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# *Living Ratings*

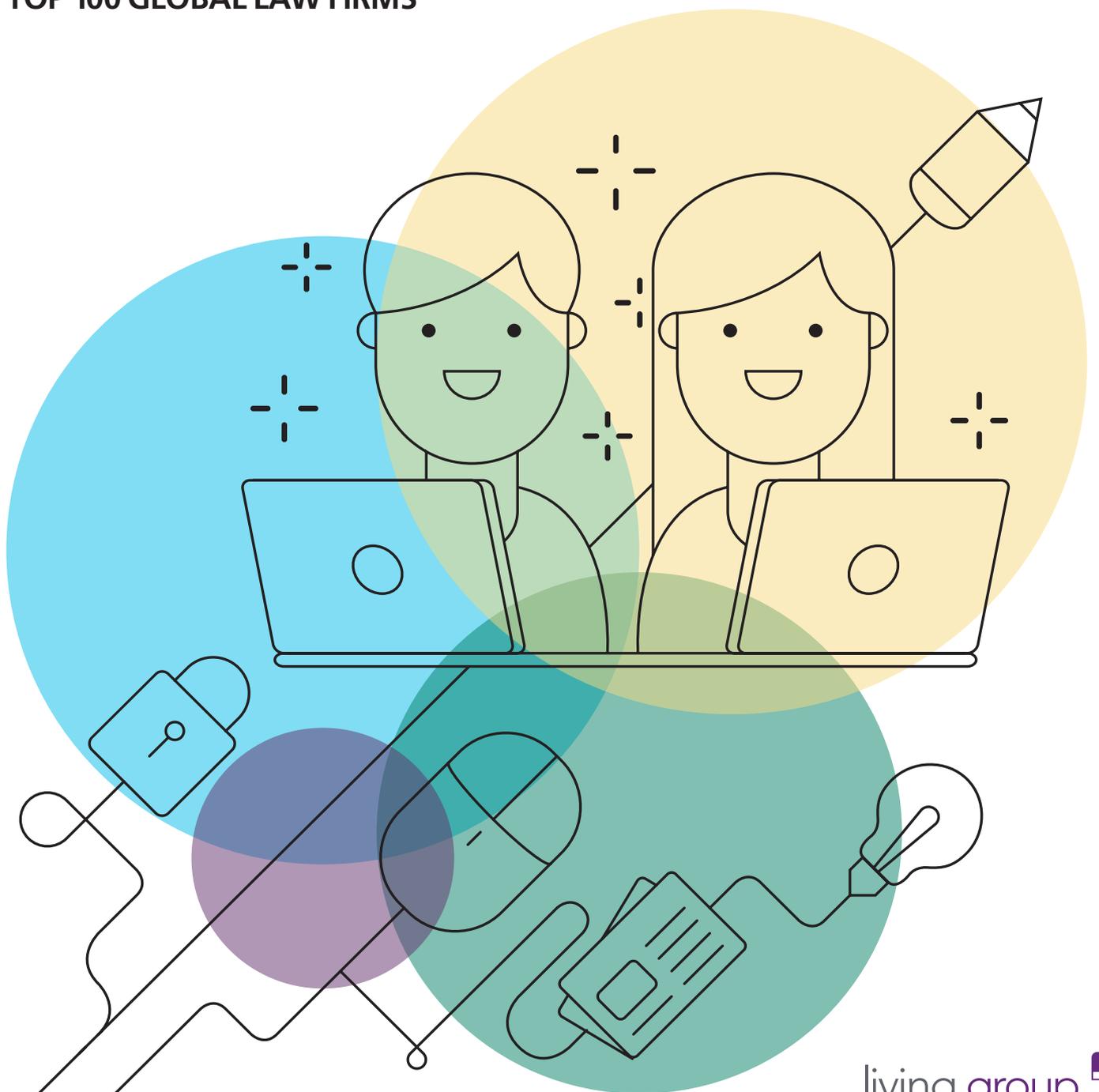
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of Digital Intelligence

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DIGITAL ENGAGEMENT  
WITH A PURPOSE IN THE  
TOP 100 GLOBAL LAW FIRMS



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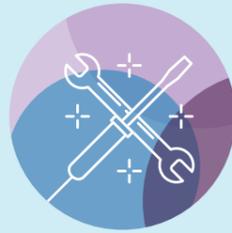
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*“Creating great content, might help prove credibility, explain services and attract new clients. Having the technology and digital infrastructure in place may help you connect with those clients. But, without a focus on how you engage with them and especially what you say to them, your efforts run the risk of being ignored, or at worst destroying your reputation.”*

David King, Group Marketing Director at Living

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*The strength of your brand and reputation reflect your firm's ability to articulate its value.*

01

## Should digital and social media engagement matter?

At Living Group we know that law firms who focus on creating effective digital and social media communications are far more likely to positively engage with their audiences.

However, for many firms, this typically translates into creating vast quantities of content and publishing it across every available social channel.

Evidence suggests that a lot of firms are only interested in talking about themselves. Too little thought is given to what their audiences may actually want and where they want it.

Firms that lack a client-centric approach to their communications will not engage their audiences.

**Law firms that take a determined approach to digital engagement have a laser-like client focus.**

Their winning-formula combines two key elements:

**Function** – utilising the potential of digital functionality backed by a relevant channel strategy. They can then create appealing content on a variety of media, including stimulating graphics, audio, animation and video.

**Evidence** – providing a clear offer, informative messaging, relevant subject matter and the kind of insight that shows a deep understanding of client issues and interests. This demonstrates the ability to help clients succeed.

Ultimately, firms that invest in a determined approach to digital and social media engagement create success. They do this by connecting with their audiences, encouraging conversation and inspiring belief, trust and buy-in.

**How can Living Ratings help?**

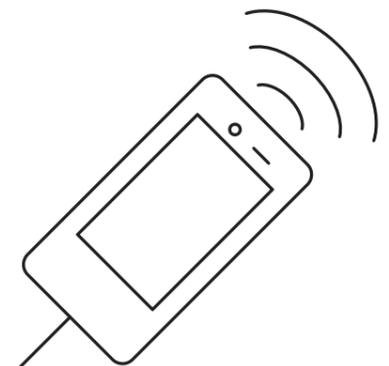
For over six years, we have researched and published in-depth analyses of how marketers in legal, financial and professional services firms use digital and social media to engage effectively with their audiences.

We want to give you the evidence and insight you need to formulate your own approach. Each ratings report provides a useful benchmark, comparing your activities with those of your peers and highlighting who is doing well and who isn't.

We have studied in depth the digital communications of the top 100 global law firms and applied over 50 function and evidence criteria.

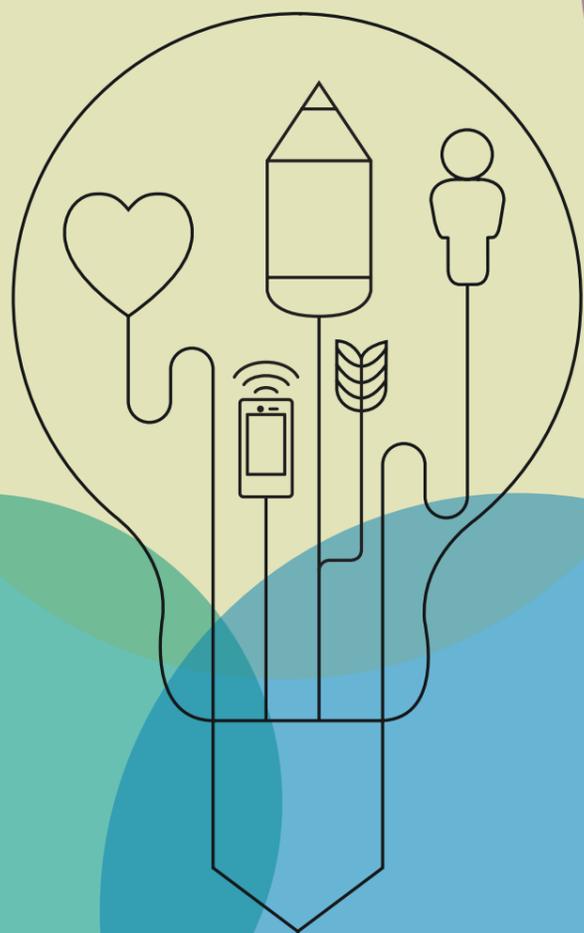
Our aim is to reveal:

**Which firms have achieved a determined approach to digital engagement?**



# The importance of having a strong legal brand

*“In the legal sector differentiation is critical. Because in all law firms, the basic legal products, skills or services are often identical.”*



02

**The purpose of branding, whether in retail, corporate or professional services, is clear: it creates differentiation.**

In the legal sector differentiation is critical. That's because all law firms offer the same basic products, skills and services. So the key difference – and main driver of customer choice – is how people see or experience your firm, service or product.

Despite the similarities in what law firms offer, no client selects a firm to work with in the same way. Preference comes down to such factors as price, perceived quality of service and, ultimately, affinity to the firm's brand.

Over the last decade the global legal environment has changed considerably. The economic downturn and financial crash of 2008 was one factor. Merger and acquisition activity, competition from non-traditional legal entities, globalisation and the ever-changing demands of clients, were among the others.

**Adapting to these drivers has required an increasing focus**

In particular, firms have needed to concentrate on:

- Overall business strategy
- Marketing and business development activity
- Alignment of value propositions
- The need for strong leadership.

Each year, the legal research provider Acritas has tracked how legal buyers select firms and analysed each firm's brand equity. Now in its sixth brand index, Acritas publishes a Top 20 of law firms that it believes are most successfully adapting to the changing market and winning client loyalty and trust.

The index provides an excellent insight into the importance and impact that brands and brand-based communications have in persuading legal buyers to select a firm.

What the index highlights is the importance of having:

- A strong, memorable, brand presence supported by evidence of experience, knowledge and skills
- A strategic focus on increasing recognition through effective multi-channel audience engagement.



**Acritas top 20 law firms**

- 1 Baker & McKenzie
- 2 DLA Piper
- 3 Clifford Chance
- 4 Norton Rose Fulbright
- 5 Hogan Lovells
- 6 Jones Day
- 7 Freshfields Bruckhaus Deringer
- 8 Linklaters
- 9 Allen & Overy
- 10 White & Case
- 11 Skadden
- =12 King & Wood Mallesons
- =12 Herbert Smith Freehills
- 14 Dentons
- 15 Latham & Watkins
- 16 Sidley Austin
- =17 Kirkland & Ellis
- =17 CMS
- =19 Morgan Lewis
- =19 Eversheds

**In today's digitally driven world this means investing in your digital and social media activities.**

However, our ratings show that overall brand equity does not always reflect how well a firm is approaching its digital communications and engagement. Only four of the firms in the Acritas index appear in our top 20 ranking.

