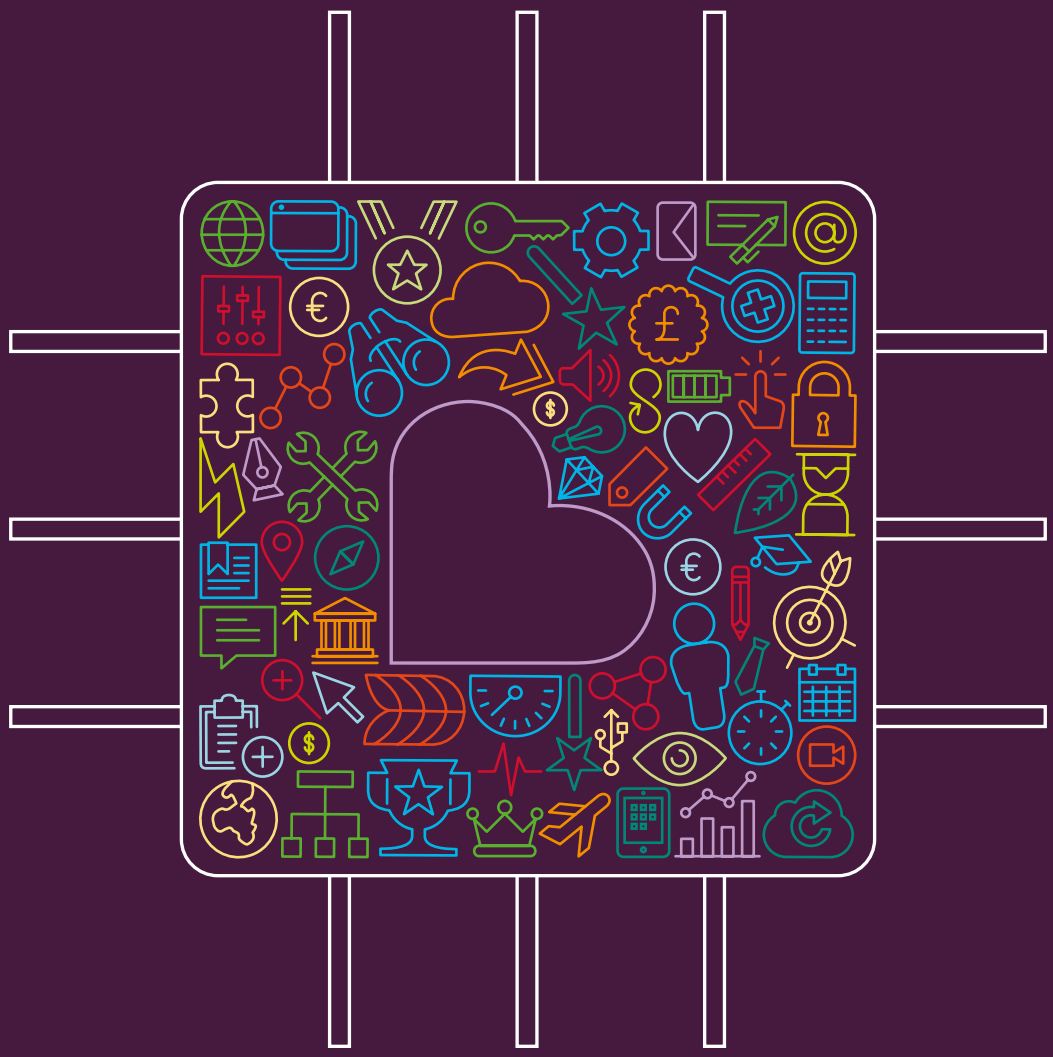
Living Ratings

The brand and digital intelligence of the world's leading **law firms 2018**



Raising the bar

Find out how our scoring methodology has evolved and developed

The winners and losers

The top 100 global law firms rated and ranked in our most in-depth survey to date

Statistically speaking

All the key engagement and evidence statistics that matter to your law firm

living group

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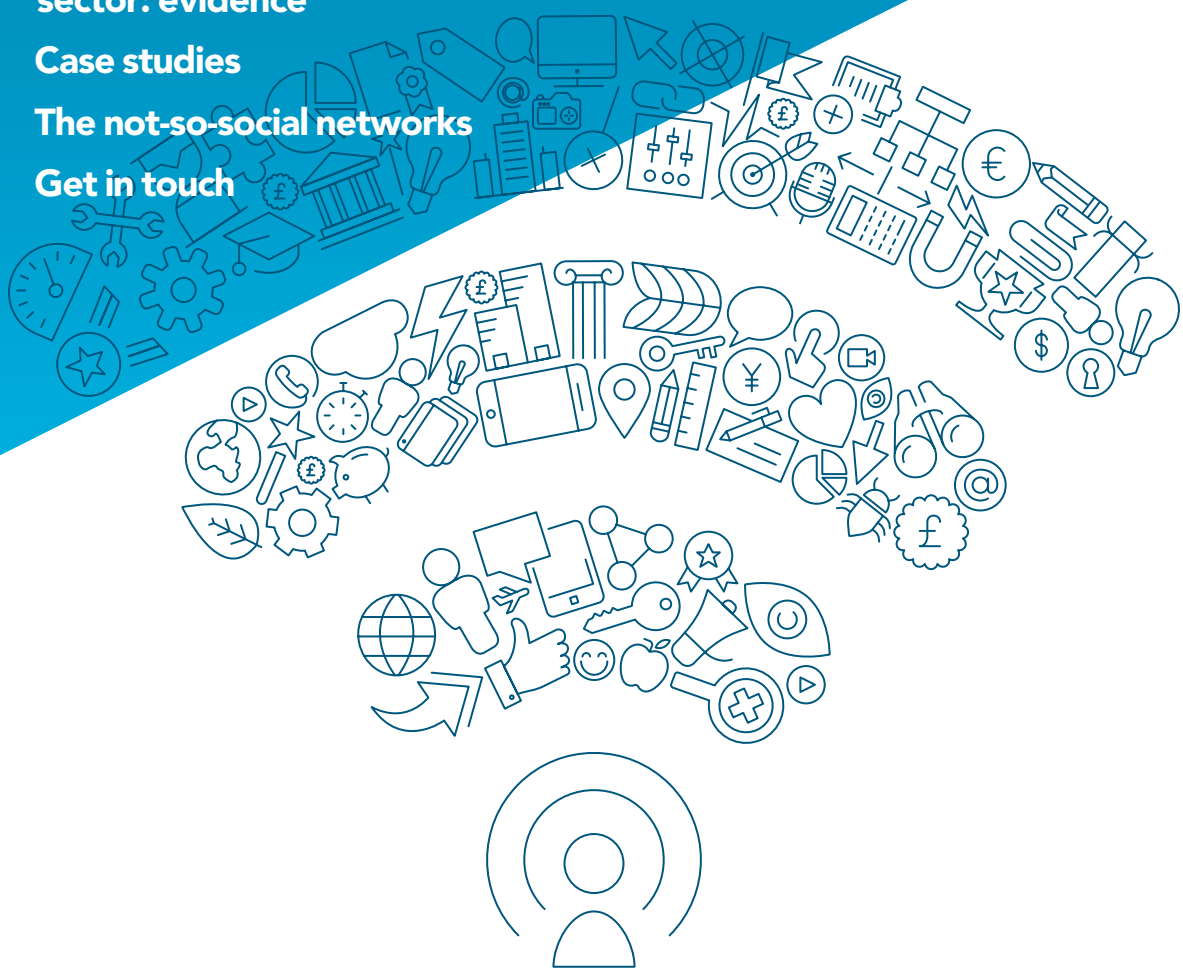

