82
Thompson Coburn	58.5	87	
Akerman	58.5	88	88
Husch Blackwell	58.3	89	
Bracewell	58.3	90	75
Snell & Wilmer	58.2	91	
Hughes Hubbard & Reed	58.2	92	91
Akin Gump	58.1	93	79
Holland & Hart	57.4	94	
Finnegan, Henderson	57.2	95	
GrayRobinson	56.9	96	
Miles & Stockbridge	56.8	97	

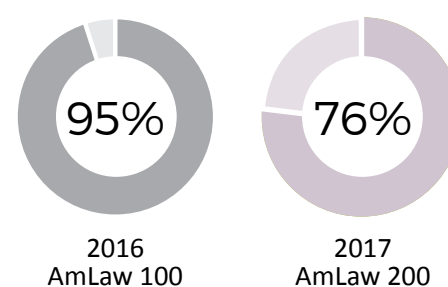
Firm Name	Score 2017	Rank 2017	Rank 2016
Cozen O'Connor	56.7	98	
Nelson Mullins Riley	56.7	99	
Ropes & Gray	56.6	100	81
Jenner & Block	56.4	101	90
Sidley Austin	56.4	102	16
Dinsmore & Shohl	56.3	103	
Bond, Schoeneck & King	56.3	104	
Cooley	56.1	105	67
Ice Miller	56.1	106	
Lane Powell	55.9	107	
Kramer Levin	55.8	108	78
Buchanan Ingersoll & Rooney	55.8	109	
Burr & Forman	55.7	110	
Arent Fox	55.2	111	
Shook, Hardy, & Bacon	55.2	112	
Hinshaw & Culbertson	55.1	113	
Dykema Gossett	55.1	114	
Sullivan & Cromwell	54.5	115	72
Shearman & Sterling	54.5	116	52
Procopio Cory	54.3	117	
Stoel Rives	54.3	118	
Stinson Leonard Street	54.1	119	
Blank Rome	54.0	120	49
Williams Mullen	54.0	121	
Mayer Brown	53.9	122	15
Benesch	53.4	123	
Arnall Golden Gregory	53.1	124	
Wilson Elser Moskowitz	52.9	125	
Strasburger & Price	52.9	126	
Jackson Walker	52.7	127	
Frost Brown Todd	52.7	128	
Knobbe, Martens, Olson & Bear	52.6	129	
Buckley Sandler	52.4	130	
Wiley Rein	52.2	131	
Debevoise & Plimpton	51.9	132	80
Gordon Rees Scully Mansukhani	51.5	133	
Armstrong Teasdale	51.5	134	
Day Pitney	51.3	135	
Kelley Drye & Warren	51.1	136	
Thompson & Knight	50.9	137	
Winstead	50.6	138	

Firm Name	Score 2017	Rank 2017	Rank 2016
Boies, Schiller & Flexner	50.6	139	95
Vorys, Sater, Seymour and Pease	50.6	140	
Honigman Miller Schwartz	50.4	141	
Paul Weiss	50.2	142	69
Shumaker, Loop & Kendrick	49.1	143	
LeClairRyan	48.9	144	
Troutman Sanders	48.7	145	60
Dickinson Wright	48.5	146	
Venable	48.4	147	64
Curtis Mallet-Prevost	48.3	148	
Jeffer Mangels Butler & Mitchell	47.2	149	
McElroy Deutsch Mulvaney	46.9	150	
Schiff Hardin	46.0	151	
Moore & Van Allen	45.6	152	
Chapman and Cutler	45.4	153	
Patterson Belknap	45.2	154	
Davis Wright Tremaine	45.1	155	
Phelps Dunbar	45.0	156	
Sedgwick	44.4	157	
Sherman & Howard	43.6	158	
Gibbons	43.3	159	
Cleary Gottlieb	43.0	160	77
Locke Lord	42.8	161	83
Porter Wright Morris & Arthur	42.8	162	
Fried Frank	42.6	163	86
Quinn Emanuel	42.2	164	87
Davis Polk & Wardwell	42.2	165	73
Kirkland & Ellis	39.5	166	85
Willkie Farr & Gallagher	38.4	167	94
Robinson & Cole	37.4	168	
McCarter & English	33.6	169	
Schulte Roth & Zabel	33.5	170	76
Brownstein Hyatt Farber Shreck	33.3	171	
Cravath, Swaine & Moore	31.6	172	89
Morris, Manning, & Martin	31.6	173	
Goulston & Storrs	31.1	174	
Adams & Reese	30.5	175	
Loeb & Loeb	30.4	176	
Hinckley, Allen, & Snyder	29.6	177	
Clark Hill	29.4	178	
Lathrop & Gage	29.3	179	

Firm Name	Score 2017	Rank 2017	Rank 2016
Cahill Gordon & Reindel	29.0	180	93
Vedder Price	29.0	181	
Lewis Brisbois	28.6	182	92
Lowenstein & Sandler	28.6	183	
Archer & Greiner	27.0	184	
Brown Rudnick	26.9	185	
Thompson Hine	26.1	186	
Kobre & Kim	24.8	187	
Simpson Thacher & Bartlett	23.7	188	97
Kasowitz, Benson	23.3	189	
Irell & Manella	21.6	190	
Stroock & Stroock & Lavan	20.7	191	
Choate Hall & Stewart	20.4	192	
Milbank	20.1	193	96
Munger, Tolles & Olson	18.9	194	
Kutak Rock	15.6	195	
Williams & Connolly	14.9	196	99
Rutan & Tucker	14.5	197	
Wachtell	13.8	198	98



### Firms allowing social sharing of blogs



# DLA Piper

“SOCIAL MEDIA ISN’T NEW TO US”

The Social  
Law Firm®

1

Good2bSocial Score:  
**98.4**

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 years since—as confirmed by our latest study—they have maintained 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: “Social media isn’t new to us – we were an early adopter and continue to see it as an important channel to support the firm’s strategy and to tell the world the DLA Piper story.”

This might pose a unique challenge for an international firm with a presence in more than forty 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. We collaborate every day and, given the nature of digital, social media is a natural way to take advantage of our platform.” It is a critical part of our external communication efforts and allows us to further push our message and brand beyond ‘traditional’ communications.”

This global strategy approach has helped DLA Piper to execute its marketing and business development efforts via targeted 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 various 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 as appropriate.”

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 lawyers embrace the most effective 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. As Barbara describes the evolution of social media initiatives 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 is integral to everything we do. The data we are able to pull with our digital tools helps inform us on what works and what doesn’t and accelerate the work we do with marketing overall.”



CMO, Barbara Taylor



# THE SOCIAL LAW FIRM 2017™

## THOUGHT LEADERSHIP



### Observations from Our Analyst

While conducting research it became clear what made some sites more engaging than others. Sites I wanted to stay on included an abundance of easy to find resources that utilized multimedia. Watching a vlog or listening to a podcast encouraged me to stay on the site longer than those with minimal resources or no diversification of media. Positive elements of some of the firms' blogs included cohesive aesthetic, a "Most Read" section to feature popular posts, and the option to subscribe to specific topics individually.

More discouraging elements of home pages and blogs included difficult navigation, publications that could only be read via downloading a PDF, and nearly unreadable font colors.

Firm Name	Score 2017	Rank 2017	Rank 2016
K&L Gates	99.0	1	2
Steptoe & Johnson LLP	98.6	2	35
Dorsey & Whitney	97.7	3	16
Morrison & Foerster	97.1	4	4
Baker & McKenzie	96.0	5	40
DLA Piper	95.9	6	31
Morgan, Lewis & Bockius	95.8	7	5
Latham & Watkins	95.8	8	3
Norton Rose Fulbright	94.9	9	15
Sutherland Asbill & Brennan	93.8	10	
Arnold & Porter	93.2	11	46
Squire Patton Boggs	93.1	12	37
Jones Day	92.8	13	29
Hogan Lovells	91.7	14	50
Duane Morris	91.5	15	13
Little Mendelson	91.1	16	21
Ogletree Deakins	90.7	17	51
Weil, Gotshal & Manges	90.4	18	77
Fish & Richardson	90.0	19	79
Orrick, Herrington & Sutcliffe	89.9	20	14
Goodwin Procter	89.9	21	66
Foley & Lardner	89.8	22	44
O'Melveny & Myers	89.8	23	17
Perkins Coie	89.5	24	8
BakerHostetler	89.4	25	48
Pepper Hamilton	89.4	26	25
Faegre Baker Daniels	89.3	27	71
Pillsbury	89.2	28	23
Ropes & Gray	89.2	29	60
Fox Rothschild	89.2	30	63
White & Case	88.8	31	34
Nixon Peabody	88.8	32	53
Shearman & Sterling	88.8	33	74
Robins Kaplan	88.4	34	
Skadden	88.2	35	68
McGuireWoods	88.2	36	22
Holland & Knight	88.2	37	39
McDermott Will & Emery	88.1	38	49
Wilmer Cutler	88.1	39	27
Covington & Burling	88.0	40	18
Hunton & Williams	87.8	41	45