**The obvious question is: why?**

Respondents were asked four open-ended questions:

**1** What is the first law firm that comes to mind?

**2** What firms do you feel most favourable towards?

**3** What firms would you consider for multi-jurisdictional deals across three or more countries?

**4** What firms would you consider for multi-jurisdictional litigation across three or more countries?

Source: Acritas

# The importance of determined digital engagement



03

Without strong branding, firms are in danger of becoming commodities, selected purely on price. After all, if one firm's lawyers have the same skills as another, why pay more?

Firms that practice determined digital engagement possess an aura that adds value, helping to attract new clients, retain existing ones and draw in the most talented graduates.

The same is true for any corporate brand in any sector.

## Determined Digital Engagement maximises audience interaction

The key to projecting and maintaining this aura is two-fold.

**Consistently engaging and informing audiences with outstanding and substantive content.** Firms that have determination are firms that communicate with purpose. They are experts at engaging their audiences and regularly provide evidence of the value they add.

**Creating a two-way communications experience.** They build meaningful and mutually fruitful relationships with people, using websites and social media channels to explain their services and the value they provide.

*“Attorneys are beginning to see the enormous benefit the web and social media can have in promoting their services...it’s become more about solving the client’s problems than it is about boasting about the law firm itself.”*

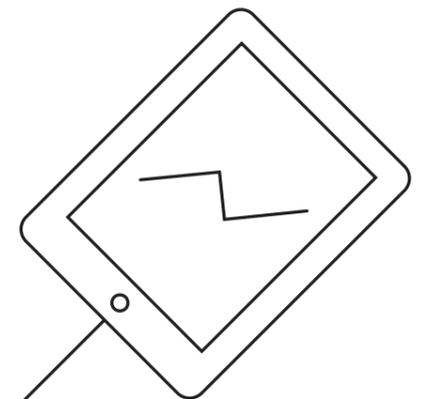
Law Practice Today

## Why firms practicing determined digital engagement succeed

Our experience tells us that specific abilities are critical to law firms’ future success. These include:

- Attracting ‘best of the best’ talent
- Utilising fit-for-purpose technologies to support their business model
- Communicating effectively, both with the market and with clients.

In this respect websites and social media have a key role to play in helping firms gain an edge. Law firms that fail to invest in fit-for-purpose digital communication face a long and potentially unwinnable game of catch-up.



# How do Living Ratings work?

## Who did we review?

Our study examines the AmLaw 100 global law firms, as published in September 2015. We reviewed each one of them between November 2015 and January 2016.

This ratings report concentrates on the top 20 firms based on our results. However, where we discuss sector averages, they are based on the full listing of 100 firms.

The 10 firms with the highest rankings are also celebrated with expanded case studies.

If your firm falls outside the top 20, or you would like to discuss a firm that is outside the full AmLaw listing, please let us know.

## What did we look at?

For each firm, we examined its publicly available digital footprint. We say public because, unfortunately, we don't have access to any private or subscription channels such as microsites, forums or user groups.

## How we calculate our scores.

Each company is allocated an overall percentage score. This is calculated by adding together equal scores for function and evidence.

The overall totals are used to determine our four types of digital presence – the lacklustre, the energetic, the focused, and the determined.

Percentage scores are used to define who makes it into our top 20.

Determinedly engaged firms have a focus that is truly client-centric. Combining function and evidence, their core purpose is to help clients succeed. It drives everything they do.

*“Percentage scores are used to define who makes it into our top 20.”*

# It's not how you say it, but what you say

In addition to our ranking criteria, we have also looked at how audiences react to your attempts at engagement. What sentiment do they exhibit in response to your firm's content, messaging and brand?

Sentiment analysis enables us to measure the impact of your investment in social media engagement. You may be the world's most productive publisher and contributor but if your content and messaging don't elicit a positive reaction perhaps you should re-evaluate your ROI?

And, if audience sentiment is negative, shouldn't you take action to counteract that?

Using Brandwatch™ Analytics we have examined social media sentiment for all the firms we analysed – measuring the effect each firm's social media footprint has on audience opinion.

## What is social media sentiment analysis?

Also known as opinion mining, it is increasingly popular, yet misunderstood. Simply put, it's about determining the emotional tone behind a series of words. It's used to gain an understanding of the attitudes, opinions and emotions expressed within online mentions relating to a firm, product or brand.

## Using sentiment analysis

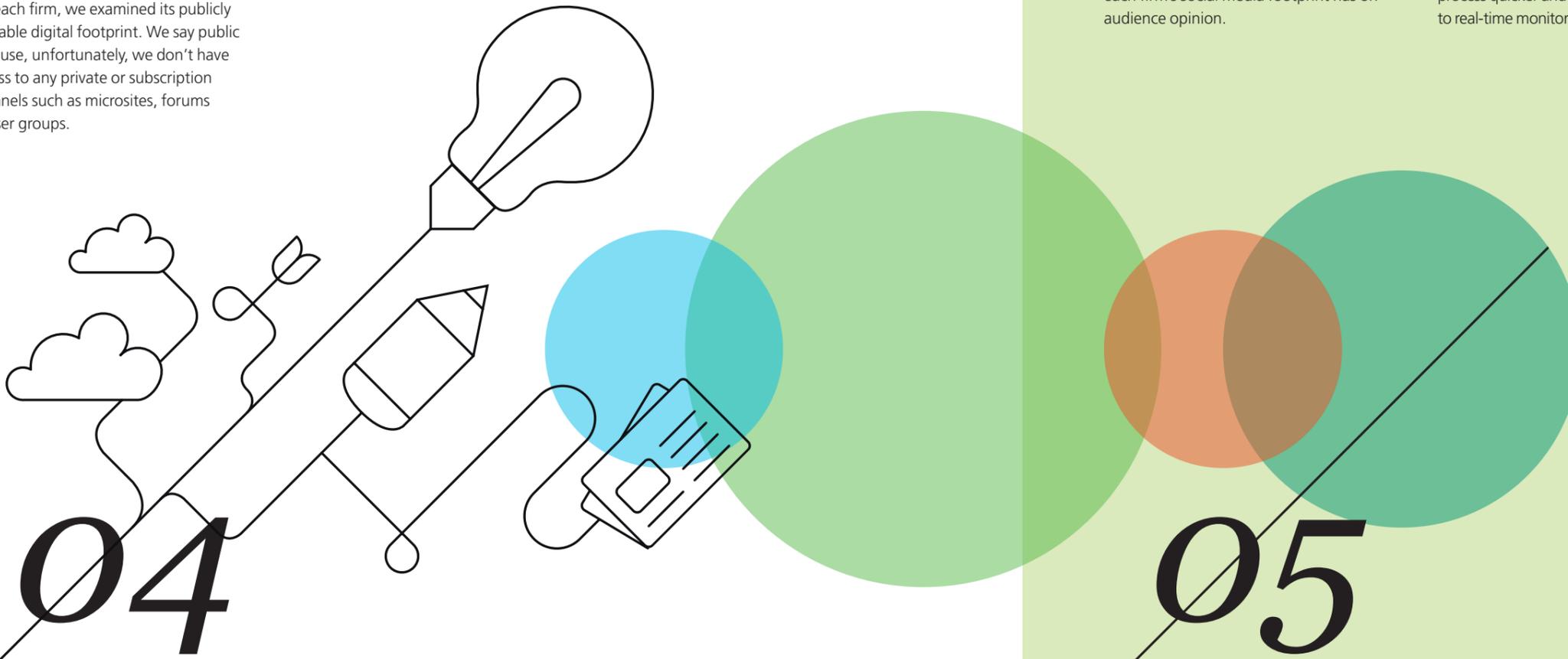
Sentiment analysis can be extremely useful in social media monitoring as it enables us to gain an overview of the wider public opinion behind certain topics. Social media monitoring tools such as Brandwatch™ Analytics make that process quicker and easier than ever, thanks to real-time monitoring.

## Interpreting sentiment

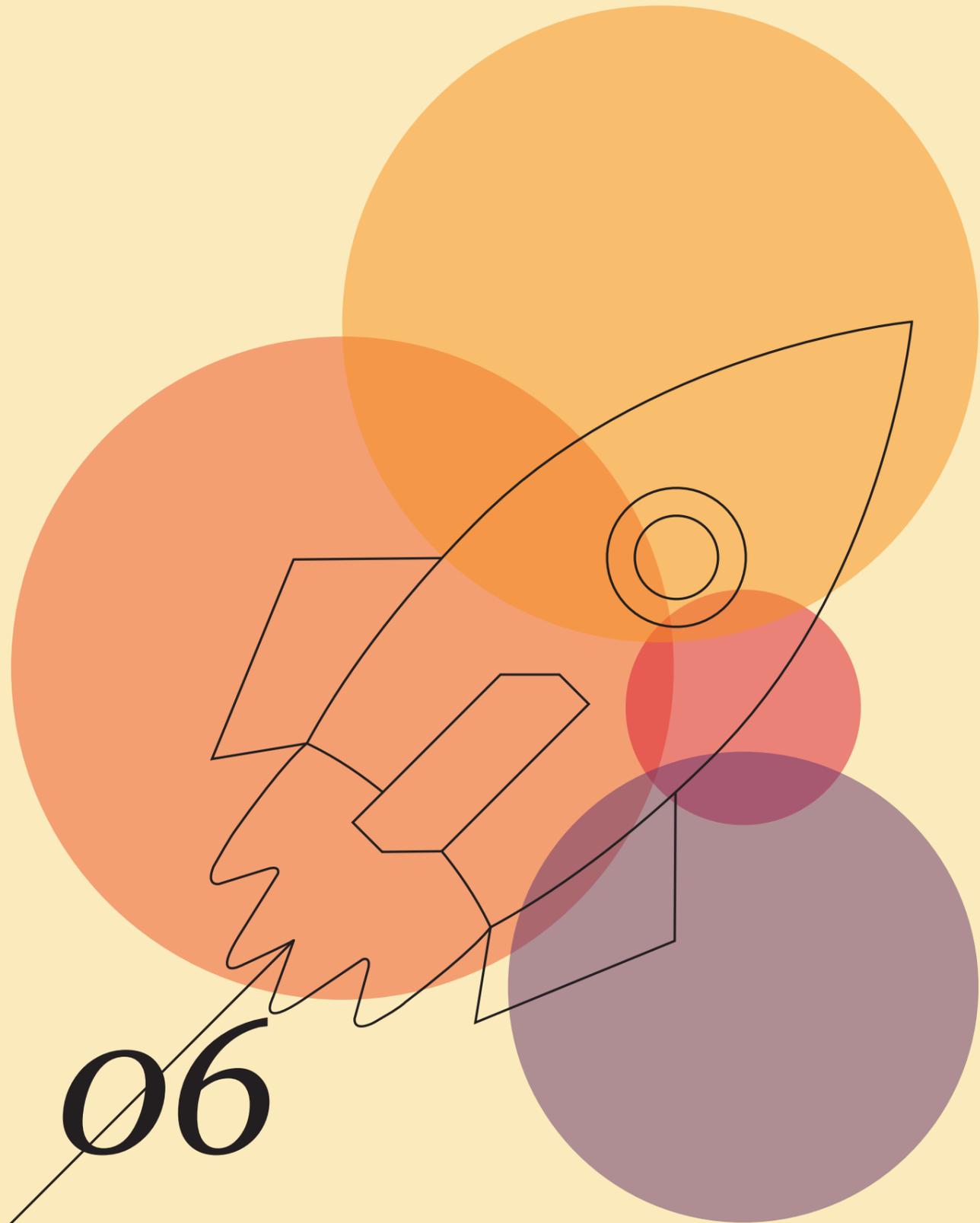
Sentiment analysis is not a perfect science. Language is complex and teaching a machine to analyse the grammatical nuances, cultural variations, slang and misspellings that occur in online mentions isn't easy. Humans are quite intuitive when it comes to interpreting the tone of a piece of writing. Brandwatch™ Analytics employs a rules-based process to help its software better understand how context affects sentiment.