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Duncan Shaw,
Co-founder and
Executive Creative Director

April 2018

Welcome to the latest edition of Living Ratings

In this latest Living Ratings study of the brand and digital intelligence of the world's leading 100 law firms, we report on an active year, with refreshed websites, enhanced content and more focused digital strategy. Yet there's a 'but'. The last Ratings survey in 2017 uncovered a sector-wide raising of the bar in design, functionality and content. This time, there's a perceptible slowing in the pace of innovation as the majority play catch-up. Now we're waiting for the next leap forward.

What's the issue?

Nothing stands still in digital. So we've upped the ante in our scoring and methodology, celebrating excellence – and being clear where the gaps (and opportunities) lie. Just 13 of the firms we surveyed make it into the top quartile, representing 'Determined' digital communications. This is down from 2017, so there's room for improvement. The very best firms have recognized the value of issue-based marketing, with messaging not around 'sectors' or 'competencies' but real world business challenges. This is a step in the right direction towards outward-facing communications.

Yet it's in social that the sector lets itself down. While use of social is on the rise – with Instagram the fastest-growing channel for law firms – many still fail to grasp its full potential to provide meaningful, targeted content in dedicated channels.

Now with added brand

In this survey, we also assess brand effectiveness online… and the news is not altogether encouraging. Few legal firms understand how to amplify their brands beyond the homepage – a logo is not a brand, after all. And fewer than 20% state their brand purpose upfront. Weighing in at a mere 50 to 60 words, adding a value proposition statement that answers the who, what and why questions, is a quick win.

In content, we note a steady improvement in quality – as well as in its volume. And here's a caveat. As quantity increases, there's a role for better search and enhanced curation, to ensure that the most relevant, recent and motivating content is surfaced more visibly.

Two cheers for the lawyers

It shouldn't come as a surprise that we give the sector 'two cheers' this time around. It sets out to achieve a lot with more limited marketing resources – compared, say, to investment banking or accountancy. But in brand, social and content curation, there's much still to do, even as firms grow in digital maturity. Think 'purpose' and 'mission'. Some should stop, take stock and ask themselves the most basic question of all: "what (and who) is our digital presence actually *for*?"

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About Ratings

Now in its 21st edition, Living Ratings benchmark the brand and digital effectiveness of the world's leading professional and financial services brands.

The studies provide our clients with evidence-based insight that continuously enhances their marketing communications and gives us unparalleled knowledge of our specialist sectors.

Recent studies include:

The digital intelligence of the world's leading asset managers 2017

The digital intelligence of the world's leading investment banks 2017

Coming soon: The brand and digital intelligence of the leading U.S. wealth managers 2018

Bespoke digital diagnostics for your law firm

In addition to our annual ratings report, we also offer an in-depth diagnostic of your website and social media footprint, analyzing your digital intelligence and comparing your firm against your closest competitors.

The objective of the diagnostic is:

1. To analyze how your site is performing now against a set of proven benchmarks
2. To enable you to implement enhancements and fixes in line with best practice
3. To re-align your digital strategy and ensure that any future generated content receives the maximum exposure with your target audience
4. To improve the user experience and information architecture of your website
5. To connect your social media strategy with your website
6. To ensure that your content management system is fit for purpose
7. To understand what is required for you to gain a higher Ratings score and create a better digital experience for your external and internal target audiences.

Our analysis is the logical first step on the journey to improving your brand and digital intelligence, providing you with the objective evidence and a clear strategy.

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About Living Group

At Living we blend our deep sector knowledge, uncompromised thinking and award-winning creativity to help our clients in the financial, professional services and technology sectors create difference through engaging branding, disruptive digital experiences and powerful integrated campaigns.

What defines us

Our specialists' deep understanding of our clients' sectors means we challenge thinking, inspire ambition, and deliver meaningful results across their organizations.

In a world that is always changing, content rich and visually crowded – we help our clients communicate their difference and stay ahead.

What we do

Engaging branding

Our creative teams in New York, London and Hong Kong connect award-winning ideas with proven brand results. Driving your business performance with strategic thinking, brand creation and cut-through messaging, we fuse these key elements together to create highly effective outcomes.

Disruptive digital

Our digital team connects your brand and your audiences. Around the world. Around the clock. We build seamless brand experiences online, using bespoke information architecture, engaging design and cutting-edge technology across multiple devices and platforms.

Integrated campaigns

We can help transform your brand objectives into tangible business benefits – lifting your profile, prompting consideration and stimulating dialogue. Researching, planning and executing integrated campaigns worldwide, we use distinctive ideas and creative, backed by proven analytics to measure your success.

Creating difference for our people and communities

We don't just make a difference for our clients. We also make a difference for our people and the communities we work in. We have an open and collaborative culture that gives our people room to thrive. We encourage passionate, free-thinking ideas that challenge the conventional and celebrate individualism and diversity.

Find out more at:

www.living-group.com

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Who, what, when and how we rated

And what's changed since our last ratings

Who we rated

In January and February 2018 our analysts reviewed the top 100 leading global law firms according to Legal Week, published in September 2017. Each firm was rated against 50 criteria covering engagement (useful functionality) and evidence (substantive content) across four key categories.

What we rated

We examined each law firm's publicly available digital footprint. We didn't access any private or subscription channels.

How we calculate our scores

Each company is allocated an overall percentage score. This is calculated by adding the scores for 50 individually weighted engagement and evidence criteria. We then use the separate engagement and evidence scores to tag each law firm with one of four definitions of their digital presence – Determined, Energetic, Focused or Lackluster.

