By Guy Alvarez, Kevin Vermeulen, and Kayla Johnson



2018

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

About This White Paper

This annual report aims to determine the effectiveness of law firms' efforts and includes reviews and rankings of all firms on the 2018 Am Law 200, which ranks U.S. firms with the highest revenue. We reviewed websites and presence across all public social media platforms for each firm. We assessed firms' publicly available thought leadership content, and their social reach and engagement. And we scored and ranked the effectiveness of their overall efforts in social media across various channels and categories. Our analysis is further informed by the depth of our experience working with law firms, our familiarity with current conditions in the legal market, and our expertise in the best practices used across digital marketing channels.



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This year, we have continued with our larger sample size, and the results have reaffirmed our belief that size does not necessarily matter when it comes to digital marketing success. In fact, some of the most effective firms on social media are not among the top tier of revenue earners on The Am Law 200.

Meanwhile, a few firms are leaping ahead with more sophisticated digital marketing offerings. We noticed a surge in video adoption by firm marketers this year. And we found that more firms are crafting client-centric thought leadership and social media content that aims to address client desires rather than simply touting a firm's bona fides. (On Twitter, especially, we saw a major increase in high-quality, non-promotional firm content.)

Clearly, digital marketing plays an integral role in business development for firms. Our ongoing research shows that large U.S. law firms have continued to increase their use of and reliance on social media and thought leadership content.

In the 2017 Social Law Firm Index, we set out to prove that social media and thought leadership had become essential to the legal marketing toolkit. We doubled the size of our research sample to include all of the firms on The American Lawyer's Am Law 200, and scored and ranked the effectiveness of their overall efforts in digital marketing across various channels and categories. We found many firms from 101 to 200 on The Am Law 200 were significantly outperforming their much larger competitors in mastering and optimizing their digital efforts to engage with clients, prospects, the press, and the marketplace at large.

The Social Law Firm Index rankings are based on a proprietary methodology developed to assess the effective-ness of each firm's use of digital marketing and social media. As most firms now demonstrate a basic understanding of social media, we significantly recalibrated our algorithm for this year's review to better recognize and highlight standouts for leading-edge execution within each medium studied. We didn't want to measure simply the quantity—how many followers or blog posts a law firm has—but also the quality and usefulness of a firm's content and social media messaging.



Executive Summary

The Social Law Firm Index 2018 analyzes how Am Law 200 firms are adopting and applying digital marketing in terms of outreach, engagement, and business development.

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

Although more firms are competing on social media, not all of their strategies are effective. Some firms demonstrate a clear understanding of how to properly harness social media to grow their businesses; many others are missing opportunities to achieve strong brand awareness and generate new clients.

We measure social media reach, engagement, and marketing performance on specific social platforms, such as Twitter, LinkedIn, Facebook, and Instagram. We also look at other metrics to uncover and highlight digital best practices.

The Social Law Firm Index analyzes each firm's presence on the internet and across social media and evaluates their social usage to extend thought leadership



messages and to otherwise engage with clients and constituents. These factors are reduced to numerical measures, weighted, and incorporated into our algorithm to develop each firm's rank on the Index.

In addition to scoring and ranking each firm for its overall capability and impact, we also break out achievement across individual social media channels and digital marketing disciplines. This includes ranking firms for their performance in thought leadership and search engine optimization (SEO) and on the individual social media channels LinkedIn, Facebook, and Twitter. This approach allows us to delve deeply into



THE SOCIAL LAW FIRM INDEX | 2018 TOP FIVE OVERALL



the mechanics of integrated digital marketing efforts.

This year's top five Social Law Firms achieved outstanding scores by demonstrating the greatest comprehensive adoption, integration, and use of social media and content marketing to market and grow their practices. They are notable for mastering many



We believe that a law firm's most valuable resource is its intellectual assets.



of the unique features available on various social media platforms, allowing them to target audiences with messages and insights in a timely and impactful manner. Their messaging is coherent, consistent, and current across platforms, and best practices are evident at all stages of execution.

In this study, we closely examine how firms are using digital platforms to communicate and amplify thought leadership. We believe that a law firm's most valuable resource is its intellectual assets. And we define thought leadership as material that, for the purposes of business development, communicates to potential clients and others information about those assets. These communications can take the form of articles, client alerts, tool-kits, videos, podcasts, and blogs. The top five law firms in this category effectively and creatively harness their expertise, reputation, and experience through original content. This year, we found that more firms are adopting a strong content strategy and placing more of an emphasis on quality over quantity.



THE SOCIAL LAW FIRM INDEX | 2018 TOP FIVE, THOUGHT LEADERSHIP



Superior thought leadership content will have no impact if prospects cannot find it. In 2018, Google has placed even more of an emphasis on content accessibility and the user experience, meaning that if a law firm's blog is difficult to navigate to, it ranks significantly lower in Google's search results. Top-scoring firms in this category have easily accessible content. They have also solidified their online relationships to such a degree that many thousands of other online legal resources, educational institutions, and media outlets regularly link back to content on the firms' sites. This provides even larger pathways to draw interested prospects and generate leads. Links from others also send a signal to search engines to favor firms in search results.



THE SOCIAL LAW FIRM INDEX | 2018 TOP FIVE, SEO

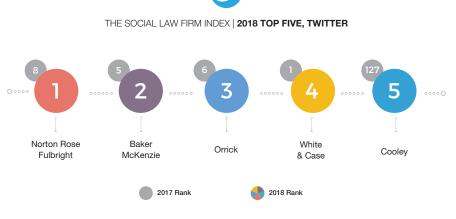


Most law firms on The Am Law 200 now realize that social media is an integral part of a firm's overall digital marketing strategy. Some, however, still appear to reside in the dark ages or refuse to acknowledge best practices for optimum reach and engagement. Blogs, LinkedIn, and Twitter are essential business development tools for any firm—when used correctly—but simply including them in a digital arsenal without strategy renders them worthless.

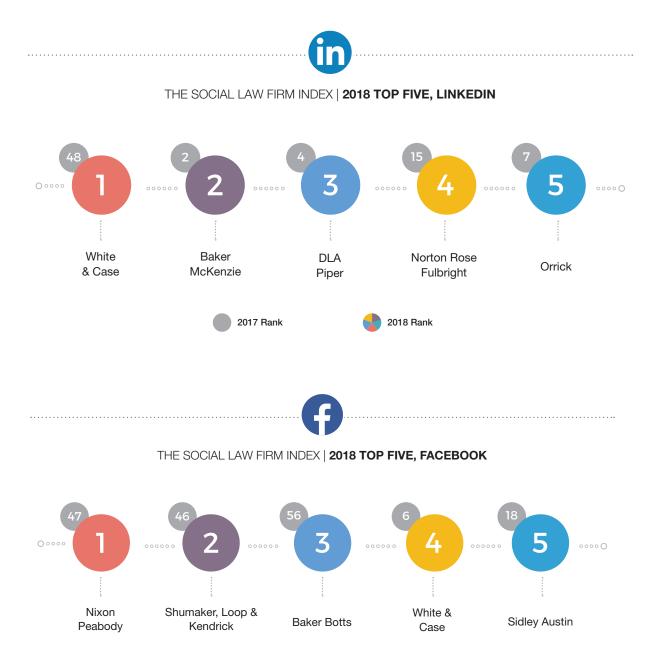
While the largest firms continue to perform better in terms of reach and overall social media engagement, our analysis reveals that a number of smaller firms are performing extraordinarily well in terms of engagement and leadership in individual categories. Take Shumaker, Loop & Kendrick. It ranked No. 131 in our overall ranking,

but No. 2 for Facebook. Another surprising firm was Bradley, which jumped to No. 2 in our Thought Leadership category from No. 114 last year.

Certainly, not everyone is rising in the rankings. This year, some firms saw their scores stagnate or decline. We tend to see this as a positive development. In our view, it means that more firms are doing a better job of managing their digital marketing efforts. In an ever-evolving digital marketplace, firms will need to innovate and adapt to remain competitive.



In the next few pages, we'll analyze and discuss a few of the deeper trends we've observed in 2018. We will highlight what distinguishes the best-performing firms from the worst in the hope of inspiring all law firms to do more, and do it better.



6 | Social Law Firm Index 2018 Good2bSocial

2018 Rank

2017 Rank



Our Findings:

Characteristics of the best performers

VIDEO TAKES OVER

In our last report, we focused on the value of visuals and how they help attract attention and increase engagement on social media. This year, we found that law firms are starting to understand that value. For instance, 90 percent of firms are using images on their Twitter posts, compared to 75 percent in 2017.