Firm Name	Score 2017	Rank 2017	Rank 2016
Davis Wright Tremaine	87.6	42	
Husch Blackwell	87.6	43	
Drinker Biddle & Reath	87.5	44	58
Gibson, Dunn & Crutcher	87.3	45	11
Bryan Cave	87.1	46	80
Cozen O'Connor	87.0	47	
Manatt, Phelps, & Phillips	86.9	48	
Venable	86.8	49	20
Seyfarth Shaw	86.8	50	42
Polsinelli	86.6	51	42
Buchanan Ingersoll	86.4	52	
Ballard Spahr	86.4	53	
Katten Muchin Rosenman	86.3	54	64
Wilson Sonsini	86.0	55	36
Baker Botts	85.9	56	57
King & Spalding	85.9	57	72
Alston & Bird	85.8	58	56
Mintz Levin	85.7	59	
Akerman	85.6	60	83
Fragomen	85.3	61	65
Baker Donelson	85.3	62	70
Vinson & Elkins	85.1	63	62
Arent Fox	85.1	64	
Akin Gump	85.1	65	81
Cooley	84.9	66	76
Proskauer Rose	84.8	67	78
Paul Hastings	84.7	68	55
Sheppard Mullin	84.7	69	69
Foley Hoag	84.6	70	
Jackson Lewis	84.5	71	33
Womble Carlyle	84.4	72	
Debevoise & Plimpton	84.4	73	75
Reed Smith	84.3	74	10
Holland & Hart	84.3	75	
Hinshaw & Culbertson	84.0	76	
Stinson Leonard Street	83.8	77	
Crowell & Moring	83.7	78	28
Fenwick & West	83.6	79	19
Haynes and Boone	83.6	80	59
Troutman Sanders	83.5	81	61
Stoel Rives	83.4	82	

A few websites stood out in a negative way for being almost primitive. No drop down menus, little to no visuals, and a generic template type layout. While the information and insights on these websites may have been decent, there was no incentive to stay for long and I didn't feel engaged. Plus, it's just a hassle to click through to many different links when a drop down menu could have reduced it to just one.

While some websites like Crowell & Moring's place their social media links right on the top of each page, many unfortunately don't have social links at all which negatively impacts their overall ranking. In order to truly be a social law firm, it's vital to integrate all your platforms and make them easily accessible to clients and potential clients who want to keep up with the firm.

Firm Name	Score 2017	Rank 2017	Rank 2016
Jenner & Block	83.3	83	91
Quarles & Brady	83.2	84	
Jackson Walker	83.1	85	
Frost Brown Todd	83.0	86	
Miller Canfield Paddock	82.9	87	
Quinn Emanuel	82.8	88	85
Arnall Golden Gregory	82.6	89	
Thompson Coburn	82.4	90	
Blank Rome	82.3	91	32
Dechert	82.3	92	47
Cadwalader	82.2	93	54
Lewis Roca Rothgerber Christie	82.2	94	
Sullivan & Worcester	82.1	95	
Finnegan, Henderson	82.1	96	
Saul Ewing	81.9	97	
Barnes & Thornburg	81.8	98	52
Wilson	81.8	99	
Dykema Gossett	81.8	100	
Nelson Mullins	81.7	101	
Kilpatrick Townsend	81.6	102	96
Ice Miller	81.6	103	
Michael Best & Friedrich	81.5	104	
Bracewell	81.4	105	87
Williams Mullen	81.0	106	
Andrews Kurth Kenyon	81.0	107	
Lane Powell	81.0	108	

At some firms, most blogs lack relevant visuals with every blog post. Some had navigation obstacles where it was impossible to get to the next page of articles or I had to click three links only to download a PDF. When it's this difficult to access insights, they are not helpful, because few people have the patience to even make it past the home page.

### Good Examples:



Fish & Richardson's site is easy to navigate with a drop down containing case studies, blogs, webinars, and other resources right on their home page. Their three blogs are also easy to read as well as cohesive and aesthetically pleasing.

## LATHAM & WATKINS LLP

Latham & Watkins has a variety of media beyond blogs including webcasts, podcasts, videos, and even apps within their knowledge center. They also have a dedicated Thought Leadership section on their site.

## MORRISON FOERSTER

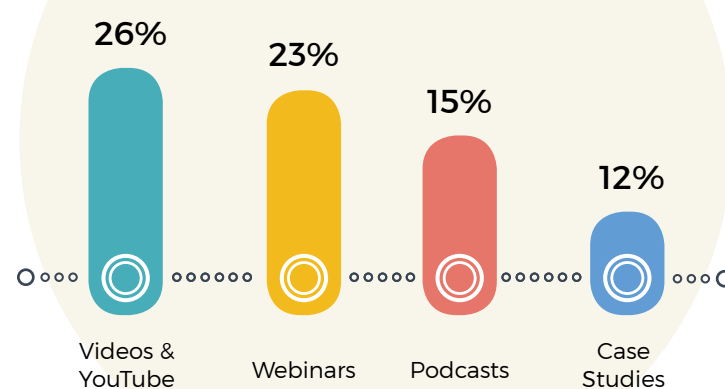
Morrison & Foerster's publications include a variety of blogs that focus on key, client-centric topics. Rather than reporting their own updates or general industry news, their posts discuss issues and questions clients may face in a digestible manner. In addition, many of their articles include visuals like comprehensive infographics.

Firm Name	Score 2017	Rank 2017	Rank 2016
Winston & Strawn	81.0	109	24
Gordon Rees Scully Mansukhani	80.8	110	
Sidley Austin	80.8	111	38
Dickinson Wright	80.6	112	
Buckley Sandler	80.6	113	
Bradley Arant Boult Cummings	80.5	114	
Carlton Fields Jordan Burt	80.4	115	
Knobbe, Martens, Olson & Bear	80.1	116	
Kelley Drye & Warren	80.0	117	
Jeffer Mangels Butler & Mitchell	79.6	118	
Procopio Cory	79.6	119	
Bond, Schoeneck & King	79.4	120	
Patterson Belknap	79.3	121	
Burr & Forman	79.2	122	
Gardere	79.1	123	
Strasburger & Price	79.1	124	
Shutts & Bowen	79.0	125	
Wiley Rein	78.6	126	
Snell & Wilmer	78.6	127	
Vorys Sater	78.3	128	
Hughes Hubbard & Reed	78.3	129	92
Greenberg Traurig	78.1	130	6
Sedgwick	78.0	131	
Dinsmore & Shohl	78.0	132	
Porter Wright Morris & Arthur	77.7	133	
Armstrong Teasdale	77.5	134	
Miles & Stockbridge	77.3	135	
Winstead	77.2	136	
Moore & Van Allen	77.0	137	
Fisher & Phillips	76.7	138	
Shook, Hardy, & Bacon	76.5	139	
Greenspoon Marder	76.5	140	
LeClairRyan	76.3	141	
Smith, Gambrell, & Russell	76.2	142	
Kramer Levin	75.8	143	86
Thompson & Knight	75.6	144	
Day Pitney	75.6	145	
Allen Matkins Leck Gamble	75.4	146	
GrayRobinson	75.1	147	
McElroy Deutsch Mulvaney	75.1	148	
Honigman Miller Schwartz	74.1	149	

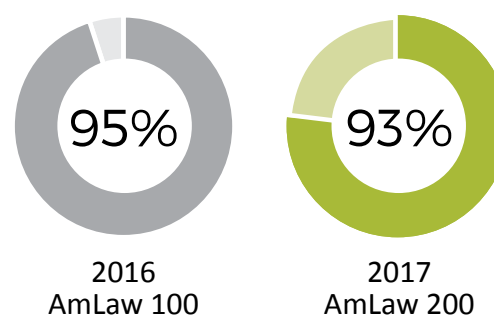
Firm Name	Score 2017	Rank 2017	Rank 2016
Sherman & Howard	73.8	150	
Benesch	73.6	151	
Boies, Schiller & Flexner	73.0	152	12
Chapman and Cutler	71.6	153	
Sullivan & Cromwell	71.6	154	9
Gibbons	71.1	155	
Davis Polk & Wardwell	69.6	156	26
Paul Weiss	69.4	157	41
Curtis Mallet-Prevost	68.1	158	
Cleary Gottlieb	63.4	159	67
Willkie Farr & Gallagher	61.7	160	90
Phelps Dunbar	61.6	161	
Schiff Hardin	59.6	162	
Cahill Gordon & Reindel	58.4	163	93
Locke Lord	56.9	164	82
Shumaker, Loop & Kendrick	56.9	165	
Mayer Brown	56.7	166	43
Fried Frank	48.9	167	89
Simpson Thacher & Bartlett	47.0	168	95
Schulte Roth & Zabel	45.6	169	30
Milbank	33.0	170	97
Brownstein Hyatt Farber Shreck	32.3	171	
Robinson & Cole	31.8	172	
Loeb & Loeb	30.7	173	
Lathrop & Gage	30.5	174	
Brown Rudnick	30.5	175	
Munger, Tolles & Olson	30.4	176	
Williams & Connolly	30.2	177	99
Clark Hill	30.2	178	
Thompson Hine	30.0	179	
Lowenstein & Sandler	29.8	180	
Adams & Reese	29.7	181	
Archer & Greiner	29.7	182	
Kirkland & Ellis	29.0	183	73
Goulston & Storrs	28.7	184	
Choate Hall & Stewart	28.7	185	
Morris, Manning, & Martin	28.7	186	
Kutak Rock	28.2	187	
Hinckley, Allen, & Snyder	28.1	188	
Lewis Brisbois	27.7	189	94
Wachtell	27.2	190	98

Firm Name	Score 2017	Rank 2017	Rank 2016
Kasowitz, Benson	27.0	191	
McCarter & English	26.9	192	
Cravath, Swaine & Moore	26.7	193	88
Stroock & Stroock & Lavan	24.3	194	
Vedder Price	24.0	195	
Irell & Manella	22.0	196	
Rutan & Tucker	20.4	197	
Kobre & Kim	18.5	198	

### THOUGHT LEADERSHIP OFFERING AMONG AMLAW 200 FIRMS



### Firms actively publishing blogs and alerts



# K&L Gates

“...THINK LIKE A CLIENT”

Thought  
Leadership

1

At K&L Gates, the approach to content development can be summed up in four words: think like a client.