Without contextual understanding, a machine looking at the sentence "My flight's been delayed. Brilliant!" might see the word "brilliant" and categorise it as positive. Brandwatch™ Analytics takes all the words and phrases that imply positive or negative sentiment and applies rules that consider how context might affect content.

It's important to acknowledge that human expressions cannot be fitted into just three buckets and categorised simply as positive, negative or neutral.



# What did we discover?



06

## Leading law firms lack determination in digital and social media engagement.

Our findings clearly indicate that they are failing their audiences with a sub-optimal digital experience.

Look at the table adjacent and you'll note that just three of the twenty leading global law firms in the sector (DLA Piper, White & Case, and Freshfields) have made our top 20.

**01**  
Bryan Cave

**02**  
Foley & Lardner

**03**  
Perkins Coie



### The top 20 determined firms

| Sector position | Rank | Global 100 law firms               | Score | %    |
|-----------------|------|------------------------------------|-------|------|
| 65              | 1    | Bryan Cave                         | 217   | 87.8 |
| =55             | 2    | Foley & Lardner                    | 204   | 82.6 |
| 50              | 3    | Perkins Coie                       | 202   | 81.8 |
| =46             | 4    | Winston & Strawn                   | 201   | 81.4 |
| 85              | 5    | Bird & Bird                        | 199   | 80.8 |
| 95              | 6    | Taylor Wessing                     | 196   | 79.2 |
| 92              | 7    | Nixon Peabody                      | 195   | 79.1 |
| 84              | 8    | Fragomen, Del Rey, Bernsen & Loewy | 187   | 75.5 |
| 14              | 9    | White & Case                       | 186   | 75.4 |
| 2               | 10   | DLA Piper                          | 184   | 74.3 |
| 73              | 11   | Littler Mendelson                  | 180   | 73.0 |
| 32              | 12   | King & Wood Mallesons              | 179   | 72.4 |
| 40              | =13  | Squire Patton Boggs                | 176   | 71.2 |
| 9               | =13  | Freshfields Bruckhaus Deringer     | 176   | 71.2 |
| 98              | 15   | Jackson Lewis                      | 174   | 70.4 |
| 59              | 16   | Baker Botts                        | 173   | 70.2 |
| 34              | 17   | Paul Hastings                      | 170   | 68.9 |
| 50              | 18   | Vinson & Elkins                    | 169   | 68.5 |
| 60              | 19   | Clyde & Co                         | 167   | 67.7 |
| 25              | =20  | Reed Smith                         | 166   | 67.2 |
| =46             | =20  | Goodwin Procter                    | 166   | 67.2 |

### Leading law firms have disappointing digital engagement

Being high up in the AmLaw Top 100 ranking is no guarantee that a firm has an effective approach to digital engagement. Only two of the Top 10 firms feature in our Top 20 and many of them are nearer the bottom of the global 100 firms we rated.

What this demonstrates is that while the leading firms in our ratings can be rightly proud of their performance, the sector as a whole has a lot of ground to make up. Across the 100 firms we rated, the average score is just 47%.

### Nearly half the global 100 law firms are still ignoring mobile

The internet continues to change the way we go about our lives. In the UK in 2015, according to the Office for National Statistics<sup>4</sup>, over three quarters of adults used the internet every day, or almost every day (78%) and a greater proportion (96%) accessed the internet "on the go" (away from home or work).

According to analysts, Kleiner Perkins Caufield Byers<sup>5</sup>, globally in 2015 over 80% of internet users now use a smartphone to search. Clearly this will continue in 2016 and beyond. However, many law firms are failing to respond to this trend.

- Just 34% of the law firms we rated feature responsive web design in their websites.
- 46% of the websites we rated failed Google's mobile-friendly test.

Firms risk alienating the growing number of people who use smartphones or hand-held devices to browse and research the internet.



### Leading law firms?

| Firm                                | AmLaw top 100 ranking | Living Ratings ranking |
|-------------------------------------|-----------------------|------------------------|
| Latham & Watkins                    | 1                     | 66                     |
| DLA Piper                           | 2                     | 10                     |
| Baker & McKenzie                    | 3                     | 36                     |
| Skadden, Aps, Slate, Meagher & Flom | 4                     | 82                     |
| Clifford Chance                     | 5                     | 68                     |
| Kirkland & Ellis                    | 6                     | 77                     |
| Allen & Overy                       | 7                     | 73                     |
| Linklaters                          | 8                     | 45                     |
| Freshfields Bruckhaus Deringer      | 9                     | 13                     |
| Jones Day                           | 10                    | 48                     |



# Building determined digital engagement

### Don't just say you're client-centric; demonstrate it.

Many of the firms in our ratings pay lip service to being client-centric. How many times have we seen a firm make the claim: 'Putting our clients first' and then writing incessantly about themselves.

Self-centred messaging and content dominates.

To develop trust and positive engagement with audiences, firms need to focus on what clients want to hear most. How are you going to solve the issues they face?

Direct communications to the reader make your messaging accessible and human. They develop a connection with the audience and help them believe they can work with you.

### Create and curate engaging and substantive content.

Law firms probably produce more content than any other sector. They are engaged in a hard-fought battle for the brightest and best talent and the most valuable clients.

If your firm is to prevail, you must create content that demonstrates your worth. It must engage, inform and inspire an intelligent and sophisticated audience.

And, once this is done you mustn't hide it away. Make sure that you curate your content so it can be found easily and quickly on your website. Then use social media to direct readers to it, while also recommending additional reading and nominating experts to talk to.

### Be bold.

### Invest in the future of your firm by attracting the best talent.

Firms always say that they are seeking the best recruits, both graduates and experienced professionals; but few firms actively demonstrate why they should be considered as a destination employer.

Although 95% of the websites we reviewed featured some form of careers content, much of it is uninspiring and undifferentiated.

To attract the best, you need to demonstrate that you are the best. You need to talk to potential recruits in a way that inspires them.

### Continue to build for mobile.

At the risk of repeating every digital commentator – you cannot ignore mobile. Just look around you every day. How many people do you see using mobile devices to access the internet, read email, send texts or check Facebook, LinkedIn or Twitter?

Mobile is no longer a novelty, it is a necessity. These days a reputation can be made or lost in a single Tweet from a phone. So the ability to create mobile-specific content is critical to any successful communication strategy.

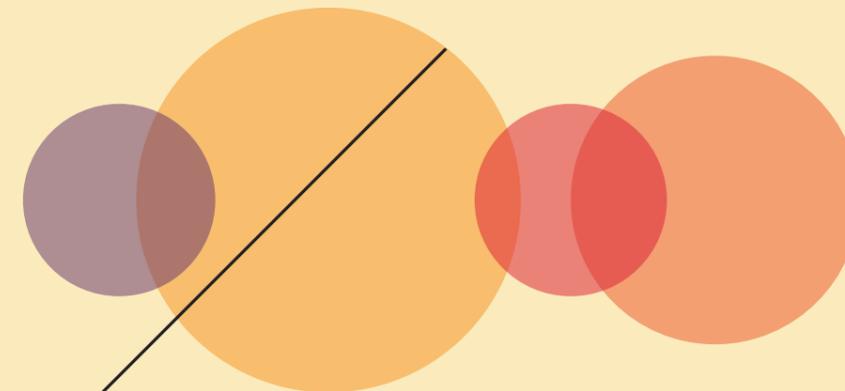
Many new firms are taking advantage of the latest technological and mobile applications to create differentiation and present a nimbler, more accessible image to their audiences.

### Build a responsive site for search engine success.

### Marketers should also be aware of the latest rules surrounding SEO and that all-important Google ranking.

Google now penalises businesses for not being mobile-friendly and for not having responsive websites. So you need to be responsive to achieve a higher ranking in search results.

Clearly the arguments in favour of mobile and responsive web design are obvious. So why are only a third of leading global law firms using it?