More firms are also using video as a part of their messaging mix. While video has been a major aspect of the digital landscape for over a decade, 2018 was a big year in terms of law firms' adapting to the trend. A key factor may have been Linkedln's debut of video advertising. In 2017, only 26 percent of firms utilized videos directly on their sites. When surveyed* this year, 36 percent of law firms stated that they use video as a part of their digital marketing strategies. This trend extended across all social networks and firm websites.

Why is video so important? It's one of the most engaging forms of content. In our study, we saw several interesting uses of video—from O'Melveny & Myers's "What do you want to achieve?" recruitment video on Instagram to Norton Rose Fulbright's multi-part video series featuring expert lawyers discussing hot topics. Firms like White & Case make video an integral part of their social media strategy, posting multiple videos a week across social networks to update clients and prospects in a captivating way.

Tip: Video

Take content like testimonials, case studies, and blog posts, and turn them into videos for a more engaging way to connect with your target audience.

Firms using video marketing



2017



2018

INTERACTIVE CONTENT IS KEY

We found that 68 percent of law firms measure digital marketing success based on increase in engagement. Interactive content is one of the best ways for law firms to facilitate engagement across digital channels like email and social media. In 2018, we saw a trend toward interactive content such as free tools, polls, and surveys. Interactive content can be mutually beneficial for both law firms and their clients, which is why it's important to incorporate it into your digital marketing strategy.

A few firms stood out in terms of this type of content. Lane Powell, for example, utilizes the underused polling feature on Twitter, which allows users to answer questions on a particular topic. In the case of a law firm, a Twitter poll can be used to ask followers their opinion about a current event or about a particular legal issue, like the most difficult aspect of creating a corporate tax plan. Using polls on social media, your website, or through email can be a quick way to gauge your audience's opinions on a topic or to discover the challenges they face.

We also saw several firms promote lengthier types of interactive content, such as surveys. Firms that survey their target audiences are able to learn more about the industry, as well as produce well-informed and original research reports for thought leadership purposes.

Among law firms, Orrick is a leader when it comes to interactive content. On its website, you can access a free toolkit full of interactive assessments, calculators, and guides. These types of tools are incredibly useful to clients, adding value to their experience with the firm.

Tip: Interactive Content

Use interactive content like polls, surveys, and free assessment tools to understand your clients and provide them with future content that you know they'll find valuable.

THINKING LIKE A CLIENT

The concept of client-centricity is nothing new, but it's been a slow journey for lawyers and senior partners to understand and adapt to its significance. However, 2018 has been the year of thinking like a client. In our research, we saw many more law firms engaging with their clients in meaningful ways in order to provide them with the insights they need.

All year, Google has been adjusting algorithms to place an emphasis on user intent when it comes to who ranks first on the search engine. This means that law firms like K&L Gates, our No. 1–ranked firm for SEO, isn't simply stuffing keywords into poor content. They have content that their audience is searching for, and it's crafted in a way that enables Google to easily find and index it.

On the social media end of the digital marketing spectrum, thinking like a client was seen through large gestures like weekly Twitter chats asking for audience involvement and perspectives, as well as polls and surveys used to inform content strategy.

Tip: Clients

Use surveys and polls to inform your content strategy. You can't write the right content if you don't know what your clients or prospects care about.



QUALITY OVER QUANTITY

Clients don't just want to see the awards you've won through self-promotional posts; they want to see that you understand their business and have experience in solving the legal issues they face through thought leadership content. However, many top Am Law firms still rely on employee achievements and industry awards for the bulk of their social media messaging.

Our algorithm doesn't measure only how many blog posts or social messages a firm has, but also the quality of them. Is the information educational and client-centric? Is it a new perspective that other firms haven't touched upon? Is it non-promotional and original? In this year's research, we saw major improvements in terms of the quality of informational content when compared to last year's data.

Even on Twitter, firms are being more strategic. They are recognizing the opportunity they have to prove their knowledge in every message they send. In 2017, only 20 percent of law firm tweets were original and non-promotional; in 2018, that statistic jumped up to 51 percent. From this, we can infer that law firms are adapting to what clients want to see.

SHIFTING PRIORITIES, SHIFTING CHANNELS

The Cambridge Analytica scandal, which arose in early 2018, had a definite impact on the way that people use and perceive Facebook. In this year's research we saw a steep decline in Facebook engagement and use overall. In 2017, the average number of posts per day for a law firm was 0.63. In 2018, the average number of posts per day for a firm was only 0.29—about eight posts per month. Engagement on the platform was also cut in half when compared to the previous year.

Tip: Quality Over Quantity

Aim for at least 70 percent of your social media messages to be original, non-promotional content like blog posts and client alerts.

Firms Tweeting non-promotional content



But data breaches and scandals aren't the only reasons that firms are abandoning Facebook. Priorities are shifting. Recruitment has been the primary reason that firms have used Facebook. This still holds true, but Instagram is the new unsung hero of legal recruitment activity, with a 50 percent increase in the number of firms using Instagram in 2018. Why? It's where the millennial talent is. Law firms, we're finding, are getting smarter about setting aside those social platforms that don't reach their target audiences or provide a return on investment. While Facebook is still effective for law firms trying to reach consumers, corporate law firms are finding that they're better off using LinkedIn and Twitter.

Average Daily Post Rate for a Single Law Firm



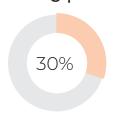
Tip: Prioritizing

Analyze and measure which social networks are the most effective for your law firm. Then, prioritize the ones that bring you the highest ROI.

RISE OF PAID SOCIAL

As it becomes harder to reach your target audience on social media platforms, the use of paid social is increasing. Thirty percent of law firms we surveyed* reported using paid social in order to enhance the reach of their social media messages. Facebook and LinkedIn are equally popular choices when it comes to firms investing in sponsored content on social. In 2018, it became more difficult for all corporations, including law firms, to reach their target audiences organically on social media. Decline in impressions and engagement were a direct result of Facebook's shift to a friends-before-companies algorithm, which pushes down company page updates on a user's newsfeed.

Firms using paid social



Tip: Paid Social

If you're curious about paid social, but don't want to make a large investment, try boosting posts on Facebook or sponsoring content on LinkedIn—spending \$100 on highly targeted advertising can go a long way.



BIGGEST MOVERS 2018 | TOP FIVE MOST IMPROVED LAW FIRMS 2018

Firm	Rank Change 2018- 2017	Rank 2018	Rank 2017
Locke Lord	↑ 92	69	161
Adams and Reese	↑ 91	84	175
Kirkland & Ellis	↑ 89	77	166
Robinson & Cole	↑ 89	79	168
Sidley Austin	↑ 87	15	102

CHARACTERISTICS OF WORST PERFORMERS

ABANDONED PROFILES

It's one thing to shift your law firm's social media strategy in order to focus on one platform more than the other, but it's another thing to abandon a social media identity entirely. A few law firms in our study seemed to disappear from the digital landscape entirely.

Often, when consistency and quality of posts decreased on one channel, the firm seemed to struggle across all channels. When visitors go to Twitter and see tweets from months ago, their first thought is, what happened? Digital presence is closely linked to brand perception, and law firm marketers should want both to be strong.

Newly merged firms also seem to be struggling with digital efforts. Mergers are relatively common in the legal industry, and they can be an excellent opportunity for two firms to build a strong new brand that incorporates the strengths of the legacy firms. Our research this year shows that merged firms often drop the ball—extinguishing strong social media presences and failing to come up with a singular social identity or effective digital marketing strategy.

MISSED ENGAGEMENT OPPORTUNITIES

Most firms have blogs or client alerts, and many are using social media to share them. However, some Am Law 200 firms are missing important engagement opportunities that would allow their content to have greater reach and engagement. For example, when you publish a blog post on your website, you should be sharing it on all appropriate social channels to reach a bigger audience. We recommend sharing it on multiple occasions—not spamming your feed, but ensuring that you reach different people at different times of the day or week.

We found that 80 percent of law firms are not utilizing employee advocacy tools within their law firms. This is a major missed opportunity for law firms to take advantage of their employees' social networks to share and promote their content. Employee advocacy has the power to exponentially increase the reach of your law firm's thought leadership content.

You can't expect others to engage with your law firm on social media if you don't engage with others. Some firms think of their social media presence as a static bulletin board for their articles and firm announcements, neglecting to interact with other accounts. By liking, retweeting, or mentioning key influencers or thought leaders within your industry, you can maximize the success of your firm's social media efforts. On average, law firms are using 5 percent fewer hashtags than they were last year. This is troublesome, because hashtags on Twitter (and increasingly on LinkedIn, Facebook, and Instagram) allow for people outside of your followers to see and interact with your law firm. Following social media best practices like influencer marketing, using hashtags, and posting content multiple times are too often forgotten and lead to missed opportunities for law firms to generate awareness and clients.