*Good2bSocial Score:*  
**99.0**

Years ago, Chief Marketing Officer Jeff Berardi examined how law firms typically approached client communications. He realized K&L Gates had an opportunity to differentiate its content from other firms by making it less inwardly-focused. Only by really listening to and understanding its clients could the firm sculpt its communications to meet their needs. The outcome of this market assessment was the determination that all firm activities should first and foremost keep the client in mind.

When we walk around in our client's shoes, this much is evident: at every avenue of business, in-house counsel are facing new and often uncertain terrain. They need accessible and trustworthy information to help navigate their business. Enter K&L Gates HUB, the firm's online digital destination for timely insight on critical issues, designed for busy in-house counsel and other business leaders.

Most law firms present their content by practice group, but HUB was structured with one key difference: an orientation around industry groups rather than by practice areas. The reason? Clients don't see the world along practice group lines. By presenting its thought leadership by industry rather than practice, K&L Gates was able to provide content that reflects how clients self-identify. HUB provides updates across 34 industry sectors, all conveniently accessible on any technology platform. Content on HUB includes client alerts, articles, events, podcasts, presentations, and more.

Considering the immense potential of HUB, the firm further explored what other services it could provide to clients. With platforms like Netflix and YouTube reimagining the way people consume information, the concept of on-demand content has become more of a given than a novelty. The question was raised within the organization - why can't the same be true for continuing legal education (CLE)?

Using HUB as the foundation, Berardi and the marketing team created the K&L Gates On-Demand CLE Center. Featuring more than 135 distinct courses, this resource provides an efficient way to complete CLE requirements. All programs are available to registered users for free and cover multiple jurisdictions' requirements globally. Placing this resource in a digital space, K&L Gates provided an intangible benefit to in-house counsel: access to CLE/CPD courses around their own schedules. Since the launch, more than 4,500 on-demand programs have been completed, with nearly 2,000 individuals completing the courses. The firm has noticed an increase in client work from customers that frequently use HUB, and 75% of user experience evaluations rate overall program effectiveness as excellent or very good. Beyond its popularity with clients, HUB has completely altered the way the firm views its marketing communications function, laying the groundwork for other successful client-centric offerings. In today's competitive legal climate, it is clear that time-stressed corporate counsel appreciate and respond to firms offering content that is relevant, digestible, and accessible anywhere, anytime.



CMO, Jeff Berardi

**K&L GATES**



Firm Name	Score 2017	Rank 2017
DLA Piper	96.29	1
Baker & McKenzie	95.62	2
Norton Rose Fulbright	93.52	3
Greenberg Traurig	92.88	4
Morgan, Lewis & Bockius	92.79	5
Hogan Lovells	91.98	6
Morrison & Foerster	91.39	7
Squire Patton Boggs	89.88	8
Jones Day	88.54	9
K&L Gates	88.48	10
Sutherland Asbill & Brennan	87.86	11
Latham & Watkins	87.72	12
Mayer Brown	86.38	13
Skadden	85.57	14
Wilmer	85.32	15
Perkins Coie	84.50	16
Nixon Peabody	84.45	17
Covington & Burling	84.28	18
BakerHostetler	83.94	19
Orrick, Herrington & Sutcliffe	83.78	20
Duane Morris	83.78	21
Foley & Lardner	83.55	22
Hunton & Williams	83.36	23
McDermott Will & Emery	83.24	24
Pillsbury	83.10	25
Arnold & Porter	82.99	26
King & Spalding	82.49	27
Bryan Cave	82.26	28
Weil, Gotshal & Manges	81.90	29
Littler Mendelson	81.45	30
Dorsey & Whitney	81.31	31
White & Case	80.98	32
Akin Gump	80.67	33
Goodwin Procter	80.56	34

## THE SOCIAL LAW FIRM 2017™

# SEO INDEX



Firm Name	Score 2017	Rank 2017
Fish & Richardson	80.19	35
Fox Rothschild	79.94	36
McGuireWoods	79.91	37
Ogletree Deakins	79.69	38
Mintz Levin Cohn	79.27	39
Manatt, Phelps, & Phillips	79.04	40
Ropes & Gray	78.82	41
Gibson, Dunn & Crutcher	78.43	42
Paul Hastings	78.37	43
Cozen O'Connor	78.32	44
Wilson Sonsini	78.29	45
Cooley	78.26	46

Firm Name	Score 2017	Rank 2017
Katten Muchin Rosenman	77.98	47
O'Melveny & Myers	77.90	48
Baker Donelson	77.87	49
Husch Blackwell	77.87	50
Ballard Spahr	77.81	51
Drinker Biddle & Reath	77.39	52
Alston & Bird	77.34	53
Faegre Baker Daniels	77.14	54
Pepper Hamilton	77.06	55
Venable	76.94	56
Locke Lord	76.86	57
Vinson & Elkins	76.83	58
Sheppard, Mullin	76.58	59
Akerman	76.55	60
Shearman & Sterling	76.41	61
Jackson Lewis	76.33	62
Proskauer Rose	75.85	63
Step toe & Johnson LLP	75.77	64
Haynes and Boone	75.68	65
Sullivan & Cromwell	75.46	66
Holland & Knight	75.40	67
Womble Carlyle	75.38	68
Holland & Hart	75.29	69
Stoel Rives	75.18	70
Fragomen	74.84	71
Jenner & Block	74.82	72
Hinshaw & Culbertson	74.82	73
Quinn Emanuel	74.59	74
Reed Smith	74.42	75
Winston & Strawn	74.37	76
Baker Botts	74.26	77
Davis Polk & Wardwell	74.06	78
Debevoise & Plimpton	74.03	79
Paul Weiss	73.67	80

Firm Name	Score 2017	Rank 2017
Troutman Sanders	73.30	81
Blank Rome	73.19	82
Fenwick & West	72.97	83
Milbank	72.46	84
Buchanan Ingersoll & Rooney	72.04	85
Quarles & Brady	71.82	86
Stinson Leonard Street	71.71	87
Akerman	71.68	88
Jackson Walker	71.46	89
Cadwalader	71.18	90
Foley Hoag	71.18	91
Michael Best & Friedrich	70.78	92
Saul Ewing	70.08	93
Robins Kaplan	69.92	94
Ice Miller	69.83	95
Dechert	69.72	96
Dykema Gossett	69.72	97
Andrews Kurth Kenyon	69.44	98
Robinson & Cole	69.44	99
Frost Brown Todd	69.36	100
Williams Mullen	69.13	101
Sidley Austin	69.05	102
Kilpatrick Townsend	68.94	103
Nelson Mullins	68.94	104
Miller Canfield Paddock	68.54	105
Davis Wright Tremaine	68.35	106
Dickinson Wright	68.18	107
Seyfarth Shaw	67.87	108
Fried, Frank,	67.87	109
Lowenstein & Sandler	67.59	110
Lane Powell	67.59	111
Carlton Fields Jorden Burt	67.56	112
Thompson Hine	67.54	113
Kirkland & Ellis	66.81	114

Firm Name	Score 2017	Rank 2017
Lewis Roca	66.81	115
Williams & Connolly	66.72	116
Loeb & Loeb	66.33	117
Polsinelli	66.22	118
Thompson Coburn	66.14	119
Knobbe, Martens, Olson & Bear	65.80	120
Jeffer Mangels Butler & Mitchell	65.55	121
Burr & Forman	65.44	122
Gordon Rees Scully Mansukhani	65.10	123
Barnes & Thornburg	65.07	124
Munger, Tolles & Olson	64.99	125
Wiley Rein	64.85	126
Choate Hall & Stewart	64.82	127
Schulte Roth & Zabel	64.76	128
Gardere	64.74	129
Patterson Belknap	64.43	130
Wilson	64.29	131
Clark Hill	64.20	132
Hughes Hubbard & Reed	63.92	133
Lathrop & Gage	63.78	134
Kutak Rock	63.73	135
Willkie Farr & Gallagher	63.56	136
Brown Rudnick	63.42	137
Crowell & Moring	63.36	138
Adams & Reese	63.08	139
Archer & Greiner	62.97	140
Porter Wright Morris & Arthur	62.83	141
Arnall Golden Gregory	62.83	142
Dinsmore & Shohl	62.80	143
Kelley Drye & Warren	62.55	144
Bracewell	62.52	145
Simpson Thacher & Bartlett	62.47	146
Finnegan	62.44	147
Snell & Wilmer	62.38	148