# Who are the most determined digitally engaged firms?

## The top 20 determined firms

| Rank | Global 100 law firms               | Score | %    |
|------|------------------------------------|-------|------|
| 1    | Bryan Cave                         | 217   | 87.8 |
| 2    | Foley & Lardner                    | 204   | 82.6 |
| 3    | Perkins Coie                       | 202   | 81.8 |
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| 18   | Vinson & Elkins                    | 169   | 68.5 |
| 19   | Clyde & Co                         | 167   | 67.7 |
| 25   | Reed Smith                         | 166   | 67.2 |
| =20  | Goodwin Procter                    | 166   | 67.2 |

**01**  
Bryan Cave

**02**  
Foley & Lardner

**03**  
Perkins Coie

08

## Function:

## Evidence:

### Function top 20

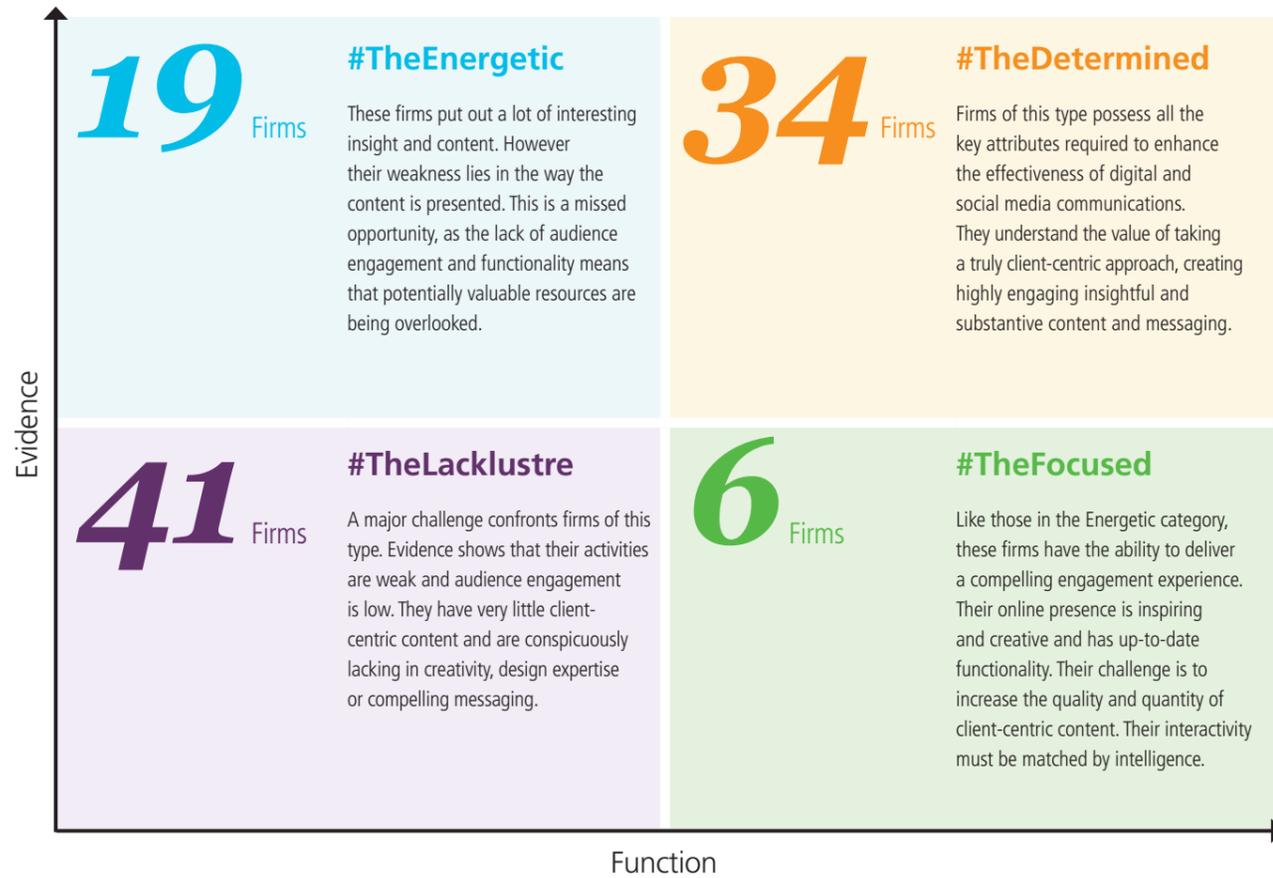
| Rank | Firm                               | Function % |
|------|------------------------------------|------------|
| 1    | Foley & Lardner                    | 87.25%     |
| 2    | Bryan Cave                         | 85.23%     |
| 3    | Winston & Strawn                   | 83.22%     |
| =4   | DLA Piper                          | 79.87%     |
| =4   | Baker Botts                        | 79.87%     |
| 6    | Taylor Wessing                     | 79.19%     |
| 7    | Nixon Peabody                      | 77.18%     |
| 8    | Perkins Coie                       | 76.51%     |
| =9   | Bird & Bird                        | 72.48%     |
| =9   | Clyde & Co                         | 72.48%     |
| 11   | Schulte Roth & Zabel               | 71.14%     |
| =12  | Morgan, Lewis & Bockius            | 67.11%     |
| =12  | Vinson & Elkins                    | 67.11%     |
| 14   | Freshfields Bruckhaus Deringer     | 65.77%     |
| =15  | Fragomen, Del Rey, Bernsen & Loewy | 65.10%     |
| =15  | White & Case                       | 65.10%     |
| =16  | Little Mendelson                   | 64.43%     |
| =16  | Jackson Lewis                      | 64.43%     |
| =16  | Paul Hastings                      | 64.43%     |
| =16  | Pepper Hamilton                    | 64.43%     |

### Evidence top 20

| Rank | Firm                                | Engagement % |
|------|-------------------------------------|--------------|
| 1    | Bird & Bird                         | 94.32        |
| 2    | Bryan Cave                          | 92.70        |
| 3    | Fragomen, Del Rey, Bernsen & Loewy  | 92.37        |
| 4    | White & Case                        | 91.89        |
| 5    | Perkins Coie                        | 90.86        |
| 6    | Berwin Leighton Paisner             | 90.13        |
| 7    | King & Wood Mallesons               | 87.56        |
| 8    | Little Mendelson                    | 86.88        |
| 9    | Squire Patton Boggs                 | 86.52        |
| 10   | Goodwin Procter                     | 85.37        |
| 11   | Reed Smith                          | 84.49        |
| 12   | Nixon Peabody                       | 82.94        |
| 13   | Norton Rose Fulbright               | 82.21        |
| 14   | Jackson Lewis                       | 80.41        |
| 15   | Freshfields Bruckhaus Deringer      | 80.15        |
| 16   | Taylor Wessing                      | 80.07        |
| 17   | Winston & Strawn                    | 79.57        |
| 18   | Paul Hastings                       | 76.51        |
| 19   | Foley & Lardner                     | 76.42        |
| 20   | Sheppard, Mullin, Richter & Hampton | 72.21        |

# Are you determined?

We grouped the AmLaw Top 100 firms according to the total percentages they achieved in our analysis of function and evidence. We defined four types of firm, underpinning our methodology.



## The Energetic

| Firm                                | Function % | Evidence % |
|-------------------------------------|------------|------------|
| Proskauer Rose                      | 46.98%     | 72.01%     |
| Wilson Sonsini Goodrich & Rosati    | 46.98%     | 55.57%     |
| Baker & Hostetler                   | 44.30%     | 61.05%     |
| Linklaters                          | 42.28%     | 61.37%     |
| Pinsent Masons                      | 42.28%     | 54.65%     |
| Loyens & Loeff                      | 41.61%     | 54.64%     |
| Dechert                             | 41.61%     | 53.58%     |
| Hunton & Williams                   | 38.26%     | 55.50%     |
| Jones Day                           | 36.24%     | 66.01%     |
| J&A Garrigues                       | 32.89%     | 63.56%     |
| Akin Gump Strauss Hauer & Feld      | 32.89%     | 54.27%     |
| Norton Rose Fulbright               | 30.87%     | 82.21%     |
| Berwin Leighton Paisner             | 29.53%     | 90.13%     |
| Morrison & Foerster                 | 24.83%     | 56.78%     |
| Latham & Watkins                    | 22.82%     | 63.67%     |
| Sheppard, Mullin, Richter & Hampton | 22.15%     | 72.21%     |
| Simmons & Simmons                   | 22.15%     | 58.88%     |
| Allen & Overy                       | 22.15%     | 55.68%     |
| Cooley                              | 12.75%     | 51.11%     |



## The Determined

| Firm                               | Function % | Evidence % |
|------------------------------------|------------|------------|
| Foley & Lardner                    | 87.25%     | 76.42%     |
| Bryan Cave                         | 85.23%     | 92.70%     |
| Winston & Strawn                   | 83.22%     | 79.57%     |
| DLA Piper                          | 79.87%     | 66.51%     |
| Baker Botts                        | 79.87%     | 56.00%     |
| Taylor Wessing                     | 79.19%     | 80.07%     |
| Nixon Peabody                      | 77.18%     | 82.94%     |
| Perkins Coie                       | 76.51%     | 90.86%     |
| Bird & Bird                        | 72.48%     | 94.32%     |
| Clyde & Co                         | 72.48%     | 61.11%     |
| Morgan, Lewis & Bockius            | 67.11%     | 66.86%     |
| Vinson & Elkins                    | 67.11%     | 50.85%     |
| Freshfields Bruckhaus Deringer     | 65.77%     | 80.15%     |
| Fragomen, Del Rey, Bernsen & Loewy | 65.10%     | 92.37%     |
| White & Case                       | 65.10%     | 91.89%     |
| Littler Mendelson                  | 64.43%     | 86.88%     |
| Jackson Lewis                      | 64.43%     | 80.41%     |
| Paul Hastings                      | 64.43%     | 76.51%     |
| Pepper Hamilton                    | 64.43%     | 64.95%     |
| CMS Legal Services                 | 63.76%     | 68.68%     |
| King & Wood Mallesons              | 63.09%     | 87.56%     |
| Hogan Lovells                      | 62.42%     | 69.69%     |
| Squire Patton Boggs                | 61.74%     | 86.52%     |
| Eversheds                          | 61.74%     | 57.88%     |
| Pillsbury Winthrop Shaw Pittman    | 60.40%     | 52.26%     |
| Sullivan & Cromwell                | 59.06%     | 52.20%     |
| K&L Gates                          | 58.39%     | 61.15%     |
| Debevoise & Plimpton               | 58.39%     | 53.95%     |
| Reed Smith                         | 56.38%     | 84.49%     |
| Alston & Bird                      | 55.70%     | 50.80%     |
| Goodwin Procter                    | 55.03%     | 85.37%     |
| Weil, Gotshal & Manges             | 53.69%     | 59.61%     |
| Baker & McKenzie                   | 53.69%     | 54.27%     |
| Dentons                            | 51.01%     | 66.90%     |
| Faegre Baker Daniels               | 51.01%     | 53.80%     |