Norton Rose Fulbright

OVERALL TOP-RANKING FIRM

For Norton Rose Fulbright, digital marketing is about sharing stories and engaging with their communities. By engaging with their 7,000-plus legal professionals in more than 50 cities worldwide, they are able to bubble up original content that reflects their culture and resonates across all regions.

Chief marketing and business development officer Nora Shearer says, "Our corporate Instagram account is a perfect example of globalizing local content. Our legal professionals-cum-photographers based in far-flung locales showcase their unique sights and sounds to a global audience. This variance on crowdsourcing allows us to focus on the best and the brightest outside the barriers of time and space."

Through their integrated digital marketing efforts—which include their social media channels—Norton Rose Fulbright delivers value to their target audience by providing timely thought leadership with global reach.

"Thought leadership is a key element of our overall digital marketing strategy, with the aim to deliver timely reporting on current trends to our target audience," says Shearer.

The firm runs a number of campaigns throughout the year: Litigation Trends Report, International Arbitration Report, and Project Finance NewsWire are just a few examples.

These campaigns have run for decades. Each one is highly anticipated and has built its own global following throughout the years.

When it comes to attorney buy-in, Norton Rose Fulbright has it locked down: "Because of the success of our global *NRF Transform* initiative, digital is an integral aspect of the way that our business goes to market," says Shearer. "Every aspect of our business is executed through digital channels, and it is a key

component of all of our successes. Our business is not just supportive of digital—digital is deeply baked into all of our business processes."

At Norton Rose Fulbright, analytics is a key component of every campaign, reflected in each iteration of a campaign's development over time. "Without measurement, there is no meaning or purpose. All aspects of digital undergo measurement, experimentation, formulation, testing, and modification. Digital then becomes a blend of communication and science," says Shearer.

The Am Law 100 firm's digital marketing efforts not only earned them the No. 1 position in our Social Law Firm Index, but their investment in digital has positively affected their brand as well.

Shearer elaborates: "Digital marketing has allowed individuals from all corners to shine, reflecting positively on our global organization. Digital encourages our legal professionals to share their own and their colleagues' work and successes, thereby elevating our brand as a whole. By encouraging digital activity, we have positioned ourselves as thought leaders in the global marketplace."



Nora Shearer

NORTON ROSE FULBRIGHT

THE SOCIAL LAW FIRM 2018 TM

OVERALL INDEX



Firm Name	Rank 2018	Rank 2017
Norton Rose Fulbright	1	6
DLA Piper	2	1
Baker McKenzie	3	2
White & Case	4	4
Orrick, Herrington & Sutcliffe	5	10
Hogan Lovells	6	9
Latham & Watkins	7	3
Holland & Knight	8	33
Squire Patton Boggs	9	18
Morgan, Lewis & Bockius	10	12
Saul Ewing	11	28
Jones Day	12	8
Goodwin Procter	13	11
Winston & Strawn	14	27
Sidley Austin	15	102
Fox Rothschild	16	47
Nixon Peabody	17	31
Baker Botts	18	30
Greenberg Traurig	19	43
Baker Donelson	20	38
Covington & Burling	21	35
Fish & Richardson	22	17
Jackson Lewis	23	48

Firm Name	Rank 2018	Rank 2017
Proskauer Rose	24	39
Dechert	25	26
Bryan Cave	26	14
Seyfarth Shaw	27	45
Morrison & Foerster	28	19
Dorsey & Whitney	29	16
McDermott Will & Emery	30	5
Fenwick & West	31	59
Allen Matkins	32	58
Littler Mendelson	33	32
Perkins Coie	34	13
K&L Gates	35	23
Bradley	36	82
Skadden	37	20
Fragomen	38	53
Crowell & Moring	39	29
Husch Blackwell	40	89
Foley & Lardner	41	15
Dykema Gossett	42	114
Wilmer Cutler	43	44
Cooley	44	105
BakerHostetler	45	21
Mintz Levin Cohn	46	34
Ice Miller	47	106
King & Spalding	48	86
Robins Kaplan	49	42
Blank Rome	50	120
Alston & Bird	51	80
Greenspoon Marder	52	73
McGuireWoods	53	54
Womble Carlyle	54	40
Ballard Spahr	55	22
Reed Smith	56	24
Shearman & Sterling	57	116
Mayer Brown	58	122
Akin Gump	59	93
O'Melveny & Myers	60	25

Firm Name	Rank 2018	Rank 2017
Michael Best & Friedrich	61	65
Kilpatrick Townsend	62	84
Duane Morris	63	85
Sheppard Mullin	64	52
Weil, Gotshal & Manges	65	37
Wilson Sonsini	66	62
Sullivan & Cromwell	67	115
Troutman Sanders	68	145
Locke Lord	69	161
Haynes and Boone	70	56
Fisher & Phillips	71	55
Bracewell	72	90
Cleary Gottlieb	73	160
Finnegan	74	95
Vorys Sater	75	140
Debevoise & Plimpton	76	132
Kirkland & Ellis	77	166
Lewis Roca Rothgerber Christie	78	68
Robinson & Cole	79	168
Polsinelli	80	70
Foley Hoag	81	61
Nelson Mullins Riley	82	99
Carlton Fields Jorden Burt	83	76
Adams and Reese	84	175
Stoel Rives	85	118
Gibson, Dunn & Crutcher	86	46
Miles & Stockbridge	87	97
Steptoe & Johnson	88	83
Patterson Belknap	89	154
Ogletree Deakins	90	49
Barnes & Thornburg	91	71
Holland & Hart	92	94
Arent Fox	93	111
Sullivan & Worcester	94	72
Vinson & Elkins	95	60
Drinker Biddle & Reath	96	77
Dinsmore & Shohl	97	103

Firm Name	Rank 2018	Rank 2017
Hughes Hubbard & Reed	98	92
Arnold & Porter	99	51
Pepper Hamilton	100	41
Snell & Wilmer	101	91
Dickinson Wright	102	146
Ropes & Gray	103	100
Davis Wright Tremaine	104	155
Faegre Baker Daniels	105	50
Wiley Rein	106	131
Lathrop & Gage	107	179
Paul Hastings	108	64
Katten Muchin Rosenman	109	75
Cozen O'Connor	110	98
Hunton & Williams	111	36
Benesch	112	123
Goldberg Segalla	113	
Quarles & Brady	114	57
Lowenstein Sandler	115	183
Pillsbury	116	74
Willkie Farr & Gallagher	117	167
Buckley Sandler	118	130
Frost Brown Todd	119	128
Procopio Cory	120	117
Buchanan Ingersoll & Rooney	121	109
Miller Canfield Paddock	122	63
Brownstein Hyatt Farber Schreck	123	171
Smith, Gambrell & Russell	124	78
Arnall Golden Gregory	125	124
McCarter & English	126	169
Stinson Leonard Street	127	119
Shook, Hardy & Bacon	128	112
Thompson Hine	129	186
Jackson Walker	130	127
Shumaker, Loop & Kendrick	131	143
Shutts & Bowen	132	81
Vedder Price	133	181
Burr & Forman	134	110

Firm Name	Rank 2018	Rank 2017
Wilson Elser Moskowitz	135	125
Thompson Coburn	136	87
Manatt, Phelps & Phillips	137	66
Paul Weiss	138	142
Fried Frank	139	163
Schiff Hardin	140	151
Goulston & Storrs	141	174
Brown Rudnick	142	185
Akerman	143	88
Cadwalader	144	79
Stroock & Stroock & Lavan	145	191
Bond, Schoeneck & King	146	104
Loeb & Loeb	147	176
Hinckley, Allen & Snyder	148	177
Milbank	149	193
Lewis Brisbois	150	182
Winstead	151	138
Morris, Manning & Martin	152	173
Jenner & Block	153	101
Buchalter	154	
Kramer Levin	155	108
Knobbe, Martens, Olson & Bear	156	129
Porter Wright Morris & Arthur	157	162
Williams Mullen	158	121
Sherman & Howard	159	158
Hinshaw & Culbertson	160	113
Lane Powell	161	107
Kobre & Kim	162	187
Gordon Rees Scully Mansukhani	163	133
Day Pitney	164	135
McElroy Deutsch Mulvaney	165	150
Davis Polk & Wardwell	166	165
Phelps Dunbar	167	156
Armstrong Teasdale	168	134
Cole Schotz	169	
Clark Hill	170	178
Schulte Roth & Zabel	171	170