Sector averages are based on the full listing of 100 firms. The five firms with the highest scores are also reviewed with expanded case studies.

1. **Website functionality**
2. **Website content**
3. **Social media presence**
4. **Social media content**

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Raising the bar. The 2018 criteria

As Living Ratings develop and become more in-depth, our scoring methodology is changing too. The 2018 Law Firm Ratings features a detailed analysis of:

Engagement

Search quality

We want it all and we want it now. Law firms should have quick intuitive search engines that serve up filtered results by practice area, industry, case study or people.

Multi-lingual

Creating an up-to-date and fully multilingual digital experience is not easy. So the firms that do it, and do it well, are rewarded in our Ratings.

SEO

Never has search engine optimization (SEO) been so important – it can be the difference between prospective clients finding you – or not! We apply third-party SEO software to scan every website and assess whether best practice has been adopted.

Security

The security of your website is important and with the increase of client log-in areas, a well-coded site and an SSL certificate is a must-have.

Channels

Firms adopting best-practice, using a range of active social media channels and promoting content that is proprietary, can expect high scores. We also look positively on how firms are using the channels for their different audience types, e.g., the use of Instagram for CSR related content.

Evidence

Digital branding

Recognition is given to those firms that have a clear and consistent digital brand and use it to help their readers consume data.

Intellectual capital

When clients engage law firms, it's really "people choosing people." And in a fiercely competitive industry, law firms that spotlight their intellectual capital through engaging team profile pages are clearly showcasing their point of difference.

Moving image

Those firms using film or animation to help in their corporate storytelling, receive recognition for doing so. This media must be used carefully, not be too long and above all, have a clear purpose to support the business.

Keeping it short

We've said it before, but what you leave out matters. Your target audiences are increasingly time poor, so we applaud those firms who keep it short and to-the-point.

Content strategy

Taking into account all the above and a further 20 criteria, we can see which firms have a clear and well-managed content strategy and those that don't.

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Are you determined, focused, energetic or lackluster?

By analyzing the individual engagement and evidence scores, we have categorized each of the leading firms' digital intelligence into four areas.

Evidence

24 Firms

Energetic

Energetic digital law firms promote a range of useful insight and intellectual content. Their weakness lies in the way that the content is presented. This is a missed opportunity, as the lack of audience engagement and functionality means that potentially valuable content is in danger of being overlooked.

13 Firms

Determined

Determined digital law firms possess all the attributes required to maximize the effectiveness of digital and social media channels and content. They understand the value of client-centric, highly engaging digital communications with substantive content and messaging.

15 Firms

Lackluster

Firms classified as lackluster face a major challenge. Evidence of their expertise is weak and user engagement is low. They offer little, if any, client-centric content and are conspicuously failing to engage with design, functionality or compelling messaging.

48 Firms

Focused

Firms we classify as focused are those where we find high levels of engagement but differing levels of client-centric content and weaker levels of evidence of their activities. Their digital channels are inspiring, creative and feature up-to-date functionality. Their challenge, to a varying degree, is to increase the intellectual and evidence-based content in their digital communications.

Engagement

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Law firm ratings and rankings

- Determined
- Focused
- Energetic
- Lackluster

Living Ratings 2018 Ranking	Legal Week Global 2017 Ranking	Firm name	Score / 572	%	Category
1	2	Baker McKenzie	493	86.19%	Determined
2	48	Winston & Strawn	481	84.09%	Determined
3	41	Goodwin	474	82.87%	Determined
4	12	Hogan Lovells	467	81.64%	Determined
5	57	Ashurst	458	80.07%	Energetic
6	81	Gowling WLG	442	77.27%	Determined
7	32	Reed Smith	437	76.40%	Determined
8	51	Perkins Coie	435	76.05%	Determined
9	5	DLA Piper	432	75.52%	Determined
10	25	Herbert Smith Freehills	429	75.00%	Determined
11	39	Orrick, Herrington & Sutcliffe	426	74.48%	Determined
12	69	Bryan Cave	424	74.13%	Determined
13	35	Squire Patton Boggs	420	73.43%	Determined
14=	6	Dentons	417	72.90%	Energetic
14=	43	McDermott Will & Emery	417	72.90%	Energetic
16	65	Vinson & Elkins	415	72.55%	Energetic
17	16	White & Case	414	72.38%	Determined
18	7	Clifford Chance	412	72.03%	Energetic
19	71	Eversheds Sutherland	409	71.50%	Energetic
20	19	Greenberg Traurig	403	70.45%	Focused
21	59	O'Melveny & Myers	396	69.23%	Focused
22	14	Freshfields Bruckhaus Deringer	394	68.88%	Energetic
23	100	Bird & Bird	393	68.71%	Energetic
24	80	Littler Mendelson	391	68.36%	Focused
25=	13	Morgan, Lewis & Bockius	387	67.66%	Focused
25=	77	Osler, Hoskin & Harcourt	387	67.66%	Focused
27	86	Nixon Peabody	383	66.96%	Energetic
28	33	Paul Hastings	381	66.61%	Energetic
29	72=	Pillsbury Wintrop Shaw Pittman	380	66.43%	Focused
30	49	King & Wood Mallesons	379	66.26%	Energetic
31	92=	Drinker Biddle & Reath	379	66.26%	Energetic
32	40	Shearman & Sterling	378	66.08%	Focused
33	34	King & Spalding	377	65.91%	Focused
34	46	Baker Botts	375	65.56%	Energetic
35	42	Dechert	374	65.38%	Focused
36	11	Sidley Austin	372	65.03%	Energetic
37	58	Alston & Bird	366	63.99%	Focused
38=	10	Linklaters	363	63.46%	Focused
38=	95	Ogletree, Deakins, Nash, Smoak & Stewart	363	63.46%	Focused
40	31	CMS Legal Services	358	62.59%	Focused
41=	70	Sheppard, Mullin, Richter & Hampton	357	62.41%	Focused
41=	91	Polsinelli	357	62.41%	Energetic
43=	62	Clyde & Co.	356	62.24%	Focused
43=	84	Faegre Baker Daniels	356	62.24%	Energetic
43=	94	Simmons & Simmons	356	62.24%	Energetic
46	64	Foley & Lardner	355	62.06%	Focused
47=	78	Hunton & Williams	352	61.54%	Focused
47=	85	Blake, Cassels & Graydon	352	61.54%	Energetic
49	38	Morrison & Foerster	351	61.36%	Focused
50	67	Arnold & Porter	346	60.49%	Focused

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- Determined
- Focused
- Energetic
- Lackluster