## The Lacklustre

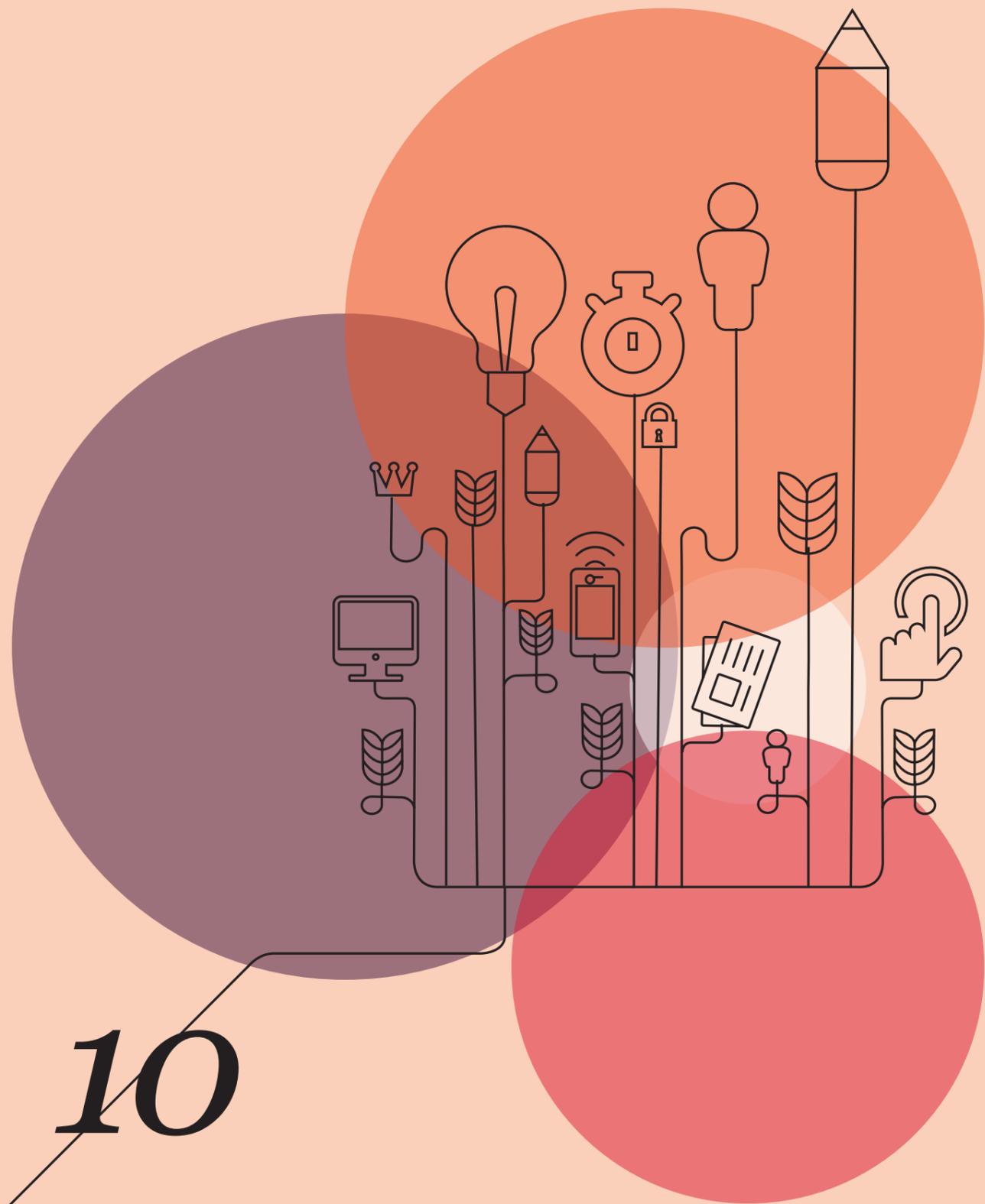
| Firm                                      | Function % | Evidence % |
|---|------------|------------|
| Locke Lord                                | 49.66%     | 36.89%     |
| Quinn Emanuel Urquhart & Sullivan         | 49.66%     | 29.90%     |
| Mayer Brown                               | 48.99%     | 49.06%     |
| McGuireWoods                              | 45.64%     | 44.23%     |
| Arnold & Porter                           | 45.64%     | 36.20%     |
| Simpson Thacher & Bartlett                | 43.62%     | 41.24%     |
| Cadwalader, Wickersham & Taft             | 42.95%     | 44.26%     |
| Ropes & Gray                              | 42.95%     | 34.02%     |
| Herbert Smith Freehills                   | 40.27%     | 48.21%     |
| Greenberg Traurig                         | 38.26%     | 32.70%     |
| Venable                                   | 37.58%     | 41.24%     |
| Clifford Chance                           | 36.24%     | 39.82%     |
| Wachtell, Lipton, Rosen & Katz            | 36.24%     | 20.62%     |
| Wilmer Cutler Pickering Hale and Dorr     | 35.57%     | 26.73%     |
| Slaughter and May                         | 35.57%     | 10.31%     |
| Seyfarth Shaw                             | 33.56%     | 49.21%     |
| Duane Morris                              | 32.89%     | 44.08%     |
| Milbank, Tweed, Hadley & McCloy           | 26.17%     | 41.24%     |
| Kirkland & Ellis                          | 22.82%     | 36.92%     |
| Jenner & Block                            | 22.82%     | 32.79%     |
| Skadden, Arps, Slate, Meagher & Flom      | 20.81%     | 31.53%     |
| McDermott Will & Emery                    | 14.77%     | 38.87%     |
| Orrick, Herrington & Sutcliffe            | 14.77%     | 25.07%     |
| Troutman Sanders                          | 13.42%     | 46.89%     |
| Fidal                                     | 13.42%     | 19.84%     |
| Fried, Frank, Harris, Shriver & Jacobson  | 13.42%     | 0.00%      |
| Ashurst                                   | 12.75%     | 33.60%     |
| Covington & Burling                       | 12.75%     | 25.36%     |
| Gibson, Dunn & Crutcher                   | 11.41%     | 46.25%     |
| Willkie Farr & Gallagher                  | 11.41%     | 30.59%     |
| Paul, Weiss, Rifkind, Wharton, & Garrison | 11.41%     | 20.62%     |
| Hughes Hubbard & Reed                     | 10.74%     | 35.22%     |
| Davis Polk & Wardwell                     | 9.40%      | 43.58%     |
| O'Melveny & Myers                         | 9.40%      | 42.58%     |
| Kilpatrick Townsend & Stockton            | 8.05%      | 21.95%     |
| King & Spalding                           | 6.04%      | 35.23%     |
| Cravath, Swaine & Moore                   | 6.04%      | 29.23%     |
| Cleary Gottlieb Steen & Hamilton          | 1.34%      | 20.62%     |



## The Focused

| Firm                     | Function % | Evidence % |
|--------------------------|------------|------------|
| Schulte Roth & Zabel     | 71.14%     | 41.10%     |
| Sidley Austin            | 59.06%     | 49.90%     |
| Shearman & Sterling      | 56.38%     | 49.47%     |
| Katten, Muchin, Rosenman | 55.70%     | 41.69%     |
| Minter Ellison           | 54.36%     | 49.48%     |
| Holland & Knight         | 52.35%     | 39.02%     |

# The top 10 most determined firms



# 10

## Case studies

# 1 Bryan Cave

“Out of scale client focus”

The first thing you see on Bryan Cave’s home page is the question: “What are you searching for?” It’s an outstanding example of a firm putting the audience literally at the heart of its digital communications. This goes beyond mere showcasing of what their audiences want to hear and indicates a genuine interest in what they want to know.

This is a fully responsive site that works equally well on desktop, tablet or mobile. It features a highly efficient predictive search function, engaging graphics and streamlined access to key content. User requirements are a clear priority throughout with an overall design that meets the differing demands of the desktop researcher or one click mobile user.

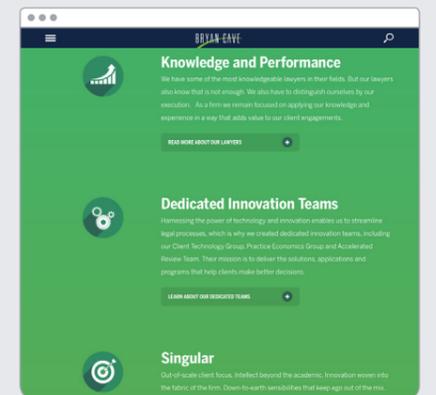
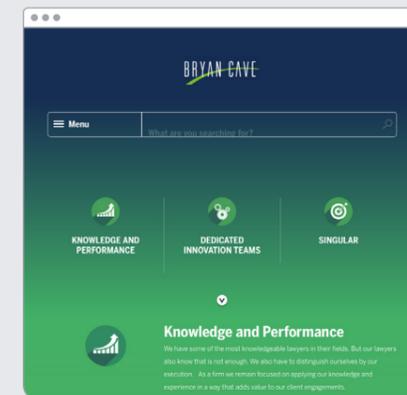
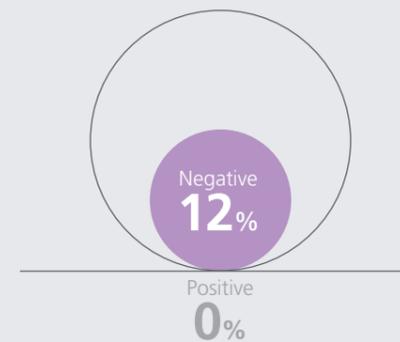
However, at a time when online reputation can be as important as word of mouth, Bryan Cave could try a little harder to improve its messaging and interaction with online users. Our analysis of audience sentiment over 90 days was notably negative. So, while we’re encouraged to see that the firm is investing in great content, they also need to start demonstrating better engagement with users.

**Bryan Cave**  
www.bryancave.com



- Bryan Cave
- Average
- Industry leader

## Sentiment analysis



Case studies

# 2 Foley & Lardner

“Client service is a commitment, not a catchphrase”

Having regularly achieved an Information Week 500 rating for client focused innovation, we expected great things from Foley & Lardner’s website. We were not disappointed. Where others pay lip service to client focus, this firm has made it central to all their digital communications.

The website is tailored around solutions to client challenges, including an online budget management tool and a private equity

matchmaker. The ‘Intelligence’ section provides insight and thought leadership by industry, practice, topic or type, with a choice of delivery through video or text. This invaluable resource includes detailed features on everything from healthcare trends to protecting against cyber attacks.

One area for improvement lies in the amplification of their messaging and content. Despite all the insightful articles

and thought leadership pieces they produce, reaction online seems surprisingly low, especially given the firm’s potential and the size of their following. Some of their content is picked up by legal publications, but there’s little evidence of social engagement. Our analysis of audience sentiment shows a small leaning towards positive (3%) but overall the reaction remains neutral and quiet.