Firm Name	Score 2017	Rank 2017
Moore & Van Allen	62.30	149
Vorys, Sater, Seymour and Pease	61.99	150
Cleary Gottlieb	61.96	151
Goulston & Storrs	61.74	152
Armstrong Teasdale	61.68	153
Wachtell	61.54	154
Bradley Arant Boult Cummings	61.38	155
Procopio	61.35	156
Morris, Manning, & Martin	61.15	157
Winstead	61.12	158
Phelps Dunbar	60.98	159
Bond, Schoeneck & King	60.84	160
Kasowitz	60.84	161
Sullivan & Worcester	60.68	162
Shook, Hardy, & Bacon	60.09	163
Strasburger & Price	59.95	164
Shutts & Bowen	59.86	165
Brownstein Hyatt Farber Shreck	59.33	166
Cravath, Swaine & Moore	59.28	167
Sedgwick	59.25	168
Fisher & Phillips	59.22	169
Hinckley, Allen, & Snyder	58.52	170
Greenspoon Marder	57.96	171
LeClairRyan	57.79	172
Cahill Gordon & Reindel	56.76	173
Buckley Sandler	56.70	174
Kramer Levin	56.56	175
McElroy, Deutsch	56.25	176
McCarter & English	56.00	177
Day Pitney	55.75	178
Thompson & Knight	55.33	179
Schiff Hardin	54.71	180
GrayRobinson	54.71	181
Allen Matkins	54.40	182

Firm Name	Score 2017	Rank 2017
Miles & Stockbridge	54.15	183
Honigman Miller Schwartz	54.10	184
Sherman & Howard	53.96	185
Boies, Schiller & Flexner	53.84	186
Vedder Price	53.70	187
Smith, Gambrell, & Russell	53.06	188
Benesch	53.03	189
Lewis Brisbois	51.10	190
Stroock & Stroock & Lavan	50.90	191
Shumaker, Loop & Kendrick	50.82	192
Chapman and Cutler	48.47	193
Gibbons	47.21	194
Irell & Manella	45.81	195
Curtis Mallet-Prevost	45.56	196
Rutan & Tucker	44.02	197
Kobre & Kim	41.08	198



## THE SOCIAL LAW FIRM 2017™

# TWITTER INDEX



### Observations from Our Analyst

Multimedia seemed to be the key indicator of whether a Twitter account was more engaging than others. Some firms utilize Twitter as an individual might; posting short, single-line tweets without a link or visual to accompany it. I even saw series of live tweets or 10-plus short statuses made within the hour about a single topic. It seemed like an unproductive format for a professional business and bordered on spamming. While some firms are integrating multimedia elements into their tweets, many have links where the appropriate image doesn't show up.

Firm Name	Score 2017	Rank 2017	Rank 2016
White & Case	99.0	1	13
DLA Piper	97.5	2	1
Goodwin Procter	87.2	3	77
Latham & Watkins	86.0	4	6
Baker & McKenzie	84.9	5	7
Orrick, Herrington & Sutcliffe	80.0	6	4
Jones Day	79.4	7	22
Norton Rose Fulbright	76.7	8	12
Sutherland Asbill & Brennan	74.0	9	0
Hogan Lovells	70.4	10	3
Bryan Cave	70.3	11	82
Squire Patton Boggs	67.9	12	38
Kirkland & Ellis	66.3	13	84
Saul Ewing	65.0	14	0
McDermott Will & Emery	63.7	15	83
Foley & Lardner	63.1	16	8
Robins Kaplan	63.1	17	0
Shook, Hardy, & Bacon	62.8	18	0
Winston & Strawn	62.7	19	32
Morgan, Lewis & Bockius	62.2	20	53
Cadwalader	62.0	21	49
Barnes & Thornburg	61.1	22	23
Hughes Hubbard & Reed	61.1	23	55
Sheppard, Mullin, Richter	60.0	24	66
Perkins Coie	59.2	25	52
Fox Rothschild	58.6	26	47
Bracewell	58.4	27	41
Skadden	58.4	28	40
Holland & Knight	58.2	29	21
Covington & Burling	57.6	30	17
Sullivan & Cromwell	57.0	31	85
Mintz Levin Cohn	56.9	32	0
Miles & Stockbridge	56.4	33	0
Andrews Kurth Kenyon	56.2	34	0
Nixon Peabody	56.1	35	50
Robinson & Cole	56.1	36	0
Seyfarth Shaw	55.7	37	16
Wilson Sonsini	55.3	38	30
Hunton & Williams	55.1	39	15
Reed Smith	55.1	40	37
Greenberg Traurig	54.9	41	19

Firm Name	Score 2017	Rank 2017	Rank 2016
Kilpatrick Townsend	54.7	42	39
Ballard Spahr	54.4	43	0
Jenner & Block	54.3	44	65
Akin Gump	54.0	45	42
BakerHostetler	54.0	46	74
Proskauer Rose	53.7	47	51
Fish & Richardson	52.2	48	35
McGuireWoods	52.0	49	46
Baker Donelson	51.8	50	69
Crowell & Moring	51.5	51	61
Ogletree Deakins	51.2	52	86
Weil, Gotshal & Manges	50.9	53	27
Morrison & Foerster	50.8	54	2
Dechert	50.7	55	18
Dorsey & Whitney	50.5	56	79
Mayer Brown	50.2	57	9
Cravath, Swaine & Moore	50.2	58	78
O'Melveny & Myers	50.0	59	36
Wilmer	49.9	60	44
Hinckley, Allen, & Snyder	49.9	61	0
Thompson Coburn	49.1	62	0
Brownstein Hyatt Farber Shreck	48.8	63	0
Akerman	48.6	64	33
Shutts & Bowen	48.6	65	0
Smith, Gambrell, & Russell	48.5	66	0
Arent Fox	48.5	67	0
Little Mendelson	48.3	68	58
Womble Carlyle	48.3	69	0
Fisher & Phillips	48.2	70	0
Jackson Lewis	48.0	71	67
Baker Botts	47.8	72	43
Bradley Arant Boult Cummings	47.5	73	0
Sullivan & Worcester	47.4	74	0
Finnegan, Henderson	47.1	75	0
Cozen O'Connor	47.0	76	0
Pillsbury	47.0	77	20
Miller Canfield Paddock	46.4	78	28
Holland & Hart	46.4	79	19
Manatt, Phelps, & Phillips	46.0	80	59
Pepper Hamilton	46.0	81	64
Michael Best & Friedrich	45.8	82	0

Good tweets included a relevant visual or link and a couple of hashtags. Many effective Twitter accounts tweet links to their blog posts, webinars, podcasts, and videos which helps bring traffic to their site. Oddly, quite a few firms' tweets link to JD Supra rather than their own site when sharing blog posts or podcasts. If the goal is to get more clients on your actual site where services and case studies and more insights are available, tweets should link directly to your landing pages, not a third-party site.

### Good Examples:



Norton Rose Fulbright @NLawGlobal –

Norton Rose Fulbright utilizes Twitter to promote their blog posts through tweets that link directly to their site, accompanied by eye catching images.



White & Case @WhiteCase –

White & Case has similar Twitter practices, linking to content on their sites while using many visuals. What stood out about this account was the use of original videos and infographics to engage followers.

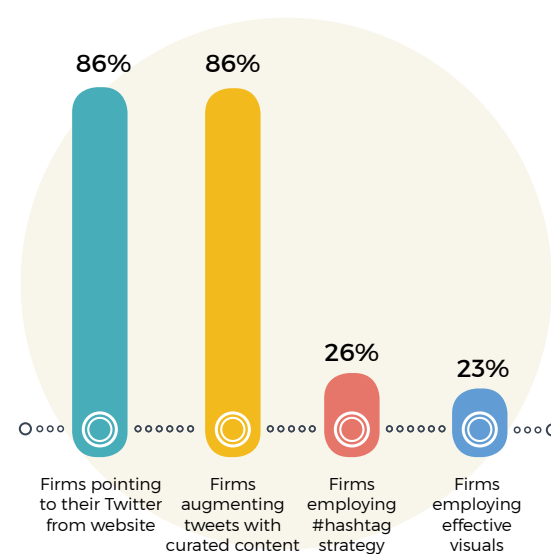
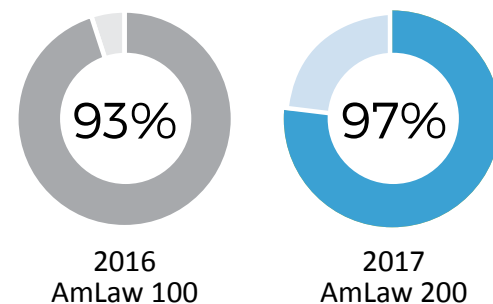
Firm Name	Score 2017	Rank 2017	Rank 2016
Ice Miller	45.2	83	91
Boies, Schiller & Flexner	45.1	84	93
Allen Matkins Leck Gamble	45.0	85	0
Fenwick & West	44.7	86	11
Vedder Price	44.5	87	0
Drinker Biddle & Reath	44.4	88	29
Lathrop & Gage	44.1	89	0
Schiff Hardin	43.7	90	0
Polsinelli	43.6	91	28
Dykema Gossett	43.5	92	0
Adams & Reese	43.5	93	0
Thompson Hine	43.5	94	0
Dinsmore & Shohl	43.3	95	0