Firm Name	Rank 2018	Rank 2017
Chapman and Cutler	172	153
Marshall Dennehey	173	
Choate Hall & Stewart	174	192
Eckert Seamans	175	
Kelley Drye & Warren	176	136
Honigman Miller Schwartz	177	141
Thompson & Knight	178	137
Curtis Mallet-Prevost	179	148
GrayRobinson	180	96
Cravath, Swaine & Moore	181	172
Munger, Tolles & Olson	182	194
Quinn Emanuel	183	164
Moore & Van Allen	184	152
Simpson Thacher & Bartlett	185	188
LeClairRyan	186	144
Venable	187	147
Boies Schiller Flexner	188	139
Kutak Rock	189	195
Kasowitz	190	189
Jeffer Mangels Butler & Mitchell	191	149
Wachtell	192	198
Gibbons	193	159
Herrick, Feinstein	194	
Rutan & Tucker	195	197
Cahill Gordon & Reindel	196	180
Irell & Manella	197	190
Williams & Connolly	198	196

THE SOCIAL LAW FIRM 2018 ™

THOUGHT LEADERSHIP INDEX

Rank Rank Firm Name Norton Rose Fulbright Bradley Proskauer Rose **DLA Piper K&L Gates** Fox Rothschild Hogan Lovells Squire Patton Boggs Ogletree Deakins Womble Carlyle Covington & Burling **Hunton & Williams** Jackson Lewis Mintz Levin Cohn **Troutman Sanders** Perkins Coie White & Case Foley & Lardner Seyfarth Shaw Robinson & Cole Sheppard Mullin Faegre Baker Daniels Ballard Spahr

In this year's research we found that more firms than ever are using content marketing to establish themselves as thought leaders. Further, legal marketers are taking advantage of multimedia like videos, podcasts, and interactive content to showcase their firm's expertise and knowledge. Thought leadership content must be more engaging and innovative than ever due to the high saturation of content now found online.

Firm Name	Rank 2018	Rank 2017
Pillsbury	24	28
Dorsey & Whitney	25	3
BakerHostetler	26	25
Foley Hoag	27	70
Mayer Brown	28	166
Duane Morris	29	15
Patterson Belknap	30	121
Steptoe & Johnson	31	2
Husch Blackwell	32	43
Arent Fox	33	64
Orrick, Herrington & Sutcliffe	34	20
Littler Mendelson	35	16
Kelley Drye & Warren	36	117
Fisher & Phillips	37	138
Knobbe, Martens, Olson & Bear	38	116
Bryan Cave	39	46
Holland & Knight	40	37
Goodwin Procter	41	21
Davis Wright Tremaine	42	42
McGuireWoods	43	36
Ropes & Gray	44	29
Crowell & Moring	45	78
Cole Schotz	46	
Barnes & Thornburg	47	98
Saul Ewing	48	97
Buckley Sandler	49	113
Greenberg Traurig	50	130
Cozen O'Connor	51	47
Wiley Rein	52	126

Firm Name	Rank 2018	Rank 2017	Firm Name	Rank 2018	Rank 2017
Finnegan	53	96	Greenspoon Marder	90	140
Miles & Stockbridge	54	135	Dykema Gossett	91	100
Morgan, Lewis & Bockius	55	7	McElroy Deutsch Mulvaney	92	148
Robins Kaplan	56	34	Sullivan & Worcester	93	95
Cooley	57	66	Paul Hastings	94	68
Winston & Strawn	58	109	Morrison & Foerster	95	4
Dickinson Wright	59	112	Gibson, Dunn & Crutcher	96	45
Nixon Peabody	60	32	Pepper Hamilton	97	26
Drinker Biddle & Reath	61	44	Latham & Watkins	98	8
Kilpatrick Townsend	62	102	Winstead	99	136
Snell & Wilmer	63	127	Shumaker, Loop & Kendrick	100	165
Akin Gump	64	65	Shutts & Bowen	101	125
Blank Rome	65	91	Akerman	102	60
Holland & Hart	66	75	Gordon Rees Scully Mansukhani	103	110
Burr & Forman	67	122	Porter Wright Morris & Arthur	104	133
Cleary Gottlieb	68	159	Wilmer Cutler	105	39
Allen Matkins	69	146	Buchanan Ingersoll	106	52
Shearman & Sterling	70	33	Vorys Sater	107	128
Eckert Seamans	71		Bracewell	108	105
Stoel Rives	72	82	King & Spalding	109	57
Vinson & Elkins	73	63	Reed Smith	110	74
Jones Day	74	13	Curtis Mallet-Prevost	111	158
LeClairRyan	75	141	Jeffer Mangels Butler & Mitchell	112	118
Nelson Mullins Riley	76	101	Schiff Hardin	113	162
Carlton Fields Jorden Burt	77	115	Fish & Richardson	114	19
Haynes and Boone	78	80	Thompson & Knight	115	144
Baker Donelson	79	62	Moore & Van Allen	116	137
Lane Powell	80	108	Quarles & Brady	117	84
Smith, Gambrell & Russell	81	142	Stinson Leonard Street	118	77
Polsinelli	82	51	Goulston & Storrs	119	184
Sidley Austin	83	111	Frost Brown Todd	120	86
Venable	84	49	Miller Canfield Paddock	121	87
Lowenstein Sandler	85	180	Ice Miller	122	103
Lewis Roca Rothgerber Christie	86	94	Fenwick & West	123	79
Weil, Gotshal & Manges	87	18	Clark Hill	124	178
Hinshaw & Culbertson	88	76	Buchalter	125	
Gibbons	89	155	Dechert	126	92

Firm Name	Rank 2018	Rank 2017
Thompson Coburn	127	90
Cadwalader	128	93
Wilson Elser Moskowitz	129	99
Arnall Golden Gregory	130	89
Lewis Brisbois	131	189
Schulte Roth & Zabel	132	169
Jackson Walker	133	85
Bond, Schoeneck & King	134	120
Alston & Bird	135	58
Fragomen	136	61
Manatt, Phelps & Phillips	137	48
Dinsmore & Shohl	138	132
Honigman Miller Schwartz	139	149
Day Pitney	140	145
Michael Best & Friedrich	141	104
Sullivan & Cromwell	142	154
Williams Mullen	143	106
Sherman & Howard	144	150
Brown Rudnick	145	175
Kramer Levin	146	143
GrayRobinson	147	147
Katten Muchin Rosenman	148	54
McCarter & English	149	192
Procopio Cory	150	119
Arnold & Porter	151	11
Kasowitz	152	191
Thompson Hine	153	179
Brownstein Hyatt Farber Schreck	154	171
Lathrop & Gage	155	174
Goldberg Segalla	156	
Hinckley, Allen & Snyder	157	188
Kirkland & Ellis	158	183
Baker McKenzie	159	5
Simpson Thacher & Bartlett	160	168
Paul Weiss	161	157
Quinn Emanuel	162	88
O'Melveny & Myers	163	23

Firm Name	Rank 2018	Rank 2017
Fried Frank	164	167
Shook, Hardy & Bacon	165	139
Hughes Hubbard & Reed	166	129
Marshall Dennehey	167	
Kobre & Kim	168	198
Morris, Manning & Martin	169	186
Armstrong Teasdale	170	134
Skadden	171	35
Davis Polk & Wardwell	172	31
McDermott Will & Emery	173	38
Milbank	174	170
Debevoise & Plimpton	175	73
Wilson Sonsini	176	55
Willkie Farr & Gallagher	177	160
Wachtell	178	190
Baker Botts	179	56
Cravath, Swaine & Moore	180	193
Locke Lord	181	164
Jenner & Block	182	83
Williams & Connolly	183	177
Boies Schiller Flexner	184	152
Cahill Gordon & Reindel	185	163
Loeb & Loeb	186	173
Vedder Price	187	195
Stroock & Stroock & Lavan	188	194
Munger, Tolles & Olson	189	176
Choate Hall & Stewart	190	185
Kutak Rock	191	187
Chapman and Cutler	192	153
Irell & Manella	193	196
Adams and Reese	194	181
Phelps Dunbar	195	161
Benesch	196	151
Rutan & Tucker	197	197
Herrick, Feinstein	198	

K&L Gates

TOP-RANKING
SEO FIRM

As the top thought leadership firm in our 2017 Social Law Firm Index, it's no surprise that K&L Gates soared to the No. 1 position in our SEO category this year. While the firm does not have a formally written search engine optimization strategy in place, K&L Gates CMO Jeff Berardi says, "SEO is an important element of our firmwide marketing strategy. It is our priority to effectively inject our thought leadership into the marketplace, and utilizing techniques that increase our SEO rate to enable people to find our material is critical to our success."

The goal of search engine optimization for K&L Gates is to attract visitors who are interested in the services they offer and to position the firm so that the visitors become clients of the firm. Therefore, they utilize an array of tactics to bolster their SEO. For instance, when they publish content, they always utilize title tags to improve SEO results.

"The legal industry is very competitive; authoring quality content is not enough. We make every attempt to ensure that our material prominently appears when people use search engines to seek information," says Berardi.

At K&L Gates, SEO strategy is one and the same with their overall digital marketing strategy.