## Foley & Lardner

www.foley.com



- Foley & Lardner
- Average
- Industry leader



Case studies

# 3 Perkins Coie

“Counsel to great companies”

In a succinct strapline, Perkins Coie clearly states that its purpose is to support its clients’ success. Simple as this is, it differentiates them from other, more self-regarding competitors.

The site doesn’t lack confidence either, as shown by the firm’s claim to be at “the forefront of guiding clients through their current and anticipated legal issues.” Engagement and evidence are everywhere, including beautifully

presented blogs and detailed news and publications sections with creatively illustrated commentary on market issues.

This confidence extends to their online reputation. Sentiment analysis for Perkins Coie reads like a glowing report, with strong user engagement and positive opinion scores that affirm their legal expertise. The 0% negative sentiment proves that their reputation is as strong in the online world as in the real one.

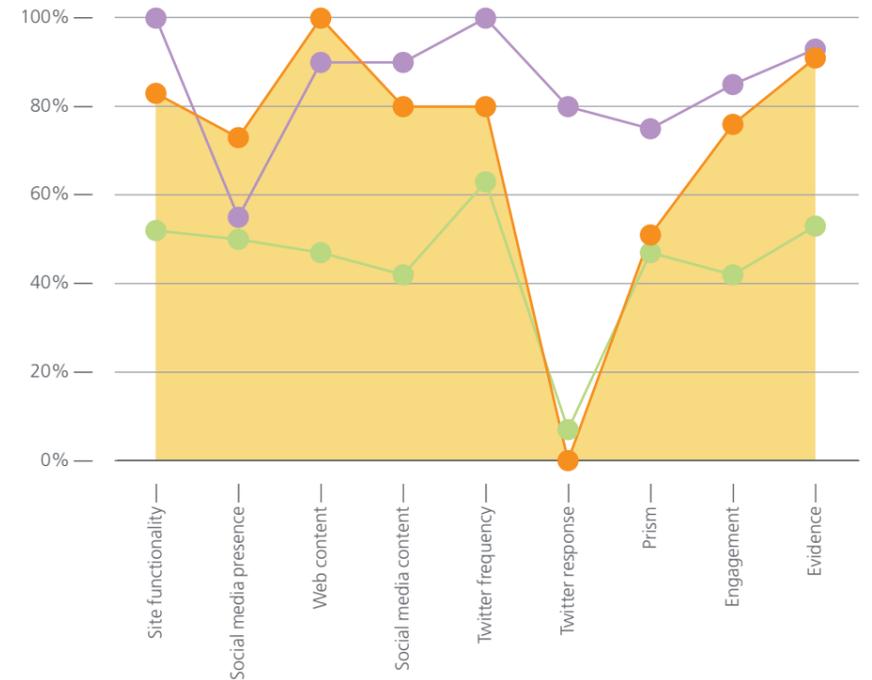
However, the key to their success lies in the way they publicise and document their professional activity online. By dominating online publications, reports and industry news with articles on their litigation triumphs, they’ve gained a considerable stronghold on positive sentiment. This demonstrates the power of online to bolster law firms’ reputations.

## Perkins Coie

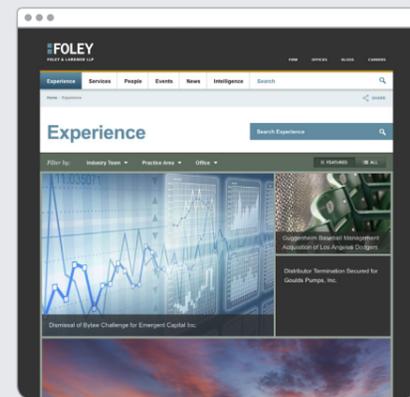
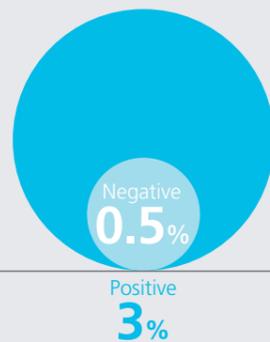
www.perkinscoie.com



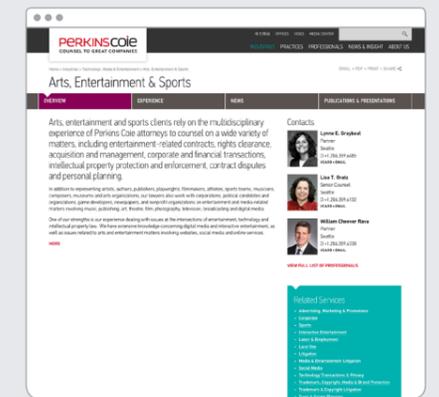
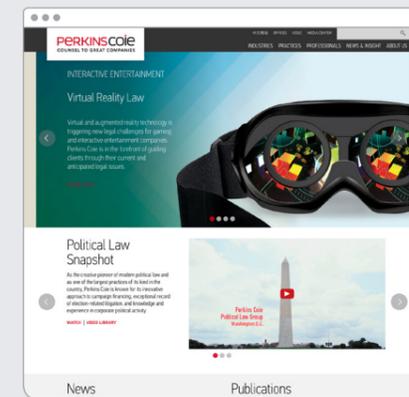
- Perkins Coie
- Average
- Industry leader



Sentiment analysis



Sentiment analysis



Case studies

# 4 Winston & Strawn

“Business Solutions. Accomplished”

This site underlines Winston Strawn’s core purpose and supports it with a level of engagement that demands inclusion near the top of our ratings.

They are one of a small but growing band of law firms that reject the standard ‘smiling partner in a suit’ template. They know that what really matters is the issues their clients face every day. This is reflected in a site

design that makes it simple for visitors to access what they need. Click on ‘Service’ and you’re taken to ‘Tools & Solutions’, click on ‘Results’ and you’ll scroll through impressive case studies. To support their “Focused. Seamless. Global” positioning you can find a lawyer by name, service or sector using a highly efficient search field which delivers beautifully presented results.

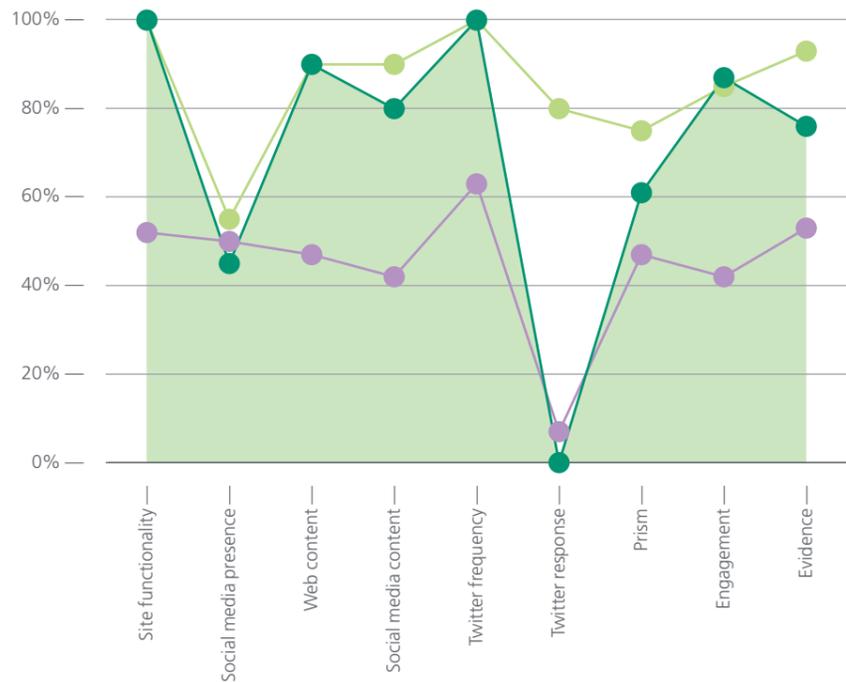
Online opinion for Winston & Strawn covers a broad range of topics from renewable energy to start up advice and shines brightly on social channels with conversations that span the globe. Their scores for positive sentiment are among the highest in this study and the content they disseminate through social channels is striking a chord with users.

## Winston & Strawn

www.winston.com



- Winston & Strawn
- Average
- Industry leader



Case studies

# 5 Bird & Bird

“Your goals & our expertise”

Bird & Bird is a leading international law firm “in business sectors where technology plays a key role.” Little wonder they’ve ranked so highly in Living Ratings for several years.

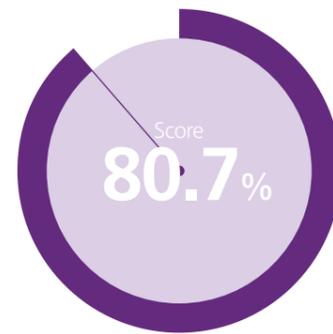
The upfront home page message certainly demonstrates client focus and the rest of the site supports that. A unique visual identity is consistently applied to engage and inform

the user, while insightful content covers developments in everything from fashion and luxury goods to unmanned aerial systems. News and Events are presented with panache and every page enables the sharing of thought-provoking content. In fact, wherever you land on this site there’s a buzz that’s infectious.

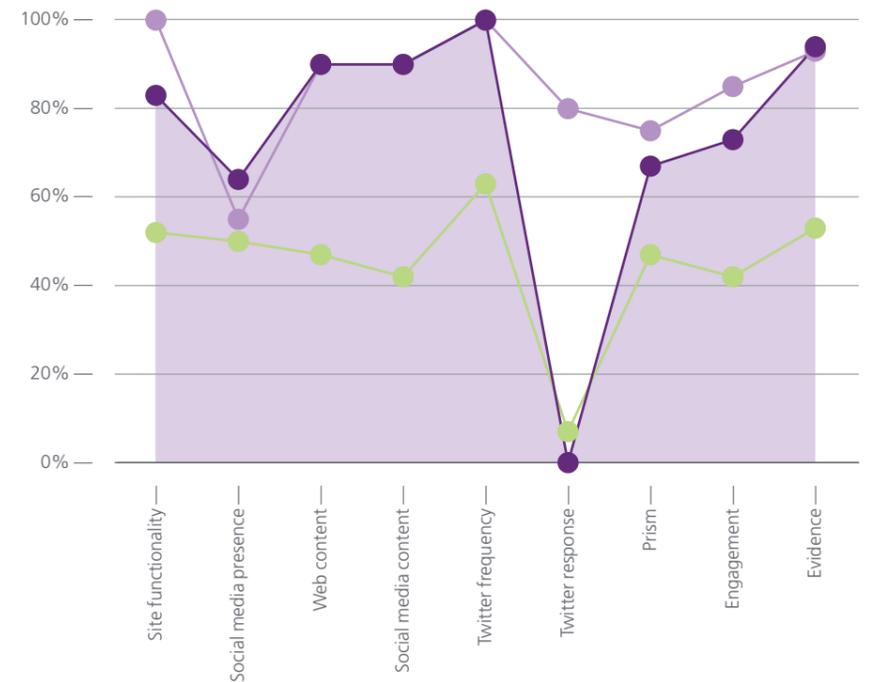
With a soapbox of unprecedented power and reach at their disposal, Bird & Bird have much to be proud of. And their highly positive online reputation reflects that. Content around areas such as recruitment and litigation regularly brings their Twitter and Facebook channels to life. However, it’s their own topical content that really stands out, along with their clear desire to galvanize the legal sector.