Living Ratings 2018 Ranking	Legal Week Global 2017 Ranking	Firm name	Score / 572	%	Category
51	92=	Crowell & Moring	346	60.49%	Energetic
52	79	Fragomen, Del Rey, Bernsen & Loewy	344	60.14%	Energetic
53	15	Norton Rose Fulbright	340	59.44%	Focused
54	74	Locke Lord	335	58.57%	Focused
55	68	Seyfarth Shaw	333	58.22%	Energetic
56	56	Debevoise & Plimpton	332	58.04%	Focused
57	98=	Fox Rothchild	331	57.87%	Focused
58=	47	Covington & Burling	330	57.69%	Focused
58=	63	McGuireWoods	330	57.69%	Focused
60	76	Katten Muchin Rosenman	327	57.17%	Focused
61	1	Latham & Watkins	324	56.64%	Energetic
62	90	Lewis Brisbois Bisgaard & Smith	323	56.47%	Focused
63	72=	Pinsent Masons	320	55.94%	Focused
64=	18	Ropes & Gray	318	55.59%	Focused
64=	36	Akin Gump Strauss Hauer & Feld	318	55.59%	Focused
66	23	Weil, Gotshal & Manges	316	55.24%	Focused
67=	37	Cooley	311	54.37%	Focused
67=	87	Jenner & Block	311	54.37%	Energetic
69	98=	Kilpatrick Townsend & Stockton	308	53.85%	Focused
70	29	K&L Gates	306	53.50%	Energetic
71	66	Baker & Hostetler	305	53.32%	Focused
72	50	Holland & Knight	302	52.80%	Focused
73	88	Duane Morris	299	52.27%	Focused
74	96	Blank Rome	295	51.57%	Focused
75	24	Mayer Brown	288	50.35%	Focused
76=	4	Skadden	282	49.30%	Focused
76=	22	Cleary Gottlieb	282	49.30%	Focused
78	75	Fried, Frank, Harris, Shriver & Jacobson	281	49.13%	Focused
79	44	Milbank, Tweed, Hadley & McCloy	268	46.85%	Focused
80=	8	Allen & Overy	264	46.15%	Lackluster
80=	53	Wilson Sonsini Goodrich & Rosati	264	46.15%	Focused
82	30	Wilmer Hale	244	42.66%	Lackluster
83	60=	Slaughter and May	240	41.96%	Focused
84	20	Sullivan & Cromwell	238	41.61%	Lackluster
85=	17	Gibson Dunn	232	40.56%	Focused
85=	45	Proskauer Rose	232	40.56%	Lackluster
87	26	Paul Weiss	231	40.38%	Focused
88	89	Cadwalader, Wickersham & Taft	227	39.69%	Lackluster
89	27	Quinn Emanuel	219	38.29%	Lackluster
90	9	Jones Day	203	35.49%	Lackluster
91=	28	Davis Polk & Wardwell	202	35.31%	Lackluster
91=	97	Williams & Connolly	202	35.31%	Focused
93	83	Troutman Sanders	194	33.92%	Lackluster
94	82	Venable	185	32.34%	Lackluster
95	21	Simpson Thacher	177	30.94%	Focused
96	55	Cravath, Swaine & Moore	165	28.85%	Lackluster
97	3	Kirkland & Ellis	163	28.50%	Lackluster
98	60=	Willkie Farr & Gallagher	154	26.92%	Lackluster
99	54	Kim & Chang	143	25.00%	Lackluster
100	52	Wachtell, Lipton, Rosen & Katz	71	12.41%	Lackluster

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Engagement and evidence: the leaders

Determined digital law firms build experiences for their users

Law firms that take a determined approach to digital engagement have a relentless client focus. Their successful formula combines two key elements:

1. Engagement.

Determined digital law firms recognize the potential of useful digital functionality backed by a client-focused channel strategy. They can then create appealing and relevant content on a variety of media, including stimulating graphics, audio, animation and video.

2. Evidence.

Determined digital law firms promote clear purpose. They offer the user 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.

The risks of lackluster digital communication

Without strong digital brands, 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?

Engagement Our top 10

1	Baker McKenzie
2	Winston & Strawn
3	Goodwin
4	Hogan Lovells
5	Ashurst
6	Gowling WLG
7	Reed Smith
8	Perkins Coie
9	DLA Piper
10	Herbert Smith Freehills

Evidence Our top 10

1	Baker McKenzie
2	Winston & Strawn
3	Hogan Lovells
4	Ashurst
5	Goodwin
6	Vinson & Elkins
7	Eversheds Sutherland
8	Clifford Chance
9	Gowling WLG
10	Reed Smith

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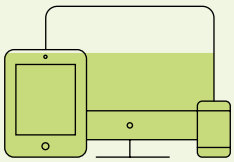
The numbers that define the legal sector: engagement

69% ↑



of firms have a responsive website. 2017: 57%

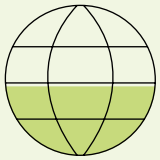
77% ↓

of websites pass Google's mobile-friendly test. 2017: 79%

51% ↓

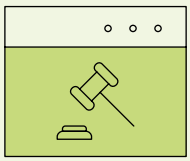
of websites provide guided navigation. 2017: 57%

46% -



of websites are available in multiple languages. 2017: N/A

73% -



is the average SEO score for law firm websites. 2017: N/A

23% ↓

have a client log-in area. 2017: 42%

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While use of social is on the rise – with Instagram the fastest-growing channel for law firms – many still fail to grasp its full potential.

92% ↓

of firms are active on Twitter. 2017: 93%

97% ↑

have an active LinkedIn firm profile. 2017: 93%

76% ↑

are active on Facebook. 2017: 66%

58% ↑

of firms have a YouTube channel. 2017: 53%

76% ↑

use blogs as a thought leadership channel. 2017: 49%

25% ↑

are active on Instagram. 2017: 14%

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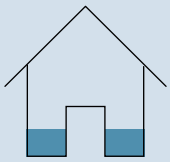
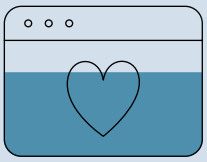
The numbers that define the legal sector: evidence

19% ↓



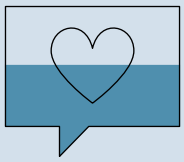
state their brand positioning upfront on their home page. 2017: 35%

56% -



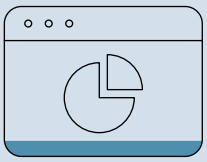
of firms communicate their brand values on their websites. 2017: N/A

61% -



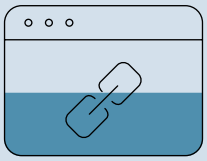
have a distinctive visual language across their digital channels. 2017: N/A

11% ↓



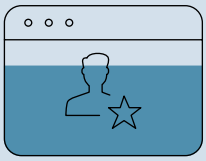
of firms use infographics across their digital channels. 2017: 31%

42% ↓



of firms use extended (linked) content across their websites. 2017: 64%

60% ↑



of firms provide enhanced bios of their employees. 2017: 43%

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In brand, social and content curation, there's still much to do, even as firms grow in digital maturity.