Associate director of marketing services Eileen Kinney-Mallin says, "We leverage digital technologies to promote the services we offer and enhance the relationships we have with our clients. Being active across the digital landscape is extremely important; many business decisions are culminated through research conducted online. Therefore, it's imperative that we have effective SEO tactics in place so that clients and prospects can easily find our material and recognize our ability to help them solve their business needs."

The firm understands the benefit of utilizing social media to bolster their marketing program. SEO is

tightly correlated to their social strategy; publishing content socially helps them strengthen their SEO rate. And, until recently, they published all of their thought leadership on Google+ as a means to strengthen their search results on Google.

The content marketing strategy at K&L Gates evolves around their target audience. Kinney-Mallin explains, "Each industry that we serve has its own unique needs; we work to identify the commonalities across our target audience and tailor our content strategy to align with those business needs. Through this development process, we effectively use keywords to impact our SEO results."

K&L Gates utilizes analytics to assess their traffic patterns and has seen a measurable impact on the firm's success related to SEO. Year-to-date, over 65 percent of their traffic comes from organic search.







Jeff Berardi

K&L GATES



Rank Rank Firm Name K&L Gates Baker McKenzie Norton Rose Fulbright Jones Day Greenberg Traurig **DLA Piper** Skadden Latham & Watkins Hogan Lovells Morrison & Foerster Cleary Gottlieb Vinson & Elkins Proskauer Rose Morgan, Lewis & Bockius Kilpatrick Townsend Mayer Brown Fox Rothschild Haynes and Boone Baker Hostetler Orrick, Herrington & Sutcliffe Wilmer Cutler Squire Patton Boggs Ropes & Gray

Many firms in 2018 placed an increased focus on search engine optimization. Creating consistent, quality thought leadership content is important for attracting new clients, but ensuring that that content can easily be found is essential.

Firm Name	Rank 2018	Rank 2017
Littler Mendelson	24	30
Ogletree Deakins	25	38
Duane Morris	26	21
McGuireWoods	27	37
Foley & Lardner	28	22
Weil, Gotshal & Manges	29	29
Perkins Coie	30	16
Gibson, Dunn & Crutcher	31	42
Mintz Levin Cohn	32	39
Kirkland & Ellis	33	114
Covington & Burling	34	18
Nixon Peabody	35	17
Ballard Spahr	36	20
Alston & Bird	37	53
Katten Muchin Rosenman	38	47
Fish & Richardson	39	35
Shearman & Sterling	40	61
Pepper Hamilton	41	55
Sheppard Mullin	42	59
Faegre Baker Daniels	43	54
Jackson Lewis	44	62
Paul Hastings	45	43
Cooley	46	46
Bryan Cave	47	28
Manatt, Phelps & Phillips	48	40
Baker Donelson	49	49
Cozen O'Connor	50	44
Arent Fox	51	60
King & Spalding	52	27
Davis Wright Tremaine	53	106
Debevoise & Plimpton	54	79
Winston & Strawn	55	76

Firm Name	Rank 2018	Rank 2017
Husch Blackwell	56	50
Dechert	57	96
O'Melveny & Myers	58	48
Steptoe & Johnson	59	64
Baker Botts	60	77
Akin Gump	61	33
Jenner & Block	62	72
Dorsey & Whitney	63	31
Buchanan Ingersoll & Rooney	64	85
Akerman	65	88
Drinker Biddle & Reath	66	52
Stoel Rives	67	70
Locke Lord	68	57
Quinn Emanuel	69	74
White & Case	70	32
Wilson Sonsini	71	45
Paul Weiss	72	80
Pillsbury	73	25
Blank Rome	74	82
Williams Mullen	75	101
Cadwalader	76	90
Hinshaw & Culbertson	77	73
Holland & Hart	78	69
Nelson Mullins Riley	79	104
Foley Hoag	80	91
Frost Brown Todd	81	100
Davis Polk & Wardwell	82	78
Fenwick & West	83	83
Sullivan & Cromwell	84	66
Fragomen	85	71
Jeffer Mangels Butler & Mitchell	86	121
Jackson Walker	87	89
Finnegan	88	147
Thompson Coburn	89	119
Quarles & Brady	90	86
Dinsmore & Shohl	91	143
Dykema Gossett	92	97

Firm Name	Rank 2018	Rank 2017
Loeb & Loeb	93	116
Miller Canfield Paddock	94	105
Wilson Elser Moskowitz	95	131
McDermott Will & Emery	96	24
Dickinson Wright	97	107
Stinson Leonard Street	98	87
Thompson Hine	99	113
Clark Hill	100	132
Wiley Rein	101	126
Williams & Connolly	102	116
Fried Frank	103	109
Michael Best & Friedrich	104	92
Lane Powell	105	111
Gordon Rees Scully Mansukhani	106	123
Adams and Reese	107	139
Lowenstein Sandler	108	110
Milbank	109	84
Kutak Rock	110	135
Seyfarth Shaw	111	108
Holland & Knight	112	67
Simpson Thacher & Bartlett	113	146
Burr & Forman	114	122
Willkie Farr & Gallagher	115	136
Ice Miller	116	95
Kramer Levin	117	175
Robinson & Cole	118	99
Brown Rudnick	119	137
Arnall Golden Gregory	120	142
Reed Smith	121	75
Robins Kaplan	122	94
Carlton Fields Jorden Burt	123	112
Sullivan & Worcester	124	162
Patterson Belknap	125	130
Lathrop & Gage	126	134
Hughes Hubbard & Reed	127	133
Moore & Van Allen	128	149
Schulte Roth & Zabel	129	128

Firm Name	Rank 2018	Rank 2017
Armstrong Teasdale	130	153
Winstead	131	158
Goldberg Segalla	132	
Phelps Dunbar	133	159
Vorys Sater	134	150
Munger, Tolles & Olson	135	125
Porter Wright Morris & Arthur	136	141
Knobbe, Martens, Olson & Bear	137	120
Snell & Wilmer	138	148
Hunton & Williams	139	23
Fisher & Phillips	140	169
Crowell & Moring	141	138
Benesch	142	189
Thompson & Knight	143	179
Morris, Manning & Martin	144	157
Buchalter	145	
Venable	146	56
Lewis Roca Rothgerber Christie	147	115
Kasowitz	148	161
Procopio Cory	149	156
Marshall Dennehey	150	
Sidley Austin	151	102
Bracewell	152	145
Polsinelli	153	118
Kelley Drye & Warren	154	144
Cole Schotz	155	
Herrick, Feinstein	156	
Shutts & Bowen	157	165
Shook, Hardy & Bacon	158	163
Choate Hall & Stewart	159	127
Bond, Schoeneck & King	160	160
Barnes & Thornburg	161	124
Goulston & Storrs	162	152
Goodwin Procter	163	34
Eckert Seamans	164	
Rutan & Tucker	165	197
Brownstein Hyatt Farber Schreck	166	166

Firm Name	Rank 2018	Rank 2017
McElroy Deutsch Mulvaney	167	176
Buckley Sandler	168	174
Troutman Sanders	169	81
Wachtell	170	154
Cravath, Swaine & Moore	171	167
Womble Carlyle	172	68
Sherman & Howard	173	185
Saul Ewing	174	93
Greenspoon Marder	175	171
Smith, Gambrell & Russell	176	188
Hinckley, Allen & Snyder	177	170
Irell & Manella	178	195
Schiff Hardin	179	180
Shumaker, Loop & Kendrick	180	192
Allen Matkins	181	182
Bradley	182	155
Stroock & Stroock & Lavan	183	191
Vedder Price	184	187
Day Pitney	185	178
Lewis Brisbois	186	190
Boies Schiller Flexner	187	186
Honigman Miller Schwartz	188	184
McCarter & English	189	177
GrayRobinson	190	181
Chapman and Cutler	191	193
Miles & Stockbridge	192	183
Gibbons	193	194
Curtis Mallet-Prevost	194	196
LeClairRyan	195	172
Cahill Gordon & Reindel	196	173
Kobre & Kim	197	198
Arnold & Porter	198	26

Baker McKenzie Top-ranking Twitter Firm

"Since establishing our Twitter profile a decade ago, we've evolved, social has evolved and so has our digital strategy," explains Baker McKenzie.

On Twitter, they've moved from broadcasting to engaging with their audience through active content, building a well-defined brand voice which keeps their followers coming back.

"Content is still king but what's crucial for us, is knowing our audience and giving them what they want – it's about being authentic, informative, live and interesting. It's not just about what we're saying though. We also listen to what others are saying about us, good or bad. We want to know what our influencers, ambassadors, advocates and forward-thinkers are saying – they're the ones actually shaping the legal landscape," says the firm.

Listening also enables Baker McKenzie to gather competitive intel to find out what their competitors are saying and to see how people are responding.