## Bird & Bird

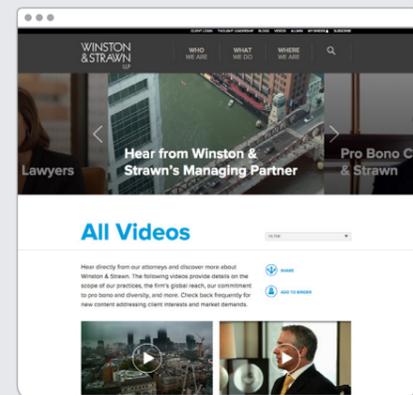
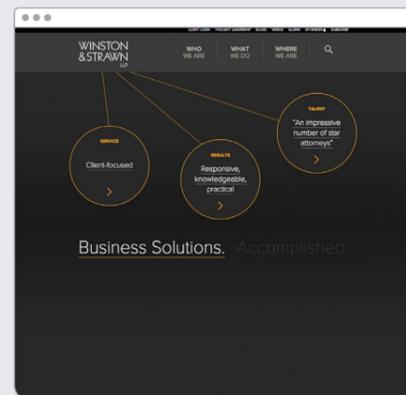
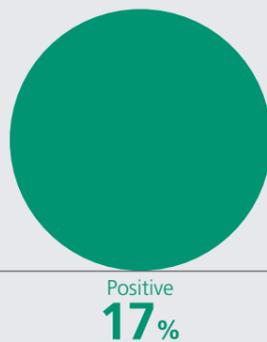
www.twobirds.com



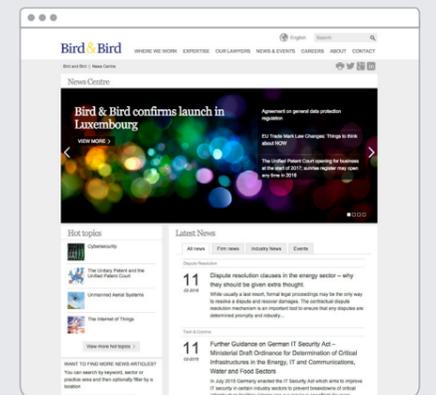
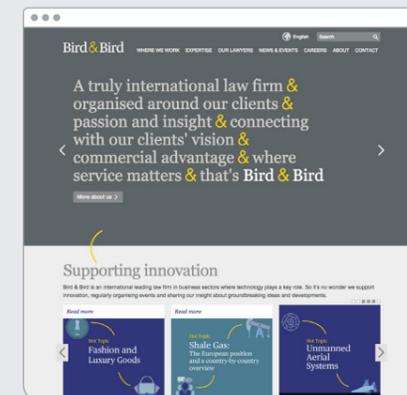
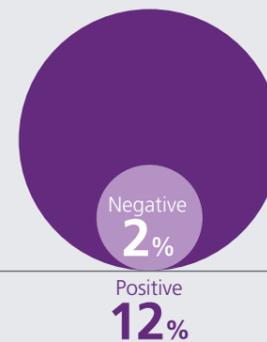
- Bird & Bird
- Average
- Industry leader



Sentiment analysis



Sentiment analysis



Case studies

# 6 Taylor Wessing

“Forward-thinking international law firm”

This site is clearly designed to foster a relationship between client and expert. Prominent visual pointers and links enable users to “Find an Expert” based on legal expertise, sector experience, office location or international reach. This site is big on user interaction.

A host of relevant news, insights and email updates are available, tailored specifically for those who sign up to the areas of interest. For an insight into their personality, head to their students and graduates pages and check out the video where “trailblazing people” show you around the office.

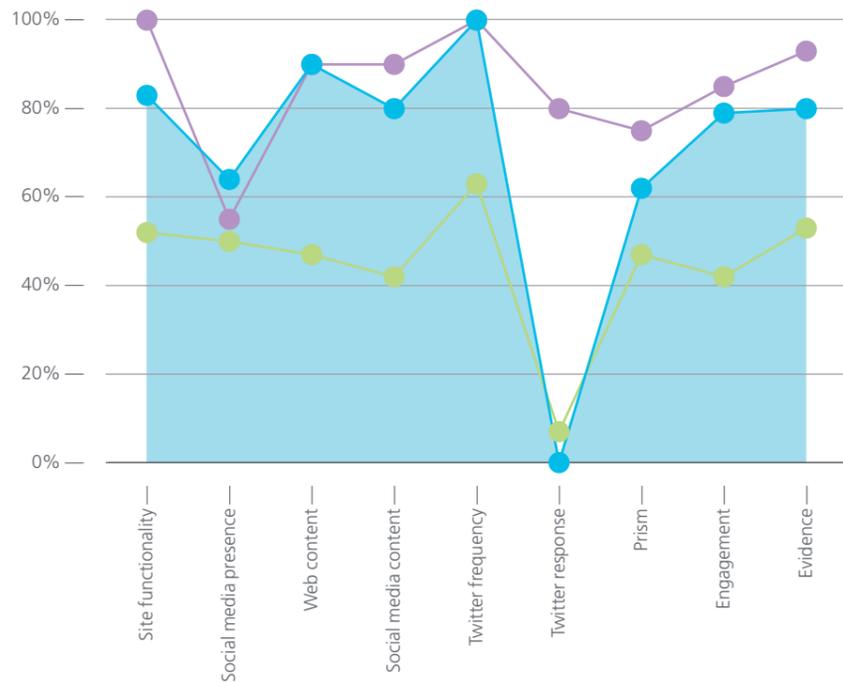
Taylor Wessing certainly has confidence, but do the firm’s claims measure up online? Thankfully, yes. There is considerable online admiration for everything from their Portrait Prize to their partnerships with charities. They’ve rallied a large online clique of followers that engages positively and regularly. This is textbook evidence of how effectively CSR and social media can work together.

## Taylor Wessing

www.taylorwessing.com



- Taylor Wessing
- Average
- Industry leader



Case studies

# 7 Nixon Peabody

“21st century law”

Back in 2014 Nixon Peabody was the only firm in the AmLaw 100 to use responsive web design features. A year on, the firm’s site provides a case study in effective digital presentation of content. The user experience remains highly client focused and features a range of interesting, stimulating content.

Nixon Peabody’s social media output addresses the latest legal developments with a highly digestible content style full of list-based articles, litigation guides and trend reports. There is detailed help on tax planning, a ‘What’s Trending’ hub featuring all the latest legal viral content and lots of white papers, blog posts and research articles. Users can even set up alerts to relevant content.

Positive sentiment for the firm is among the highest in this study and their content is regularly shared and picked up by publications. The firm’s CSR initiatives and involvement with sustainable energy in the finance sector have also resonated strongly with users online.

## Nixon Peabody

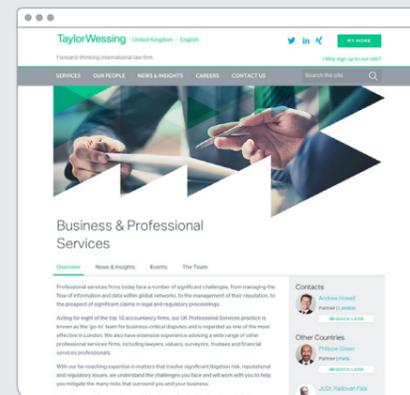
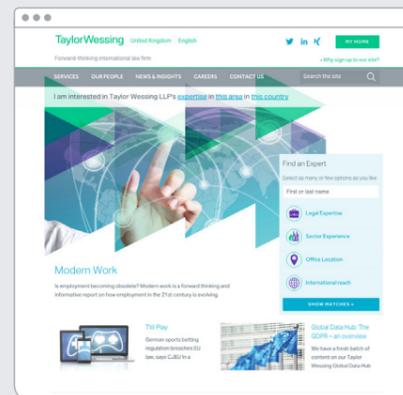
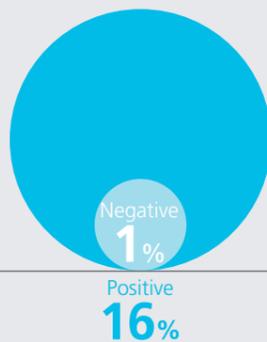
www.nixonpeabody.com



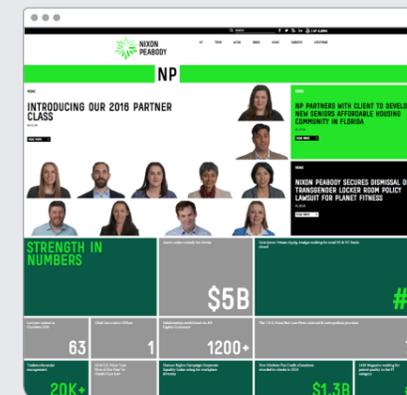
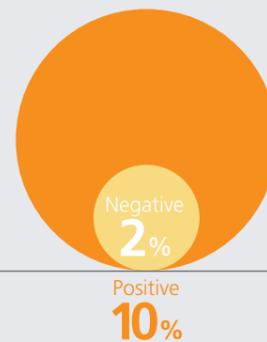
- Nixon Peabody
- Average
- Industry leader



## Sentiment analysis



## Sentiment analysis



Case studies

# 8 Fragomen, Del Ray, Bernsen & Loewy

“A world of difference in immigration”

To support their singular focus on immigration services, Fragomen’s website offers an idiosyncratic yet accessible user experience. The designers have taken a sideways look (literally) at every element of this site. From navigation to animation, images to links, copy to content, nothing is where you’d expect to find it. Yet it works.

By making a few simple points with a minimum of fuss the site quickly reassures any visitors who are anxious about an immigration matter. Helpful and succinct information can easily be found on such services as Investor Immigration, Work Permit Business Visas and Work Authorisation.