92% ↑

have a clear diversity proposition on their websites. 2017: 47%

100% ↑

have dedicated graduate recruitment content. 2017: 93%

65% ↓

use thought leadership to support their proposition. 2017: 95%

67% ↑

of firms use film or animation to aid storytelling. 2017: 54%

55% ↑

have a clear social media content strategy. 2017: 45%

76% ↓

use social media to promote their services. 2017: 83%

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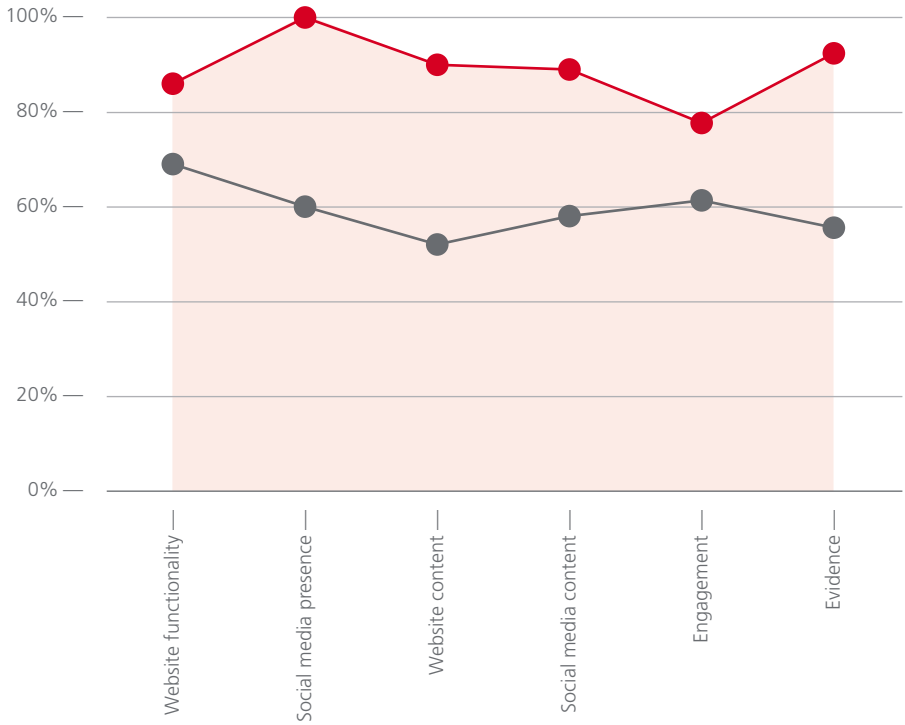
1 Baker McKenzie

www.bakermckenzie.com



Baker McKenzie
Average

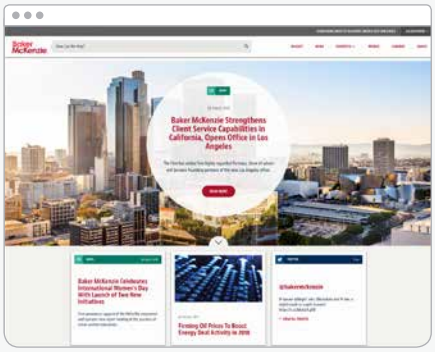
Key features

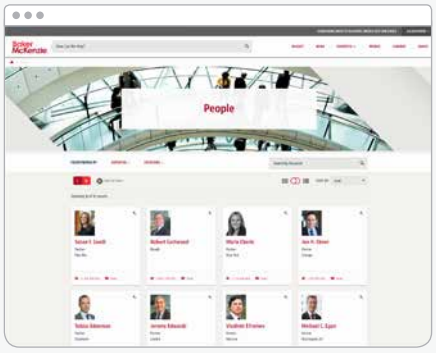
- Client-centric across all channels
- Clear content strategy
- Strong social media presence
- Excellent user experience
- Content enhanced by both brand and design

Baker McKenzie has created a well-thought-out and executed site for users. The firm's website is totally client-centric, focusing on their needs and wants, and delivering them in a showing, rather than telling manner. Content strategy enhances the user's knowledge of the firm and what is going on in the industry. Providing six microsite hubs and a 'thought leadership kit' is just scratching the surface of the vast array of knowledge provided on the site. Finding this information is made easy with Baker McKenzie's excellent user experience.

Each of the sections in the primary navigation has its own extensive search function, giving users the ability to filter and find exactly what they're looking for. Baker McKenzie kept up the good work in social media. Twitter, LinkedIn, Facebook, Instagram and YouTube are updated regularly, with the intention of serving each channel's unique audience.

Images © Baker McKenzie





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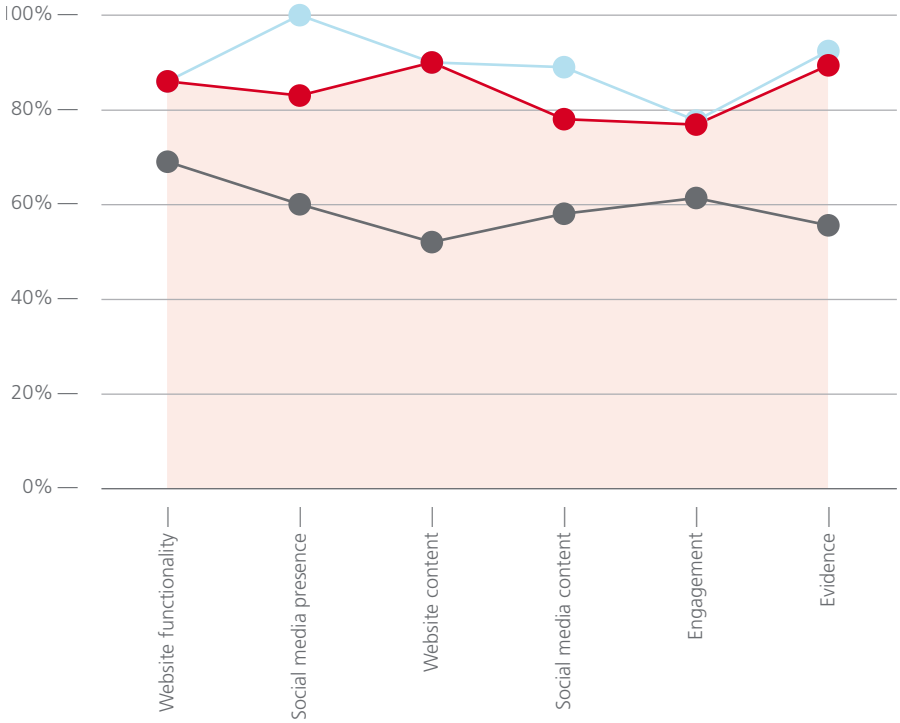
2 Winston & Strawn