Firm Name	Score 2017	Rank 2017	Rank 2016
Paul Weiss	43.1	97	91
Vinson & Elkins	43.1	98	34
Fried Frank	43.0	99	25
Arnold & Porter	42.8	100	59
Lane Powell	42.7	101	0
Kobre & Kim	42.4	102	0
Schulte Roth & Zabel	42.3	103	0
Haynes and Boone	42.3	104	45
Wiley Rein	42.2	105	71
Fragomen	42.1	106	0
Shumaker, Loop & Kendrick	41.9	107	88
Loeb & Loeb	41.9	108	0
Foley Hoag	41.9	109	0
Greenspoon Marder	41.8	110	0
Gibson, Dunn & Crutcher	41.8	111	0
Husch Blackwell	41.8	112	54
Katten Muchin Rosenman	41.6	113	0
GrayRobinson	41.5	114	0
Nelson Mullins Riley	41.5	115	0
Faegre Baker Daniels	41.2	116	0
Clark Hill	41.0	117	75
Hinshaw & Culbertson	40.9	118	0
Procopio Cory	40.6	119	0
Lewis Roca Rothgerber Christie	40.5	120	0
Gardere	40.3	121	0
Buchanan Ingersoll & Rooney	40.0	122	0
Quarles & Brady	40.0	123	0
Blank Rome	40.0	124	0
Davis Wright Tremain	39.8	125	26
Kelley Drye & Warren	39.6	126	0
Cooley	39.3	127	10
Stoel Rives	38.7	128	0
Knobbe, Martens, Olson & Bear	38.1	129	0
Bond, Schoeneck & King	38.0	130	0
Alston & Bird	37.7	131	56
Honigman Miller Schwartz	37.4	132	0
Goulston & Storrs	37.2	133	0
Day Pitney	37.2	134	0
Brown Rudnick	37.1	135	0
Sidley Austin	36.7	136	24
Irell & Manella	36.5	137	0

Firm Name	Score 2017	Rank 2017	Rank 2016
Gordon Rees Scully Mansukhani	36.4	138	0
Phelps Dunbar	36.0	139	0
Curtis Mallet-Prevost	36.0	140	0
Lewis Brisbois	35.8	141	90
Snell & Wilmer	35.7	142	0
Duane Morris	35.6	143	80
Frost Brown Todd	34.7	144	0
LeClairRyan	34.7	145	0
Carlton Fields Jordan Burt	34.5	146	0
Armstrong Teasdale	34.4	147	0
Paul Hastings	34.3	148	14
Burr & Forman	34.3	149	0
Kramer Levin	34.2	150	60
Stinson Leonard Street	34.2	151	0
Thompson & Knight	34.0	152	0
Arnall Golden Gregory	33.6	153	0
Vorys, Sater, Seymour and Pease	33.6	154	0
Kasowitz, Benson	33.4	155	0
Cleary Gottlieb	33.3	156	93
Steptoe & Johnson LLP	33.1	157	57
Buckley Sandler	33.0	158	0
Ropes & Gray	32.7	159	92
Chapman and Cutler	32.4	160	0
Archer & Greiner	31.5	161	0
King & Spalding	31.0	162	81
Morris, Manning, & Martin	30.8	163	0
Locke Lord	30.5	164	70
K&L Gates	30.3	165	31
McCarter & English	29.5	166	0
Willkie Farr & Gallagher	29.4	167	87
Davis Polk & Wardwell	28.8	168	63
Wilson Elser Moskowitz	28.7	169	0
Winstead	28.2	170	0
Jackson Walker	28.2	171	0
Benesch	27.0	172	0
Shearman & Sterling	26.9	173	72
Dickinson Wright	26.9	174	0
Debevoise & Plimpton	26.0	175	76
Strasburger & Price	25.1	176	0
Williams Mullen	22.5	177	0
McElroy, Deutsch, Mulvaney	22.4	178	0

Firm Name	Score 2017	Rank 2017	Rank 2016
Gibbons	21.4	179	0
Sherman & Howard	21.3	180	0
Jeffer Mangels Butler & Mitchell	20.8	181	0
Moore & Van Allen	18.2	182	0
Choate Hall & Stewart	18.0	183	0
Munger, Tolles & Olson	15.3	184	0
Sedgwick	15.1	185	0
Patterson Belknap	10.5	186	0
Troutman Sanders	5.4	187	63
Venable	1.1	188	73
Rutan & Tucker	0.2	189	0
Stroock & Stroock & Lavan	0.0	190	0
Simpson Thacher & Bartlett	0.0	191	93
Quinn Emanuel	0.0	191	89
Milbank	0.0	191	93
Wachtell	0.0	191	93
Williams & Connolly	0.0	191	93
Cahill Gordon & Reindel	0.0	191	93
Kutak Rock	0.0	191	0
Porter Wright Morris & Arthur	0.0	191	0

## Firms with Twitter Presence



# White & Case



**WHITE & CASE**

Twitter

1

Good2bSocial Score:  
**99.0**

“Twitter is an important part of our social media strategy and we have become more focused in how we use it. Our Twitter results also reflect our increasing investment in innovative content and thought leadership which we believe has contributed to our ranking.” – Michael Hertz, CMO



# THE SOCIAL LAW FIRM 2017™ LINKEDIN INDEX



## Observations from Our Analyst

More successful LinkedIn pages included original content that linked back to the firm's site and had plenty of eye-catching visuals. In addition, firms with more Showcase Pages and Groups are more likely to have higher follower engagement. Many accounts utilized the same standard logo as the visual for every post, and some firms simply had a Twitter style LinkedIn page which translated badly for the platform. LinkedIn is known as the Facebook for professionals, which is why the tone and types of post should vary at least slightly. LinkedIn is a great place for posting insights about trending industry topics because your followers are mainly other industry professionals. While it's okay to post some promo type posts, it's better to position on LinkedIn as a wealth of knowledge rather than a firm desperate to attract business.

Firm Name	Score 2017	Rank 2017	Rank 2016
McDermott Will & Emery	99.00	1	17
Baker & McKenzie	94.70	2	32
Sutherland Asbill & Brennan	91.41	3	
DLA Piper	88.95	4	1
O'Melveny & Myers	74.65	5	66
Hogan Lovells	72.05	6	19
Orrick, Herrington & Sutcliffe	71.26	7	5
Dechert	69.83	8	61
Morrison & Foerster	69.39	9	68
Morris, Manning, & Martin	69.37	10	
Little Mendelson	67.19	11	38
Greenberg Traurig	66.91	12	6
Foley Hoag	65.97	13	
Latham & Watkins	65.73	14	16
Norton Rose Fulbright	65.02	15	3
Wilmer Cutler	64.56	16	33
Jackson Lewis	62.43	17	86
King & Spalding	62.04	18	72
Fragomen	61.21	19	55
BakerHostetler	61.13	20	26
Skadden	60.58	21	2
Bryan Cave	59.76	22	48
Fried Frank	59.27	23	85
Covington & Burling	58.59	24	24
Dorsey & Whitney	57.74	25	31
Fish & Richardson	57.70	26	42
Proskauer Rose	57.38	27	13
Goodwin Procter	56.41	28	54
Locke Lord	55.74	29	59
Reed Smith	55.58	30	37
Squire Patton Boggs	55.47	31	35
Ballard Spahr	55.13	32	
Holland & Knight	54.98	33	29
Crowell & Moring	54.93	34	22
Shutts & Bowen	54.93	35	
Saul Ewing	54.65	36	
Ogletree Deakins	54.63	37	15
Robinson & Cole	54.52	38	
Perkins Coie	54.51	39	60
Jones Day	54.50	40	14
Arnold & Porter	54.46	41	51

Firm Name	Score 2017	Rank 2017	Rank 2016
Alston & Bird	53.52	42	71
Sullivan & Worcester	52.74	43	
Mayer Brown	51.50	44	20
Winston & Strawn	51.21	45	11
Manatt, Phelps, & Phillips	50.38	46	
Allen Matkins Leck Gamble	49.94	47	
White & Case	49.78	48	23
Gardere	49.65	49	
K&L Gates	49.25	50	45
Bradley Arant Boult Cummings	48.93	51	
Womble Carlyle	48.88	52	
Thompson Coburn	48.06	53	
Morgan, Lewis & Bockius	48.01	54	4
McGuireWoods	47.04	55	65
Fisher & Phillips	46.68	56	
Foley & Lardner	46.68	57	12
Baker Botts	46.04	58	12
Cravath, Swaine & Moore	45.88	59	91
Smith, Gambrell, & Russell	45.31	60	
Polsinelli	45.18	61	21
McCarter & English	45.08	62	
Paul Hastings	45.03	63	10
Sheppard Mullin	44.84	64	27
Barnes & Thornburg	44.82	65	63
Vedder Price	44.76	66	
Sullivan & Cromwell	44.42	67	92
Weil, Gotshal & Manges	44.34	68	44
Vinson & Elkins	44.13	69	40
Greenspoon Marder	43.85	70	
Lewis Brisbois	43.68	71	82
Fenwick & West	43.45	72	25
Sidley Austin	43.44	73	7
Husch Blackwell	43.39	74	
Schiff Hardin	43.14	75	
Miles & Stockbridge	43.12	76	
Haynes and Boone	42.94	77	83
Burr & Forman	42.71	78	28
Hunton & Williams	42.13	79	58
Ropes & Gray	42.01	80	88
Nelson Mullins	41.99	81	
Drinker Biddle & Reath	41.84	82	47

## Good Examples:

### EVERSHEDS SUTHERLAND

Eversheds Sutherland

(formerly Sutherland Asbill & Brennan) –

Sutherland's LinkedIn page stands out because of how they utilize Showcase Pages. The firm has more than ten pages dedicated to specific practice area topics, updates, and regions. In addition, their mainly client centric posts always include relevant visuals to catch the attention of their nearly 40,000 followers.