Fragomen takes a determinedly international approach to social media with content from experts in 40 offices across 18 countries. The firm’s Twitter channel is especially interesting reading with its insight from real life events.

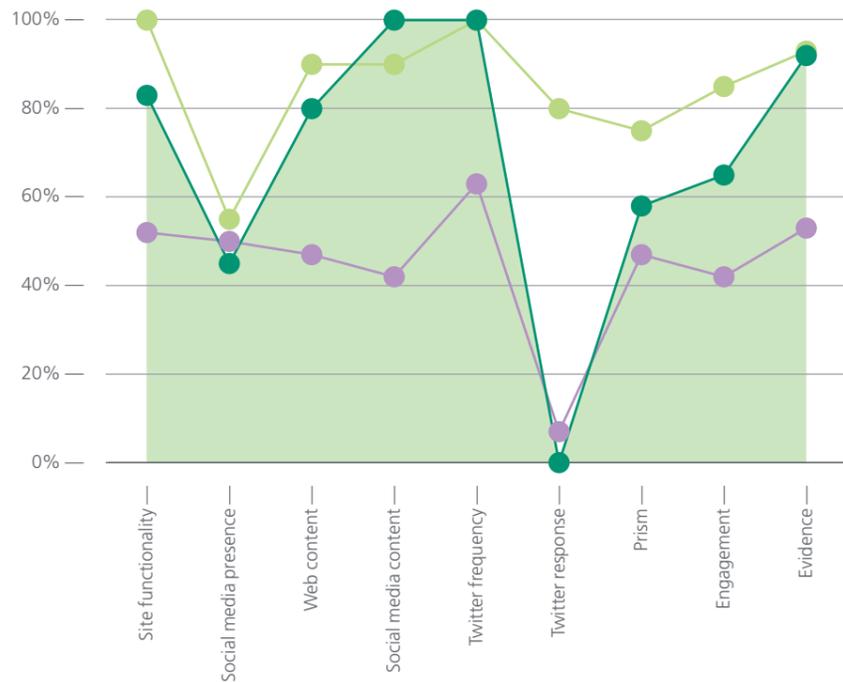
When it comes to social media sentiment, Fragomen are along the right lines. Their overall online profile is relatively good with three times more positive than negative mentions online.

### Fragomen, Del Rey, Bernsen & Loewy

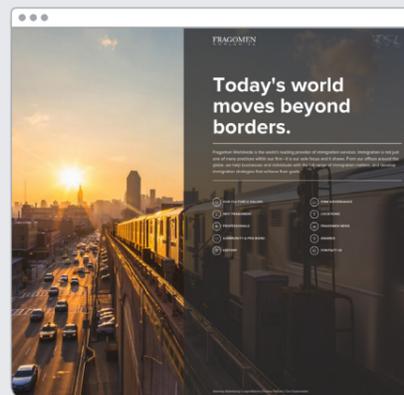
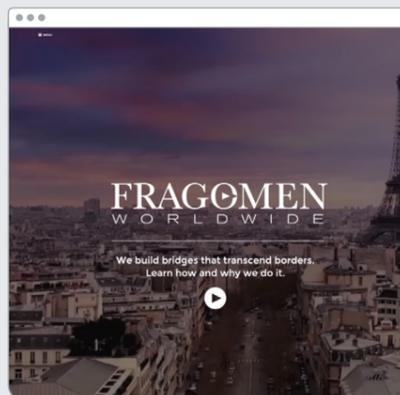
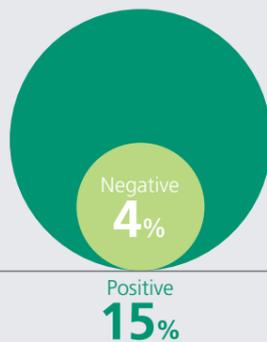
www.fragomen.com



- Fragomen, Del Rey, Bernsen & Loewy
- Average
- Industry leader



### Sentiment analysis



Case studies

# 9 White & Case

“Uniquely placed to help our clients resolve their most complex legal challenges”

Too often legal firms can appear paralysed by their own illustrious history, especially in digital communications. By contrast, White & Case use their history as a platform for confident, engaging and purposeful communication.

Original typography, good use of photography, relevant functionality – everything about whitecase.com has a purpose. Wherever you click, you’ll be connected to an expert or to some great content. All the featured articles exhibit a designer’s eye for reader experience and the design and content management of the careers section gives the firm an edge that’s rare in this sector.

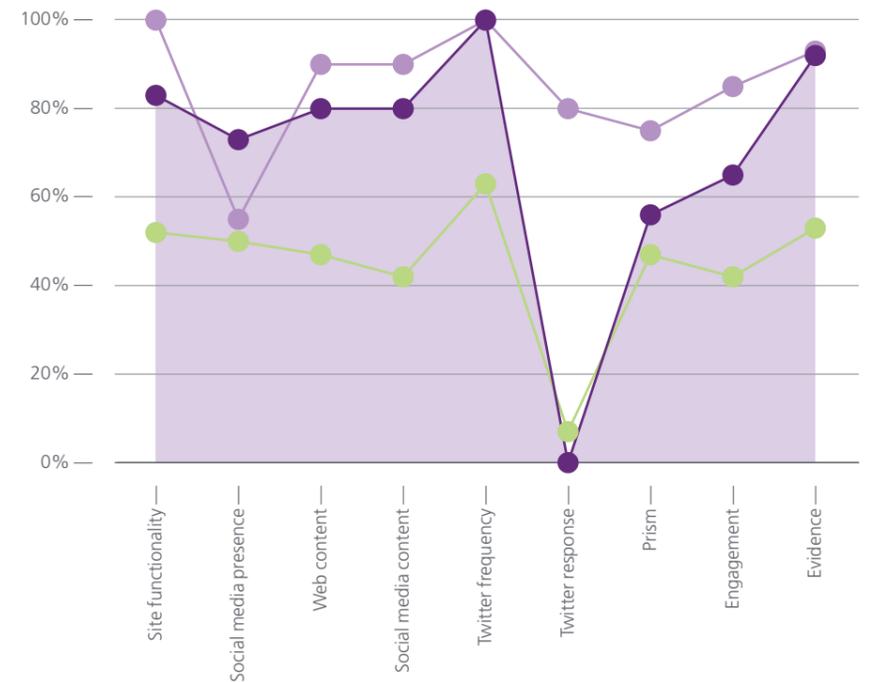
There’s a strong presence around White and Case online, with a high frequency of mentions and plenty of engagement from users across social channels. Their thought leadership series on Fintech, was especially well regarded, garnering lots of interaction from online publications and users alike. We were also impressed by the way the firm’s social content quickly directs users back to their highly streamlined and dynamic main site.

### White & Case

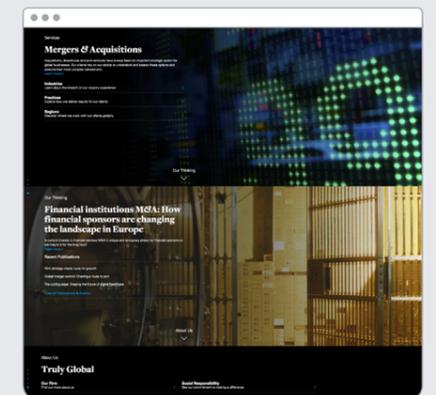
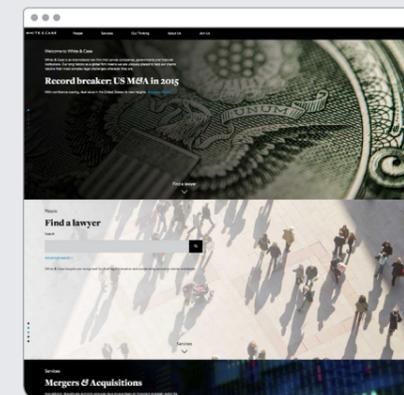
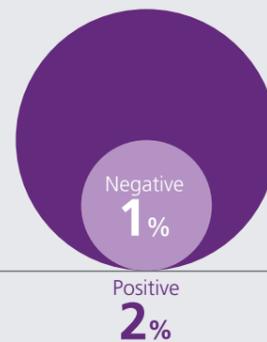
www.whitecase.com



- White & Case
- Average
- Industry leader



### Sentiment analysis



Case studies

# 10 DLA Piper

“Practical and innovative legal solutions that help our clients succeed”

Although it lacks the wow factor of some of its peers, this site is a regular in our top ten due to its highly client-centric content. This consistent focus is achieved through engaging visuals, careful management of digital real estate and relevant information.

There is impressively responsive functionality throughout. For example, users can view

long-form articles on a single page - highly convenient for tablet or smartphone. And the 'People', 'Sectors' or 'Services' sections each lead to a menu of one-click options.

The care that this firm puts into its dotcom unfortunately does not extend to its social channels. There is plenty of impressive own-brand content but little sign of community

engagement. What's noticeable is a clear reticence to tackle adverse comment from external users. Yes, legal firms can be vulnerable to online defamation, but negative retweets, mentions or comments can reach customers and prospects. The power to respond is at their fingertips. Why not use it?

## DLA Piper

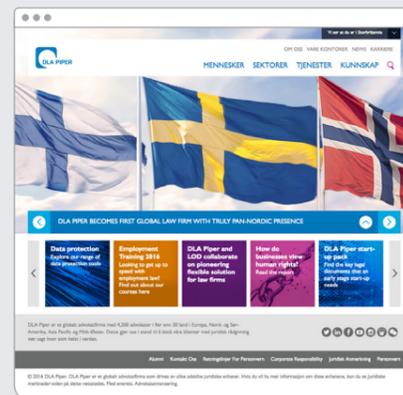
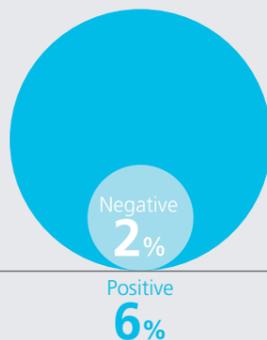
www.dlapiper.com



- DLA Piper
- Average
- Industry leader



## Sentiment analysis



# Interested in knowing more?

Living Ratings provides the evidence-based insight you need to develop your digital and social media engagement, enhance your communications and improve your ROI.

We are already working on our next ratings report. If you have any recommendations on how we could improve our analysis, please let us know.

## What's your score?

Maybe you'd like a more detailed analysis of your firm. Or you feel you could benefit from a new website, new content or a more effective social media strategy. If so, we'd love to hear from you.

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give us a call or pop in and visit us - we'll provide coffee and the inspiration.

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