www.winston.com



- Winston & Strawn
- Average
- Industry leader

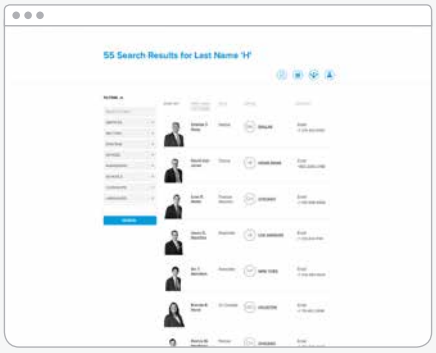
Key features

- A unique and distinctive visual language
- Logical user experience
- Powerful search
- Best-in-class people biographies
- Client-centric content across all digital channels

Winston & Strawn has created a website with a unique distinctive visual language, complete with an interactive homepage that includes client testimonials, infographics and moving images. Explore the site in depth and you'll discover Winston's 'secure binder' feature, that enables you to save pages and articles, which can be accessed after signing up and logging in.

An advanced search function enables you to 'jump' to sections and apply an array of filters to pinpoint exactly what you're looking for. Partner biographies are another area where Winston hits the nail on the head, giving users a rich mine of information about each attorney at the firm. Social media channels are also used well with relevant content connecting back to the firm's website.

Images © Winston & Strawn



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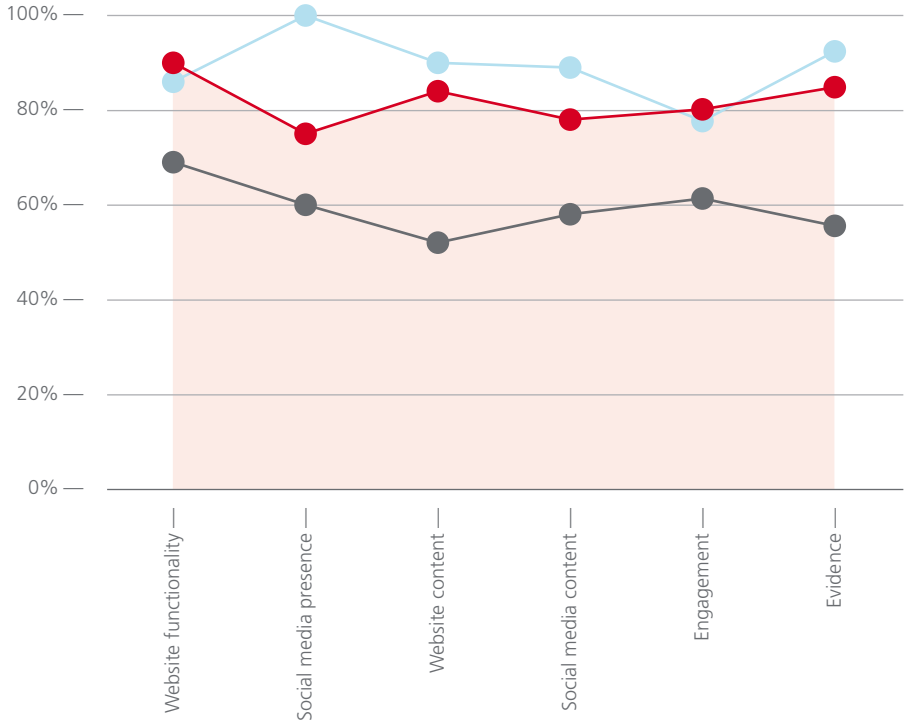
3 Goodwin

www.goodwinprocter.com



- Goodwin
- Average
- Industry leader

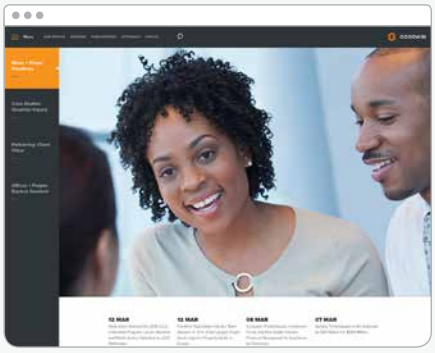
Key features

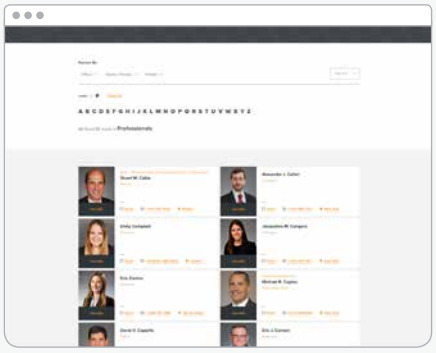
- Advanced search
- Strong user experience
- Clear content strategy across all channels
- Guided navigation aids data consumption
- Approach page

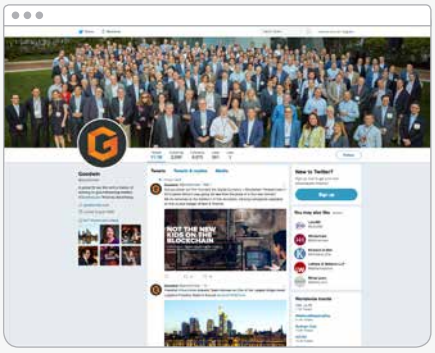
Goodwin makes it clear that their site is here to make clients' lives easier. Starting with their advanced search, you can create filters within filters, pinpointing exactly what you're looking for. You can also choose how to view and organize your search results: grid or list, A to Z, date ranges and more. Goodwin has put some serious thought into this functionality.

Once you find what you're looking for, you'll be encouraged to keep reading other articles and resources – with a vast library of information, blogs, videos and case studies to choose from. It reassures users that Goodwin is a real expert with a deep history of experience and expertise. In addition, the firm provides a page describing their approach, emphasizing that clients are their number one priority.