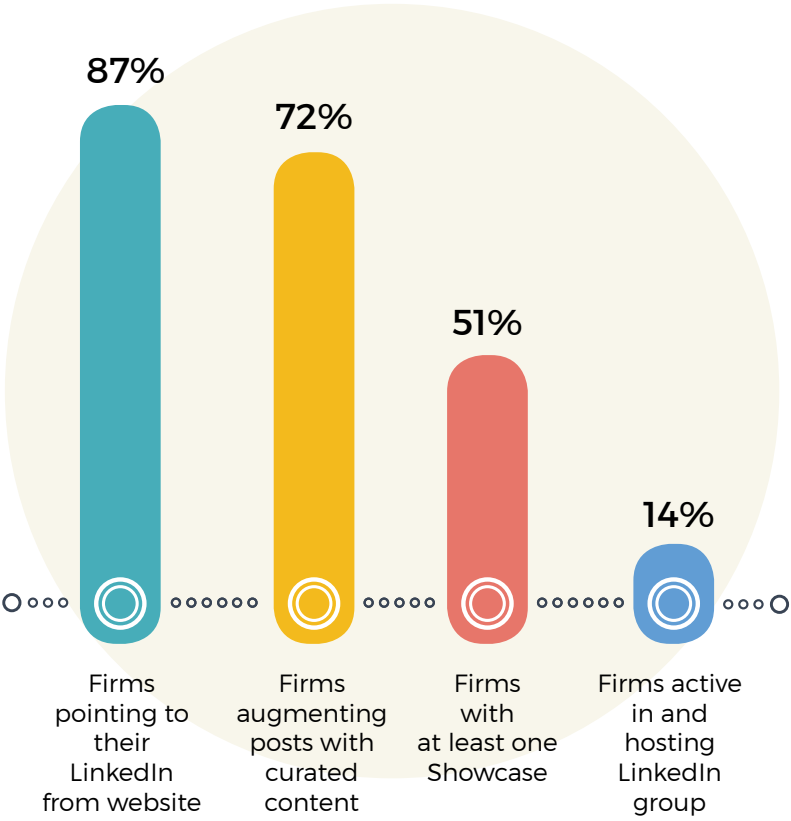
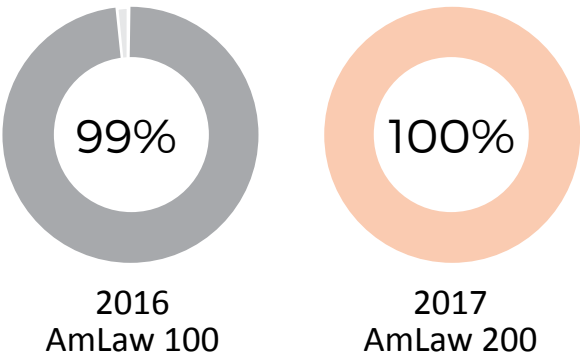
Firm Name	Score 2017	Rank 2017	Rank 2016
Hughes Hubbard & Reed	41.70	83	80
Curtis Mallet-Prevost	41.57	84	
Seyfarth Shaw	41.50	85	39
Holland & Hart	41.34	86	
Mintz Levin Cohn	41.30	87	
Snell & Wilmer	40.82	88	
Lewis Roca Rothgerber Christie	40.60	89	
Lane Powell	40.59	90	
Akerman	40.57	91	96
Kobre & Kim	40.20	92	
Quarles & Brady	40.01	93	
Fox Rothschild	39.98	94	46
Shumaker, Loop & Kendrick	39.90	95	
Robins Kaplan	39.86	96	
Michael Best & Friedrich	39.84	97	
Brownstein Hyatt Farber Shreck	39.78	98	
Bond, Schoeneck & King	39.76	99	
Thompson & Knight	39.69	100	
Arnall Golden Gregory	39.46	101	
Benesch	39.40	102	
Winstead	39.03	103	
Baker Donelson	38.79	104	18
Stroock & Stroock & Lavan	38.79	105	
Pepper Hamilton	38.73	106	36
Clark Hill	38.59	107	
Day Pitney	38.45	108	

Firm Name	Score 2017	Rank 2017	Rank 2016
Kilpatrick Townsend	38.30	109	34
Loeb & Loeb	38.17	110	
Procopio Cory	37.99	111	
Finnegan, Henderson	37.93	112	
Miller Canfield Paddock	37.85	113	
Pillsbury	37.78	114	41
Debevoise & Plimpton	37.65	115	67
Nixon Peabody	37.49	116	28
Andrews Kurth Kenyon	37.47	117	
Adams & Reese	37.32	118	
Blank Rome	37.30	119	62
Hinckley, Allen, & Snyder	37.25	120	
Strasburger & Price	37.06	121	
Katten Muchin Rosenman	37.02	122	89
Cleary Gottlieb	37.00	123	52
Cadwalader	36.98	124	76
Patterson Belknap	36.94	125	
Rutan & Tucker	36.90	126	
Honigman Miller Schwartz	36.84	127	
Boies, Schiller & Flexner	36.54	128	79
Jackson Walker	36.41	129	
Buckley Sandler	36.32	130	
Armstrong Teasdale	36.29	131	
Shearman & Sterling	36.25	132	9
Archer & Greiner	36.17	133	
Carlton Fields Jordan Burt	36.04	134	
Porter Wright Morris & Arthur	35.99	135	
McElroy Deutsch Mulvaney	35.93	136	
Dinsmore & Shohl	35.27	137	
Ice Miller	35.15	138	
Faegre Baker Daniels	34.96	139	43
Wiley Rein	34.61	140	
Stinson Leonard Street	34.43	141	
Dykema Gossett	33.71	142	
Akin Gump	33.33	143	56
GrayRobinson	33.10	144	
Duane Morris	32.82	145	50
Gordon Rees Scully Mansukhani	32.69	146	
Troutman Sanders	32.59	147	57
Wilson Sonsini	32.02	148	70
Bracewell	31.87	149	30

Firm Name	Score 2017	Rank 2017	Rank 2016
Hinshaw & Culbertson	31.78	150	
Buchanan Ingersoll	31.72	151	
Kramer Levin	31.32	152	69
Williams Mullen	31.09	153	
Milbank	30.82	154	75
Stoel Rives	30.80	155	
Gibson, Dunn & Crutcher	30.70	156	53
Wilson Elser Moskowitz	30.63	157	
Vorys, Sater, Seymour and Pease	30.35	158	
Lowenstein & Sandler	30.21	159	
Chapman and Cutler	29.90	160	
Paul Weiss	29.85	161	73
Sedgwick	29.84	162	
Frost Brown Todd	29.77	163	
Moore & Van Allen	29.69	164	
Knobbe, Martens, Olson & Bear	29.64	165	
Lathrop & Gage	29.58	166	
Sherman & Howard	29.43	167	
LeClairRyan	29.41	168	
Jenner & Block	29.08	169	78
Davis Wright Tremaine	29.00	170	97
Shook, Hardy, & Bacon	28.91	171	
Steptoe & Johnson LLP	28.88	172	77
Dickinson Wright	28.86	173	
Choate Hall & Stewart	28.72	174	
Cooley	28.53	175	84
Goulston & Storrs	28.51	176	
Brown Rudnick	28.42	177	
Phelps Dunbar	28.37	178	
Kasowitz, Benson	28.27	179	
Gibbons	28.24	180	
Kutak Rock	28.24	181	
Jeffer Mangels Butler & Mitchell	28.23	182	
Irell & Manella	28.15	183	
Kirkland & Ellis	25.80	184	90
Arent Fox	24.28	185	
Willkie Farr & Gallagher	22.99	186	87
Davis Polk & Wardwell	22.81	187	93
Kelley Drye & Warren	22.64	188	
Schulte Roth & Zabel	22.55	189	98
Quinn Emanuel	22.44	190	81

Firm Name	Score 2017	Rank 2017	Rank 2016
Quinn Emanuel	22.44	190	81
Simpson Thacher & Bartlett	22.15	191	94
Venable	21.48	192	95
Thompson Hine	21.35	193	
Wachtell	21.33	194	97
Cozen O'Connor	21.25	195	
Cahill Gordon & Reindel	20.56	196	49
Munger, Tolles & Olson	20.38	197	
Williams & Connolly	20.00	198	99

Firms with LinkedIn Presence



# McDermott

LinkedIn

1

When McDermott set out to improve our social media efforts and effectiveness, we started with the question: How can we enhance the social media experience, both for our clients and for our lawyers?

*Good2bSocial Score:*  
**99.0**

We looked to innovate how we position content to our LinkedIn audience, and ensure that every post was targeted, client-centric and aligned to the Firm's business objectives. McDermott's well-established thought-leadership initiative, along with a continuous stream of events and external media placements, yielded a full pipeline of original, multimedia and curated news content, and allowed us to share diverse and relevant posts, while minimizing promotional content.