The firm elaborates that, "By listening, we understand our audience, we know what's important to them, we can monitor competitor performance, and pluck key insights from that to include in our digital strategy. There's no point in listening to conversations if we don't use that knowledge."





Firm Name Rank 2018 Norton Rose Fulbright 1 Baker McKenzie 2 Orrick, Herrington & Sutcliffe 3 White & Case 4 5 Cooley **DLA Piper** 6 Squire Patton Boggs 7 Hogan Lovells 8 Latham & Watkins 9 Goodwin Procter 10 Holland & Knight 11 Saul Ewing 12 Morgan, Lewis & Bockius 13 Winston & Strawn 14 Greenberg Traurig 15 Kirkland & Ellis 16 Seyfarth Shaw 17 Mayer Brown 18 Jones Day 19 20 Allen Matkins Fenwick & West 21 Husch Blackwell 22 Dechert 23

Twitter continues to thrive as a major platform for law firm marketing. It's an excellent channel for connecting with reporters and industry influencers, sharing content, and using polls. However, many firms are not using all the necessary best practices to receive maximum engagement. In fact, nearly 50 percent of firms surveyed* reported their lowest level of engagement on Twitter. Most of their tweets receive fewer than five interactions. The firms that did well in our Twitter category interact with other accounts, take advantage of unique Twitter features like polling, include visuals with their posts, and use relevant hashtags.

Firm Name	Rank 2018
Nelson Mullins Riley	24
Morrison & Foerster	25
Adams and Reese	26
Milbank	27
Locke Lord	28
Blank Rome	29
McDermott Will & Emery	30
Mintz Levin Cohn	31
Ice Miller	32
Nixon Peabody	33
Fox Rothschild	34
Baker Donelson	35
Alston & Bird	36
Littler Mendelson	37
O'Melveny & Myers	38
Perkins Coie	39
Wilmer Cutler	40
Baker Botts	41
Covington & Burling	42
Jackson Lewis	43
Womble Carlyle	44
Robins Kaplan	45
Duane Morris	46
Fragomen	47
Foley & Lardner	48
Akin Gump	49
Bracewell	50

Firm Name	Rank 2018
Sidley Austin	51
BakerHostetler	52
Sullivan & Cromwell	53
Reed Smith	54
Weil, Gotshal & Manges	55
Crowell & Moring	56
Kilpatrick Townsend	57
K&L Gates	58
Lowenstein Sandler	59
Skadden	60
Bradley	61
King & Spalding	62
Dinsmore & Shohl	63
Hughes Hubbard & Reed	64
Debevoise & Plimpton	65
Wilson Sonsini	66
Steptoe & Johnson	67
Bryan Cave	68
Cleary Gottlieb	69
Polsinelli	70
Fisher & Phillips	71
McGuireWoods	72
Troutman Sanders	73
Wiley Rein	74
Shearman & Sterling	75
Davis Wright Tremaine	76
Holland & Hart	77
Pepper Hamilton	78
Drinker Biddle & Reath	79
Ballard Spahr	80
Sullivan & Worcester	81
Katten Muchin Rosenman	82
Hunton & Williams	83
Cozen O'Connor	84
Foley Hoag	85
Pillsbury	86
Proskauer Rose	87

F. N	D 2040
Firm Name	Rank 2018
Stoel Rives	88
Dykema Gossett	89
Robinson & Cole	90
Ropes & Gray	91
Finnegan	92
Haynes and Boone	93
Vinson & Elkins	94
Brownstein Hyatt Farber Schreck	95
Arnall Golden Gregory	96
Barnes & Thornburg	97
Snell & Wilmer	98
Dorsey & Whitney	99
Faegre Baker Daniels	100
Vedder Price	101
Arnold & Porter	102
Kramer Levin	103
Paul Weiss	104
Shook, Hardy & Bacon	105
Gibson, Dunn & Crutcher	106
Greenspoon Marder	107
Manatt, Phelps & Phillips	108
Paul Hastings	109
Goulston & Storrs	110
Procopio Cory	111
Akerman	112
Davis Polk & Wardwell	113
Fried Frank	114
Lewis Roca	115
Thompson Coburn	116
Goldberg Segalla	117
Cole Schotz	118
Hinshaw & Culbertson	119
Dickinson Wright	120
Cadwalader	121
Patterson Belknap	122
Sheppard Mullin	123
Fish & Richardson	124

Firm Name	Rank 2018	Firm Name	Rank 2018
Benesch	125	Williams Mullen	162
Arent Fox	126	Michael Best & Friedrich	163
Hinckley, Allen & Snyder	127	Winstead	164
Carlton Fields Jorden Burt	128	Morris, Manning & Martin	165
Knobbe, Martens, Olson & Bear	129	GrayRobinson	166
Ogletree Deakins	130	Chapman and Cutler	167
Buchanan Ingersoll & Rooney	131	Marshall Dennehey	168
Stroock & Stroock & Lavan	132	Phelps Dunbar	169
Loeb & Loeb	133	Gordon Rees Scully Mansukhani	170
McCarter & English	134	Day Pitney	171
Frost Brown Todd	135	Moore & Van Allen	172
Clark Hill	136	Munger, Tolles & Olson	173
Lane Powell	137	Armstrong Teasdale	174
Jackson Walker	138	Thompson & Knight	175
Smith, Gambrell & Russell	139	Kasowitz	176
Miles & Stockbridge	140	Cravath, Swaine & Moore	177
Lewis Brisbois	141	Buckley Sandler	178
Willkie Farr & Gallagher	142	Kelley Drye & Warren	179
Quarles & Brady	143	Kobre & Kim	180
Buchalter	144	Honigman Miller Schwartz	181
Schiff Hardin	145	Herrick, Feinstein	182
Burr & Forman	146	LeClairRyan	183
Bond, Schoeneck & King	147	Rutan & Tucker	184
Schulte Roth & Zabel	148	Irell & Manella	185
Shumaker, Loop & Kendrick	149	Jeffer Mangels Butler & Mitchell	186
Lathrop & Gage	150	Cahill Gordon & Reindel	187
Wilson Elser Moskowitz	151	Porter Wright Morris & Arthur	188
Vorys Sater	152	Kutak Rock	189
Miller Canfield Paddock	153	Simpson Thacher & Bartlett	190
Jenner & Block	154	Quinn Emanuel	191
Thompson Hine	155	Wachtell	192
Choate Hall & Stewart	156	Venable	193
Shutts & Bowen	157	Williams & Connolly	194
Eckert Seamans	158	Boies Schiller Flexner	195
Stinson Leonard Street	159	Curtis Mallet-Prevost	196
Sherman & Howard	160	McElroy Deutsch Mulvaney	197
Brown Rudnick	161	Gibbons	198

White & Case

TOP-RANKING LINKEDIN FIRM

"Our No. 1 ranking thrills us. We have been working hard to build our client and employer brand by growing and developing our LinkedIn presence," says White & Case CMO Michael Hertz.

White & Case has greatly improved their LinkedIn presence in the past year, as they have moved up 47 positions in our annual ranking.

"LinkedIn supports our overall digital strategy by helping us make powerful connections between our people, our thinking, and our clients in a way that supports our position as a global elite law firm. Obviously, developing interesting, impactful content is also a key part of our digital communications," says Hertz.

The firm also takes advantage of LinkedIn Elevate, the platform's proprietary employee advocacy tool. White & Case utilizes this tool to empower their lawyers to engage with their networks more regularly by sharing relevant, approved content on issues that matter to them. Another tool they take advantage of is paid advertising. Hertz says, "We use paid advertising to build our reputation in areas of strategic priority for the firm. LinkedIn advertising is very useful in that it enables us to target our audiences with content relevant to them, based on their role or industry."

One of the most noteworthy aspects of White & Case's LinkedIn page was their use of engaging multimedia. This year, as we placed a higher emphasis on content quality and engagement, the firm's use of video stood out. Hertz explains the firm's philosophy: "Video is increasingly important across all major social networks, and we know that native videos get higher visibility and engagement than any other posts. This is a good reason to use video on social when we have something that we really want to get in front of our audience."

White & Case also uses animation in a similar way, when they're announcing news such as awards or important milestones. Hertz believes that using video or animation makes it more interesting to the user and helps to bring the firm's message across in a more engaging way.

"Overall, we see an uptick in the readership of our content—due in large part to the use of Elevate, advertising, and the use of video and animation," says Hertz.