Images © Goodwin







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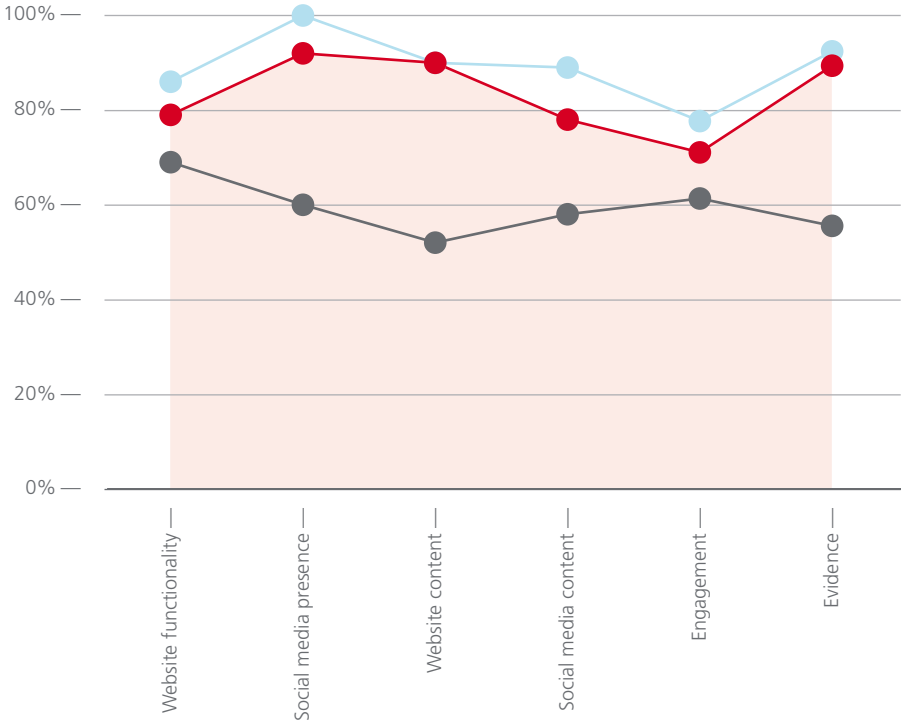
4 Hogan Lovells

www.hoganlovells.com



- Hogan Lovells
- Average
- Industry leader

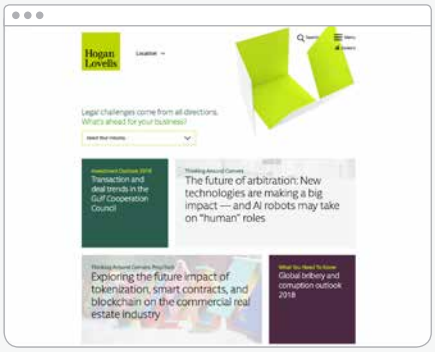
Key features

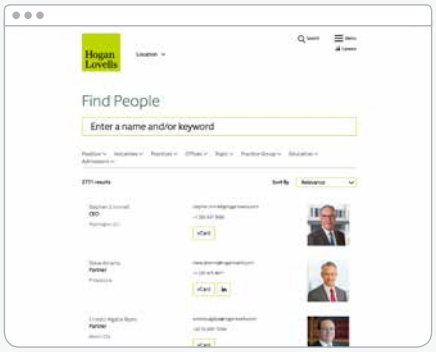
- Multi-lingual experience
- Clear content strategy
- Knowledge center
- Leading social media
- Accurate Google descriptor

Start by Googling 'Hogan Lovells' and you'll notice they've thought of everything – right down to their Google descriptor. When you're in the .com website, you can choose from five different languages, a useful feature considering the firm's intercontinental reach.

Hogan Lovells' content strategy comes through impressively. Each of the firm's capabilities is backed by credentials including recognitions, latest thinking and events. Knowledge and thought leadership are demonstrated through an in-depth knowledge center complete with blogs, reviews, know-hows and more. Head to any of Hogan Lovells' social platforms and you'll see effective storytelling and well-thought-out social media strategy.

Images © Hogan Lovells





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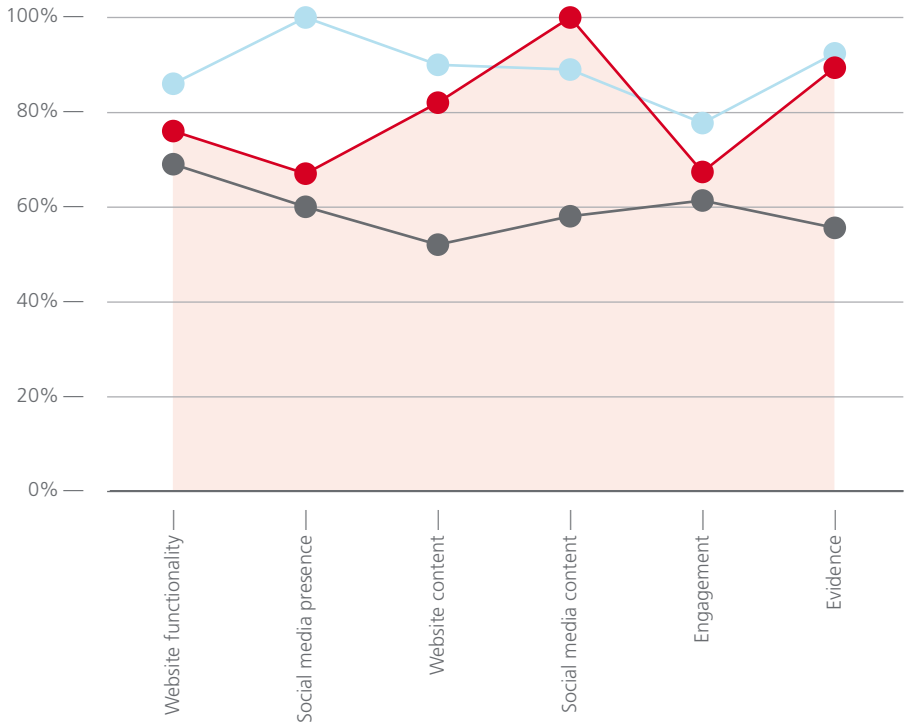
5 Ashurst

www.ashurst.com



- Ashurst
- Average
- Industry leader

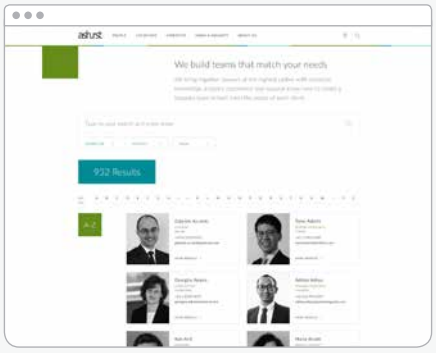
Key features

- Powerful content hubs
- Information-rich people pages
- Related content throughout
- Clear content strategy in place
- A brand-driven user experience

Ashurst has developed a brand-driven digital experience. From the outset, the homepage is a launch pad for all the knowledge the site has to offer – rich in information and data, with a clean, streamlined look and feel. The user experience is smooth right across the site even for deeper-level content. On the 'Insights' page, users are able to click on an article to see an overview, download it, or continue on to the next article.