Improving the social media experience for our lawyers and empowering them to become brand ambassadors was our biggest challenge. We recognized tremendous untapped potential in our lawyers' professional networks and thought-leadership content, but needed to uncover what had been holding them back from capitalizing on these powerful assets. In asking for feedback, our lawyers made it clear that we had to make their experience with social media effortless. In response, we developed a number of "how-to" guides and training tools to help our lawyers find value in social media and build stronger relationships with their connections. We conducted professional development training sessions with lawyers across the Firm, including hosting a LinkedIn kiosk at our Partner Retreat. Perhaps most impactful was implementing a one-click social sharing feature, which allowed our lawyers to easily share external news to their individual social channels.

Because we have a global, cross-functional marketing team that shares responsibility for social media, it was critical to provide comprehensive training, socialize best practices and improve collaboration to ensure that everyone would operate from the same playbook.

While we continue to hone our approach, we have already seen significant improvement across all key engagement metrics since this plan was implemented. More than 90 percent of our lawyers have LinkedIn profiles, the rate at which we are gaining new followers has tripled over the past 12 months, and the Firm has generated several client and media opportunities due in part to our efforts.

"IT WAS CRITICAL TO SOCIALIZE BEST PRACTICES AND IMPROVE COLLABORATION TO ENSURE THAT EVERYONE WOULD OPERATE FROM THE SAME PLAYBOOK."

McDermott  
Will & Emery

McDermott  
Will & Emery



# THE SOCIAL LAW FIRM 2017™ FACEBOOK INDEX



## Observations from Our Analyst

For some firms, it was clear that their Facebook feed was linked to their tweets. Their Facebook posts were simply short statuses often lacking visuals. Others, however, understand the value of Facebook when it comes to making a law firm personable and connecting with clients. Effective accounts had a balance of updates and achievements along with charity and community involvement. Quarles & Brady stood out with their innovative use of video as a cover photo. The brief clip highlights some of the firm's achievements as well as the overall culture of the firm.

Firm Name	Score 2017	Rank 2017	Rank 2016
Baker & McKenzie	98.00	1	10
Gibson, Dunn & Crutcher	91.27	2	53
DLA Piper	82.82	3	8
Latham & Watkins	81.56	4	3
Baker Donelson	72.50	5	45
White & Case	70.70	6	4
Skadden	67.63	7	12
Norton Rose Fulbright	61.34	8	5
Lewis Roca Rothgerber Christie	59.95	9	
Greenberg Traurig	58.14	10	9
Fenwick & West	53.74	11	29
Squire Patton Boggs	52.92	12	14
Jones Day	52.11	13	20
Quarles & Brady	51.14	14	
Sutherland Asbill & Brennan	50.59	15	
Fragomen	49.80	16	41
Cooley	46.96	17	15
Sidley Austin	46.91	18	17
Greenspoon Marder	45.52	19	
Holland & Knight	44.95	20	42
Goodwin Procter	44.40	21	26
Jackson Lewis	43.62	22	46
Mayer Brown	42.53	23	27
Duane Morris	42.17	24	54
Morgan, Lewis & Bockius	41.94	25	11
Dechert	41.11	26	37
Robins Kaplan	40.93	27	
Orrick, Herrington & Sutcliffe	40.86	28	28
Sheppard Mullin	40.82	29	16
Perkins Coie	40.55	30	50
Fish & Richardson	40.51	31	24
Haynes and Boone	40.47	32	7
Foley & Lardner	40.44	33	36
K&L Gates	40.34	34	31
Faegre Baker Daniels	40.30	35	19
Fox Rothschild	39.45	36	44
GrayRobinson	39.43	37	
Polsinelli	39.24	38	32
Bradley Arant Boult Cummings	38.90	39	
Bryan Cave	38.14	40	21
McGuireWoods	38.13	41	61

Firm Name	Score 2017	Rank 2017	Rank 2016
Morrison & Foerster	38.03	42	
Cozen O'Connor	37.71	43	
Davis Wright Tremaine	37.42	44	
Strasburger & Price	37.21	45	
Shumaker, Loop & Kendrick	37.10	46	
Nixon Peabody	37.03	47	48
Winstead	36.56	48	
Knobbe, Martens, Olson & Bear	36.39	49	
Milbank	36.25	50	38
Adams & Reese	36.17	51	
Benesch	36.09	52	
Nelson Mullins	36.09	53	
Sullivan & Worcester	35.96	54	
Ice Miller	35.61	55	
Baker Botts	35.59	56	1
Andrews Kurth Kenyon	35.38	57	
Phelps Dunbar	35.30	58	
Dinsmore & Shohl	35.25	59	
Kilpatrick Townsend	35.13	60	23
Paul Hastings	34.89	61	34
Seyfarth Shaw	34.42	62	60
Littler Mendelson	34.32	63	33
Vorys, Sater, Seymour and Pease	34.31	64	
Curtis Mallet-Prevost	34.29	65	
Weil, Gotshal & Manges	34.24	66	51
Snell & Wilmer	34.24	67	
Mintz Levin Cohn	34.08	68	
Lathrop & Gage	34.04	69	
Pepper Hamilton	33.92	70	49
Drinker Biddle & Reath	33.85	71	47
Armstrong Teasdale	33.83	72	
Finnegan, Henderson	33.65	73	
Archer & Greiner	33.59	74	
Jackson Walker	33.46	75	
Foley Hoag	33.46	76	
Procopio Cory	33.41	77	
Lewis Brisbois	33.32	78	2
Miller Canfield Paddock	32.96	79	
Brownstein Hyatt Farber Shreck	32.88	80	
Stinson Leonard Street	32.80	81	
Womble Carlyle	32.72	82	

## Good Examples:



Fox Rothschild is an example of a law firm with a successful Facebook account. They mainly use the platform to highlight and showcase events surrounding their FoxCares charity. Their use of multimedia and third-party news stories in combination with their personable tone all lead to Fox Rothschild's increased engagement rate and PTAT ("people are talking") score.



Greenberg Traurig's Facebook page offers a mix of posts that all relate to the firm's corporate culture. For example, they post about charity events they attend, awards the firm has received, and diversity initiatives among their employees.



Jackson Lewis makes similar efforts to connect to clients on a personal level, posting about involvement in charity, thoughts of sympathy when a local or national tragedy occurs, as well as the firm's achievements. Jackson Lewis is one of the few firms in the *Am Law 200* that utilizes Facebook Live in order to answer clients' questions in real time, which directly increases the level of engagement on their page.

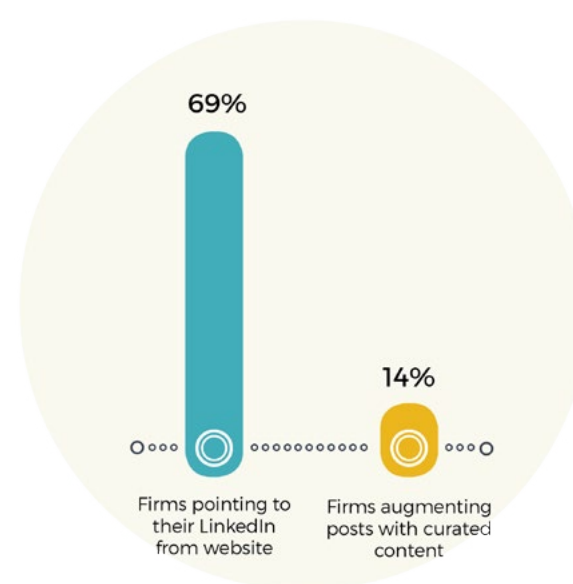
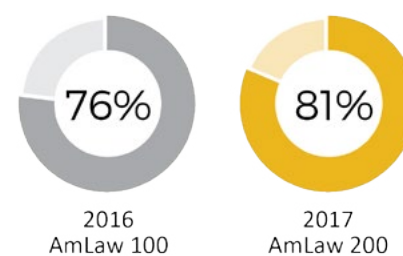
Firm Name	Score 2017	Rank 2017	Rank 2016
Dorsey & Whitney	32.70	83	57
Reed Smith	32.64	84	22
Stoel Rives	32.60	85	
Shutts & Bowen	32.53	86	
McDermott Will & Emery	32.45	87	18
Williams Mullen	32.24	88	
Loeb & Loeb	32.16	89	
Gibbons	32.12	90	
Manatt, Phelps, & Phillips	32.12	91	
Thompson & Knight	32.08	92	
Bond, Schoeneck & King	32.02	93	

Firm Name	Score 2017	Rank 2017	Rank 2016
Allen Matkins Leck Gamble	31.95	94	
Katten Muchin Rosenman	31.90	95	6
Covington & Burling	31.84	96	58
Wilson Sonsini	31.83	97	56
Bracewell	31.82	98	30
Vedder Price	31.73	99	
Ballard Spahr	31.63	100	
Kelley Drye & Warren	31.63	101	
Michael Best & Friedrich	31.54	102	96
Carlton Fields Jordan Burt	31.53	103	
Lane Powell	31.47	104	
Lowenstein & Sandler	31.43	105	
Troutman Sanders	31.27	106	55
Hinshaw & Culbertson	31.19	107	
Porter Wright Morris & Arthur	31.17	108	
Kobre & Kim	31.17	109	24
Schiff Hardin	31.11	110	
Fisher & Phillips	31.11	111	
Dykema Gossett	31.10	112	
Moore & Van Allen	31.02	113	
Honigman Miller Schwartz	31.00	114	
Hogan Lovells	30.84	115	68
Buckley Sandler	30.83	116	
Day Pitney	30.75	117	
Frost Brown Todd	30.74	118	
BakerHostetler	30.71	119	77
Goulston & Storrs	30.69	120	
Burr & Forman	30.50	121	
McElroy Deutsch Mulvaney	30.49	122	
Rutan & Tucker	30.46	123	
Pillsbury	30.46	124	64
Jeffer Mangels Butler & Mitchell	30.32	125	
Robinson & Cole	30.08	126	
Brown Rudnick	29.88	127	
Alston & Bird	29.54	128	59
Cravath, Swaine & Moore	28.72	129	63
O'Melveny & Myers	28.11	130	40
Paul Weiss	27.84	131	35
Buchanan Ingersoll	27.66	132	
Wilson Elser Moskowitz	27.62	133	
Proskauer Rose	27.62	134	39