Michael Hertz





Rank Rank Firm Name White & Case Baker McKenzie **DLA Piper** Norton Rose Fulbright Orrick, Herrington & Sutcliffe Hogan Lovells Latham & Watkins Jones Day Morgan, Lewis & Bockius Fragomen Holland & Knight Mayer Brown Skadden King & Spalding Sidley Austin Dechert Crowell & Moring McDermott Will & Emery K&L Gates Morrison & Foerster Squire Patton Boggs Jackson Lewis Covington & Burling

LinkedIn continues to dominate as Big Law's preferred social channel. Seventy-five percent of law firms find LinkedIn to be the most valuable platform for marketing and business development efforts. Top law firms in this category post non-promotional, original content often and many use multimedia content in the form of videos or infographics to keep their feeds engaging. Some law firms still struggle to use this platform in an educational and informative way with more of an emphasis on firm announcements and achievements rather than thought leadership.

Firm Name	Rank 2018	Rank 2017
Davis Polk & Wardwell	24	187
Shearman & Sterling	25	132
Gibson, Dunn & Crutcher	26	156
Wilmer Cutler	27	16
Kirkland & Ellis	28	184
BakerHostetler	29	20
Greenberg Traurig	30	12
Arnold & Porter	31	41
Debevoise & Plimpton	32	115
Sullivan & Cromwell	33	67
Wilson Sonsini	34	148
Perkins Coie	35	39
Troutman Sanders	36	147
Reed Smith	37	30
Willkie Farr & Gallagher	38	186
Cleary Gottlieb	39	123
Proskauer Rose	40	27
McGuireWoods	41	55
Foley & Lardner	42	57
Weil, Gotshal & Manges	43	68
Sheppard Mullin	44	64
Patterson Belknap	45	125
Kobre & Kim	46	92
Finnegan	47	112
Arent Fox	48	185
Lowenstein Sandler	49	159
Akin Gump	50	143

Firm Name	Rank 2018	Rank 2017
Goodwin Procter	51	28
Littler Mendelson	52	11
Allen Matkins	53	47
Vorys Sater	54	158
O'Melveny & Myers	55	5
Frost Brown Todd	56	163
Haynes and Boone	57	77
Vinson & Elkins	58	69
Barnes & Thornburg	59	65
Baker Donelson	60	104
Miles & Stockbridge	61	76
Lathrop & Gage	62	166
Stoel Rives	63	155
Fenwick & West	64	72
Sullivan & Worcester	65	43
Dorsey & Whitney	66	25
Paul Hastings	67	63
Alston & Bird	68	42
Ice Miller	69	138
Buckley Sandler	70	130
McElroy Deutsch Mulvaney	71	136
Fisher & Phillips	72	56
Wilson Elser Moskowitz	73	157
Fox Rothschild	74	94
Bracewell	75	149
Saul Ewing	76	36
Thompson Hine	77	193
Ballard Spahr	78	131
Milbank	79	61
Fish & Richardson	80	115
Smith, Gambrell & Russell	81	127
McCarter & English	82	76
Baker Botts	83	49
Dickinson Wright	84	128
Holland & Hart	85	84
Hughes Hubbard & Reed	86	43
Husch Blackwell	87	77

Firm Name	Rank 2018	Rank 2017
Quarles & Brady	88	102
Winstead	89	111
Kilpatrick Townsend	90	126
Carlton Fields Jorden Burt	91	91
Goldberg Segalla	92	37
Buchanan Ingersoll & Rooney	93	88
Morris, Manning & Martin	94	59
Brown Rudnick	95	120
Procopio Cory	96	156
Greenspoon Marder	97	132
Blank Rome	98	50
Locke Lord	99	31
Foley Hoag	100	140
Robinson & Cole	101	99
Winston & Strawn	102	124
Jenner & Block	103	
Ropes & Gray	104	71
Bradley	105	24
Adams and Reese	106	40
Stroock & Stroock & Lavan	107	62
Sherman & Howard	108	68
Gordon Rees Scully Mansukhani	109	129
Katten Muchin Rosenman	110	141
Thompson Coburn	111	142
Day Pitney	112	33
Snell & Wilmer	113	39
Hinckley, Allen & Snyder	114	117
Lewis Roca Rothgerber Christie	115	121
Drinker Biddle & Reath	116	54
Lewis Brisbois	117	161
Dinsmore & Shohl	118	150
Nelson Mullins Riley	119	81
Ogletree Deakins	120	37
Fried Frank	121	23
Shook, Hardy & Bacon	122	171
Buchalter	123	
Jackson Walker	124	129

Firm Name	Rank 2018	Rank 2017
Seyfarth Shaw	125	85
Faegre Baker Daniels	126	139
Duane Morris	127	145
Burr & Forman	128	78
Cadwalader	129	124
Williams Mullen	130	153
Vedder Price	131	66
Brownstein Hyatt Farber Schreck	132	98
Womble Carlyle	133	52
Dykema Gossett	134	142
Manatt, Phelps & Phillips	135	46
Stinson Leonard Street	136	141
Robins Kaplan	137	96
Armstrong Teasdale	138	161
Akerman	139	91
Wiley Rein	140	140
Mintz Levin Cohn	141	87
Cole Schotz	142	
Chapman and Cutler	143	160
Benesch	144	102
Paul Weiss	145	161
Arnall Golden Gregory	146	101
Goulston & Storrs	147	176
Cooley	148	175
Phelps Dunbar	149	178
Hunton & Williams	150	79
Marshall Dennehey	151	
Michael Best & Friedrich	152	97
Loeb & Loeb	153	110
Curtis Mallet-Prevost	154	84
Schiff Hardin	155	75
Polsinelli	156	61
Nixon Peabody	157	116
Lane Powell	158	90
Kramer Levin	159	152
Honigman Miller Schwartz	160	127
Quinn Emanuel	161	190

Firm Name	Rank 2018	Rank 2017
Davis Wright Tremaine	162	170
Cozen O'Connor	163	195
Miller Canfield Paddock	164	113
Hinshaw & Culbertson	165	150
Shutts & Bowen	166	35
Schulte Roth & Zabel	167	189
Simpson Thacher & Bartlett	168	191
Boies Schiller Flexner	169	128
Choate Hall & Stewart	170	174
Cravath, Swaine & Moore	171	59
Kutak Rock	172	181
Clark Hill	173	107
Munger, Tolles & Olson	174	197
Steptoe & Johnson	175	172
Shumaker, Loop & Kendrick	176	95
Bryan Cave	177	22
Pillsbury	178	114
Wachtell	179	194
Venable	180	192
Pepper Hamilton	181	106
Porter Wright Morris & Arthur	182	135
Thompson & Knight	183	100
Kelley Drye & Warren	184	188
Knobbe, Martens, Olson & Bear	185	165
Kasowitz	186	179
Cahill Gordon & Reindel	187	196
GrayRobinson	188	144
Moore & Van Allen	189	164
LeClairRyan	190	168
Bond, Schoeneck & King	191	99
Herrick, Feinstein	192	
Irell & Manella	193	183
Gibbons	194	180
Eckert Seamans	195	
Rutan & Tucker	196	126
Jeffer Mangels Butler & Mitchell	197	182
Williams & Connolly	198	198

Shumaker, Loop & Kendrick

TOP-RANKING FACEBOOK FIRM

"I was surprised that we were ranked so high, but really excited that our Facebook page is getting engagement. Our goal for our social media presence has been to highlight our community involvement in all of our markets, and to share good news about the firm, our attorneys, and staff. We also want visitors to have a sense of our firm culture – Shumaker really is a great place to work and we want to share that!"

-Jennifer Malin, Director of Marketing



Jennifer Malin



THE SOCIAL LAW FIRM 2018 TM FACEBOOK INDEX

Rank Rank Firm Name Nixon Peabody Shumaker, Loop & Kendrick **Baker Botts** White & Case Sidley Austin **DLA Piper** Dykema Gossett Baker Donelson Holland & Knight Lowenstein Sandler Latham & Watkins Greenspoon Marder Fox Rothschild Porter Wright Morris & Arthur Orrick, Herrington & Sutcliffe Vorys Sater Cooley Lewis Roca Rothgerber Christie Baker McKenzie Nelson Mullins Riley Lewis Brisbois Bond, Schoeneck & King **Buckley Sandler**

Starting the year off with the Cambridge Analytica scandal made it a turbulent year for Facebook. Some users vowed to delete Facebook to stand up against data breaches and invasions of privacy. How did this affect law firms' activity on the platform? A lot. The overall number of posts and engagement fell for Am Law 200 firms in 2018. This decline may also reflect a shift in priorities: Facebook typically works best for B2C firms. B2B law firms appear to have refocused on content shared on Twitter, LinkedIn, and Instagram.