In all, four separate content hubs house an abundance of information. Across all channels there's a clear content strategy in play, as Ashurst back all their messaging with ample evidence of knowledge and experience. Ashurst's biographies follow suit, amply demonstrating the expertise and qualifications of their talent.

Images © Ashurst



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6 › 10

6
Gowling WLG
www.gowlingwlg.com

Key features
- Tailored regional content
- Advanced search functionality
- Strong insights and thought leadership
- Brand-driven digital experience

7
Reed Smith
www.reedsmith.com

Key features
- Distinctive visual language
- Strong biographies
- Clear social media strategy
- Initiative user experience

8
Perkins Coie
www.perkinscoie.com

Key features
- Good use of moving image
- Effective storytelling through blogs
- Clear content strategy in place
- Information-rich digital experience

9
DLA Piper
www.dlapiper.com

Key features
- Extended content throughout
- Strong user experience
- Helpful filtering of content available
- Content strategy among the best

10
Herbert Smith Freehills
www.herbertsmithfreehills.com

Key features
- Highest SEO score in the sector
- Easy-to-use web navigation
- Information-rich digital experience
- Strong social media presence

Want to know how your law firm has scored across each of our key criteria?

Please get in touch to arrange a meeting.

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The not-so-social networks

When it comes to digital effectiveness – and the plethora of channel opportunities now open to legal brands – there's one maxim to live by: 'different strokes for different folks'. In both brand communications and social channels, bold and targeted approaches pay dividends. Yet too many legal brands in our Ratings report follow the same well-trodden path, use the same design templates and take the same 'cookie cutter' approach to websites. We believe it's time for greater distinctiveness.

Talk the targeted talk

In legal circles, social media champions are few and far between. This handful of firms are succeeding because they take a connected approach to generating value-added content (that goes beyond chatter 'about us'). And they deliver their content as a campaign, spreading an insight or viewpoint over a series of posts that each link back to the .com site. Some firms even create dedicated, issue-based thought leadership channels focused on their key sectors. Want to talk to M&A or to Real Estate? Then tweet directly to the practice or industry team about what matters to them.

Demisting the shop window

As well as championing social, the leading firms in our top quartile understand the critical role played by their digital brands. As your online presence becomes your shop window, your brand (and what it stands for) is a web-enhancing property, deserving to be upfront, proud and distinctive. Yet no fewer than four top-ranked firms by revenue sit in the bottom 75% for this measure. Whether this is a result of arrogance or fear, we just don't know. Meanwhile, many firms are missing on the open goal that is online video by either ignoring it entirely or creating generic films with no clear message. It's the right media – but the wrong approach. To succeed, keep it short, keep it clear, keep it single-minded.

High fliers, steep fallers

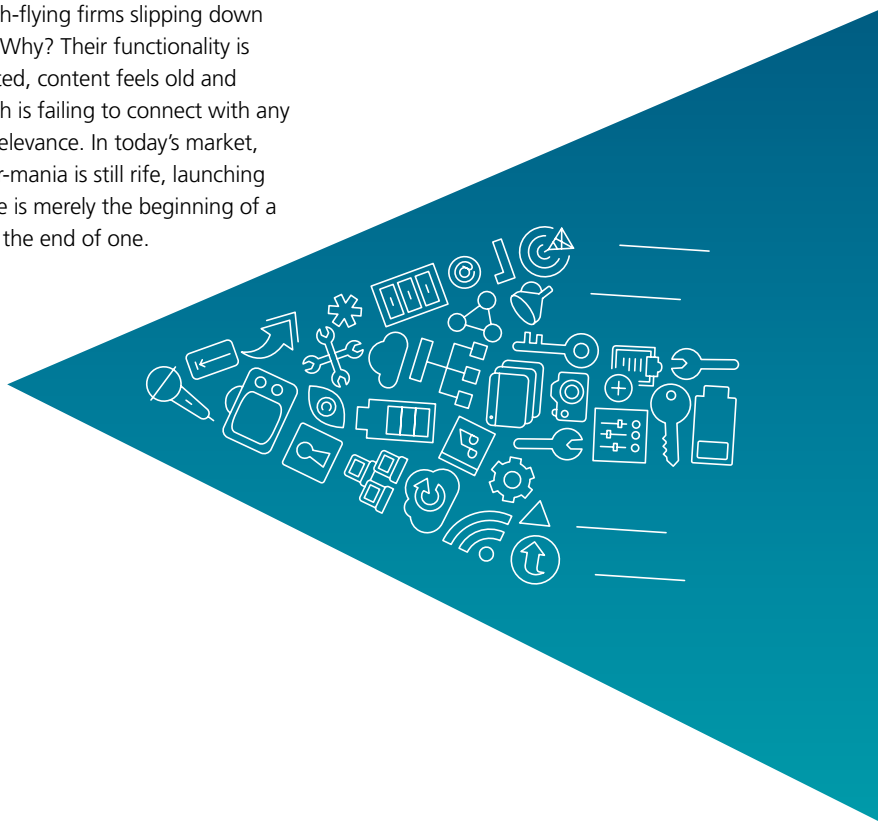
While stellar firms like Winston & Strawn, Goodwin and Gowling WLG punch above their weight with digital communications that take advantage of new opportunities, some industry stalwarts are heading in the opposite direction.

In this report, we've seen a number of previously high-flying firms slipping down the rankings. Why? Their functionality is becoming dated, content feels old and social outreach is failing to connect with any regularity or relevance. In today's market, where merger-mania is still rife, launching a new website is merely the beginning of a journey – not the end of one.

To be 'Determined' in digital takes time, talent and ongoing investment. As the rest of the sector plays catch-up and the new leaders look to innovate, this is no time to rest on your laurels.

How we can help

To find out how Living Group can transform your digital effectiveness and power your brand online, please contact Kevin Windorf in New York, Duncan Shaw in London or Aliena Lai in Hong Kong.



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Get in touch

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, relevant content or a more effective social media strategy? If so, we'd love to hear from you.

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