Firm Name	Score 2017	Rank 2017	Rank 2016
LeClairRyan	27.08	135	
Quinn Emanuel	27.03	136	69
Clark Hill	26.92	137	
Shearman & Sterling	26.69	138	25
Gardere	26.53	139	
McCarter & English	26.44	140	
Wilmer Cutler	25.42	141	67
Arnold & Porter	23.13	142	43
Arent Fox	22.58	143	
Kirkland & Ellis	22.47	144	74
Kramer Levin	22.47	145	52
Dickinson Wright	22.38	146	
Vinson & Elkins	22.31	147	70
Thompson Hine	22.10	148	
Saul Ewing	22.05	149	
Debevoise & Plimpton	21.90	150	76
Steptoe & Johnson LLP	21.80	151	62
Sullivan & Cromwell	21.35	152	77
Sedgwick	20.61	153	
Wachtell	20.41	154	65
Miles & Stockbridge	20.31	155	
Shook, Hardy, & Bacon	20.24	156	
Smith, Gambrell, & Russell	20.22	157	
Davis Polk & Wardwell	20.18	158	77
Kasowitz, Benson	20.17	159	
Hunton & Williams		160	73
Ropes & Gray		161	77
Simpson Thacher & Bartlett		161	77
Cleary Gottlieb		161	77
King & Spalding		161	77
Akin Gump		161	77
Winston & Strawn		161	77
Willkie Farr & Gallagher		161	77
Locke Lord		161	77
Fried Frank		161	77
Venable		161	71
Jenner & Block		161	77
Cadwalader		161	77
Crowell & Moring		161	77
Ogletree Deakins		161	75
Blank Rome		161	77

Firm Name	Score 2017	Rank 2017	Rank 2016
Williams & Connolly		161	77
Boies, Schiller & Flexner		161	77
Schulte Roth & Zabel		161	77
Cahill Gordon & Reindel		161	77
Barnes & Thornburg		161	77
Husch Blackwell		161	
Akerman		161	72
Hughes Hubbard & Reed		161	77
Gordon Rees Scully Mansukhani		161	
Stroock & Stroock & Lavan		161	
Holland & Hart		161	
Munger, Tolles & Olson		161	
Kutak Rock		161	
Choate Hall & Stewart		161	
Wiley Rein		161	
Thompson Coburn		161	
Chapman and Cutler		161	
Patterson Belknap		161	
Irell & Manella		161	
Morris, Manning, & Martin		161	
Sherman & Howard		161	
Hinckley, Allen, & Snyder		161	
Arnall Golden Gregory		161	

### Firms with Facebook Presence



# Baker McKenzie

Facebook

1

*Good2bSocial Score:*  
**98.0**

To ensure the content that we share on Baker McKenzie social media channels is consistently engaging, topical and interactive, we have a checklist to get us thinking about what content we share:

**Know what you want to achieve** – ask yourself what you’re trying to achieve. By starting with the end in mind, you’ll be able to build a stronger strategy that directly supports your most important goals.

**Use visuals** – visual content can act as a gateway to more valuable content. Try and use pictures, images and videos where you can.

**Time does matter** – pay attention to analytics. Find out when your audience is most active and post your information during those time frames.

**Promote** – try to include a ‘call to action’ to help you measure the success of a post. For example, including a unique registration link can highlight how many registrations have come via social media.

**Measurement** – remember to set some benchmarks to measure the success of your social media activity and to gain audience insight for longevity. Use analytics tools and other mechanisms along the way that can help with this.

**And....always remember who your audience is!**

In the interest of best practice, we try not to:

**Neglect** – don’t forget about your profiles. You have to use the accounts to make them work.

**Connect with everyone** – just because someone follows you, doesn’t mean you have to follow them back. Before you follow back think of how it will reflect on you and what you are trying to achieve. Be targeted.

**Too much automation** – you lose the personal touch if it sounds like a computer is speaking to them. Humanise your content to make the engagement experience more personable.

**Understand your audience** – find out who they are and speak their language. If what you say and how you say it doesn’t align with your target market, then your message will be lost in the jungle that is the social media landscape.

**Be active but don’t over-do it** – be active on your social media, but don’t post so often that you overwhelm or annoy people.

**Be personable** – try to generate lively, natural content. If you are constantly pushing robotic communications, then your audience levels may drop.

**Share** – try to publish content that encourage sharing as this will help boost your audience reach.



Global Communications Director,  
Will White



## ABOUT THE AUTHORS



Guy Alvarez  
**Founder and Chief Engagement Officer**  
**Good2bSocial**

Guy Alvarez is the founder and Chief Engagement Officer at Good2bSocial. He has been a leading consultant in the legal industry for more than sixteen 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. Later, he joined ALM Media where he built websites for some of the largest US law firms. After ALM, Guy honed his skills while running KPMG's Global Digital Marketing group.

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.

Reach Guy at [guy@good2bsocial.com](mailto:guy@good2bsocial.com)



Kevin Vermeulen  
**Partner & Chief Operating Officer**  
**Good2bSocial**

Kevin Vermeulen is Partner and Chief Operating Officer for Good2bSocial. He has 30 years of marketing and advertising experience, with the last 22 years working in various senior management roles for ALM Media, a leading legal publisher, helping lawyers, law firms, consultants and vendors grow their business. During Kevin's tenure at ALM, he worked with professional services companies in the financial, digital, real estate, and legal industries.

Over the course of his career, Kevin has played a key role in the design and development of dozens of publishing products, webinars, and websites, as well as advertising and marketing partnerships, and is generally recognized as an expert and thought leader in marketing strategy for the legal industry. For example, B2B Media Business recognized Kevin as "Innovator of the Year."

Reach Kevin at [kevin@good2bsocial.com](mailto:kevin@good2bsocial.com)

## ABOUT THE AUTHORS



Robert Szttybel  
Director of Special Projects | **Good2bSocial**  
Founder | **SaraConnects**

Robert Szttybel leads the research and reporting for *The Social Law Firm Index*. He runs special marketing projects for *Good2bSocial* and is founder of the *SaraConnects* initiative to connect humanity to the Internet in our life-time using artificial intelligence and basic telephony. He has held leadership roles at tech ventures large and small and provides consultation to global enterprises including Pernod Ricard.

At IBM Robert managed PR and strategic marketing for the newly launched and wildly popular ever since ThinkPad laptops. He introduced and rapidly developed a strong brand identity through aggressive media and influencer programs. He also established the ThinkNext industrial design initiative to define strategic design and planning of future ThinkPad platforms. He shares an Apex award for his role in developing the ThinkPad 750.

Robert left IBM to join PORT (now Targus), where he was credited with conceiving and developing the world's first line of mobile computing accessories as well as creating the retail category for them. Robert graduated from the University of Pennsylvania Management & Technology program with degrees from the Wharton School and School of Engineering. He holds two U.S. patents for technology underlying *SaraConnects* and is expert in digital transformation, marketing and business strategy, user experience, innovation and mobility.

Reach Robert at [robert@good2bsocial.com](mailto:robert@good2bsocial.com)



Tim Baran  
Chief Marketing Officer  
**Good2bSocial**

Tim Baran is the Chief Marketing Officer for Good2BSocial. Tim started his legal career at the Third Circuit Court of Appeals Library followed by two years at Cardozo Law School Library, then 10 years as Library Director at the law firm of Anderson Kill. He left the firm in 2008 to build a continuing legal education. Three years later, he joined Rocket Matter, a legal software company, as the Content Director and Editor of the Legal Productivity blog.

Tim speaks nationally on how to use marketing strategies and technology to manage and grow a law practice. He is the author of several publications including *The Lawyers' Guide to Evernote*. He was named to the 2016 Fastcase 50 honoring the law's smartest, most courageous innovators, techies, visionaries, and leaders.

Reach Tim at [tim@good2bsocial.com](mailto:tim@good2bsocial.com)

## ABOUT THE AUTHORS




Kayla Johnson  
**Marketing Coordinator**  
**Good2bSocial**

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Kayla Johnson is a Marketing Coordinator at Good2bSocial. She is responsible for writing blog posts and completing other special projects like the research behind this year's *Social Law Firm Index*. Kayla attends the Fashion Institute of Technology where she will graduate with a degree in International Trade & Marketing.

Reach Kayla at [kayla@good2bsocial.com](mailto:kayla@good2bsocial.com)

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Good2bSocial 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, marketing automation, video and podcast production.

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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