Firm Name	Rank 2018	Rank 2017
Jones Day	24	13
Norton Rose Fulbright	25	8
Shutts & Bowen	26	86
Polsinelli	27	38
Winston & Strawn	28	161
Robins Kaplan	29	27
Carlton Fields Jorden Burt	30	103
Benesch	31	52
Greenberg Traurig	32	10
Fenwick & West	33	11
Haynes and Boone	34	32
Stinson Leonard Street	35	81
Lathrop & Gage	36	69
Adams and Reese	37	51
Skadden	38	7
Miles & Stockbridge	39	155
Steptoe & Johnson	40	151
Schiff Hardin	41	110
Saul Ewing	42	149
K&L Gates	43	34
Littler Mendelson	44	63
Covington & Burling	45	96
Sheppard Mullin	46	29
Loeb & Loeb	47	89
Troutman Sanders	48	106
Finnegan	49	73
Quarles & Brady	50	14

Firm Name	Rank 2018	Rank 2017
Ballard Spahr	51	100
Mayer Brown	52	23
Jackson Lewis	53	22
Jackson Walker	54	75
Ice Miller	55	55
Dechert	56	26
Snell & Wilmer	57	67
McDermott Will & Emery	58	87
Goldberg Segalla	59	
Davis Wright Tremaine	60	44
Kilpatrick Townsend	61	60
Dickinson Wright	62	146
Squire Patton Boggs	63	12
Bracewell	64	98
Arnall Golden Gregory	65	161
Wilson Sonsini	66	97
Phelps Dunbar	67	58
Thompson Hine	68	148
Morrison & Foerster	69	42
Brownstein Hyatt Farber Schreck	70	80
Hunton & Williams	71	160
Allen Matkins	72	94
Thompson & Knight	73	92
Armstrong Teasdale	74	72
McGuireWoods	75	41
Morris, Manning & Martin	76	161
Stoel Rives	77	85
Paul Weiss	78	131
Paul Hastings	79	61
Hogan Lovells	80	115
Brown Rudnick	81	127
Foley Hoag	82	76
Knobbe, Martens, Olson & Bear	83	49
Alston & Bird	84	128
Reed Smith	85	84
Cozen O'Connor	86	43
Procopio Cory	87	77

Firm Name	Rank 2018	Rank 2017
Michael Best & Friedrich	88	102
Fisher & Phillips	89	111
Robinson & Cole	90	126
Manatt, Phelps & Phillips	91	91
GrayRobinson	92	37
Williams Mullen	93	88
Dinsmore & Shohl	94	59
Goulston & Storrs	95	120
Shook, Hardy & Bacon	96	156
Buchanan Ingersoll & Rooney	97	132
Milbank	98	50
Fish & Richardson	99	31
McCarter & English	100	140
Vedder Price	101	99
Pillsbury	102	124
Cole Schotz	103	
Drinker Biddle & Reath	104	71
Duane Morris	105	24
Bryan Cave	106	40
Seyfarth Shaw	107	62
Mintz Levin Cohn	108	68
Cravath, Swaine & Moore	109	129
Wilmer Cutler	110	141
Arnold & Porter	111	142
Foley & Lardner	112	33
Bradley	113	39
Day Pitney	114	117
Burr & Forman	115	121
Sullivan & Worcester	116	54
Jenner & Block	117	161
Debevoise & Plimpton	118	150
Dorsey & Whitney	119	83
Katten Muchin Rosenman	120	95
Pepper Hamilton	121	70
Choate Hall & Stewart	122	161
McElroy Deutsch Mulvaney	123	122
Fried Frank	124	161

Firm Name	Rank 2018	Rank 2017
Perkins Coie	125	30
Kramer Levin	126	145
Arent Fox	127	143
Vinson & Elkins	128	147
Frost Brown Todd	129	118
Shearman & Sterling	130	138
Quinn Emanuel	131	136
Jeffer Mangels Butler & Mitchell	132	125
Crowell & Moring	133	161
Buchalter	134	
Akerman	135	161
Rutan & Tucker	136	123
King & Spalding	137	161
Cleary Gottlieb	138	161
O'Melveny & Myers	139	130
Davis Polk & Wardwell	140	158
LeClairRyan	141	135
Moore & Van Allen	142	113
Venable	143	161
Hinshaw & Culbertson	144	107
Honigman Miller Schwartz	145	114
Kobre & Kim	146	109
Kasowitz	147	159
Kirkland & Ellis	148	144
Morgan, Lewis & Bockius	149	75
Weil, Gotshal & Manges	150	66
Simpson Thacher & Bartlett	151	161
Husch Blackwell	152	161
Gibson, Dunn & Crutcher	153	2
Thompson Coburn	154	161
Schulte Roth & Zabel	155	161
Goodwin Procter	156	21
Blank Rome	157	161
Williams & Connolly	158	161
Wilson Elser Moskowitz	159	133
Wiley Rein	160	161
Chapman and Cutler	161	161

Firm Name	Rank 2018	Rank 2017
Proskauer Rose	162	134
Locke Lord	163	161
Ogletree Deakins	164	161
Barnes & Thornburg	165	161
Hughes Hubbard & Reed	166	161
Marshall Dennehey	167	
BakerHostetler	168	119
Faegre Baker Daniels	169	35
Kutak Rock	170	161
Willkie Farr & Gallagher	171	161
Ropes & Gray	171	161
Sullivan & Cromwell	171	152
Akin Gump	171	161
Wachtell	171	154
Fragomen	171	16
Boies Schiller Flexner	171	161
Cadwalader	171	161
Cahill Gordon & Reindel	171	161
Gordon Rees Scully Mansukhani	171	161
Womble Carlyle	171	82
Stroock & Stroock & Lavan	171	161
Holland & Hart	171	161
Kelley Drye & Warren	171	101
Munger, Tolles & Olson	171	161
Winstead	171	48
Clark Hill	171	137
Patterson Belknap	171	161
Irell & Manella	171	161
Curtis Mallet-Prevost	171	65
Eckert Seamans	171	
Sherman & Howard	171	161
Hinckley, Allen & Snyder	171	161
Miller Canfield Paddock	171	79
Smith, Gambrell & Russell	171	157
Gibbons	171	90
Lane Powell	171	104
Herrick, Feinstein	171	

INSTAGRAM

While the use of Instagram by major firms isn't yet widespread enough to do a full analysis, 2018 was a major year for law firms adapting to the platform. Adoption of Instagram increased 50 percent among Am Law 200 firms, compared to 2017. What are law firms actually posting on the image-centric site? And how do you develop a strategy for Instagram? Turns out that most law firms aren't using the channel to promote thought leadership or share case studies. Instead, they're considering the network's major audience: millennials.

Instagram is increasingly being used by firms to attract young talent. From highlighting the employee experience to showcasing benevolent corporate social responsibility efforts, here are how eight Am Law 200 firms are maximizing the power of Instagram:

@dlapiper

As one of the largest law firms with offices around the globe, it's no surprise that DLA Piper has the biggest following on Instagram when it comes to law firms. While the firm is no doubt a thought leader with several blogs, you wouldn't be able to tell from their account on this channel. Nearly all of their posts are employee-centric, showcasing company events like pasta-making at Eataly or a baseball game featuring summer associates. With an average of 80 likes per post, they have a high level of engagement for a law firm. DLA Piper's account is an excellent example of promoting a firm's workplace culture in a way that attracts new talent.



Firms using Instagram for legal recruitment



@nortonrosefulbright

Norton Rose Fulbright takes a slightly different approach to Instagram than other law firms on this list. Using the hashtag #lawaroundtheworld, Norton promotes its global reach through incredible photography. Rather than promoting their employees directly, they post photographs taken by their attorneys across the globe. Instagram is perhaps the most visual social network, and Norton Rose Fulbright's account exemplifies this. From the top of Sacre-Coeur Basilica in Paris to a brightly colored rainforest in Costa Rica, beautiful photography successfully engages the law firm's 1,800-plus followers.

@gt_law

Greenberg Traurig's Instagram is multifaceted. Greenberg focuses on its lawyers and summer associates (even taking advantage of the platform's popular stories feature), but it also showcases their involvement in industry conferences and the legal community. By sharing summer associates' experiences, Greenberg is able to attract other millennials looking to get their start at a major law firm.

@paulhastingslaw

According to the 2016 Cone Communications Millennial Employee Engagement Study, 76 percent of millennials consider a company's commitment to social responsibility (CSR) when deciding where to work. Instagram for law firms is the perfect channel

to highlight CSR efforts. Paul Hastings does a remarkable job of demonstrating the firm's involvement with the community in a way that's authentic. For example, it has shared photos of summer associates volunteering at a food bank and an attorney helping tag sharks in the Bahamas. Imagery like this has a positive impact on brand reputation—especially with socially conscious millennials.

@omelvenymyers

O'Melveny & Myers takes two types of content that millennials love to reach their target audience: video and corporate social responsibility. With videos like "What do you want to achieve?," this law firm is able to quickly engage potential hires with content that expresses why they would want to be an attorney at the firm. On the CSR front, the firm has even created a custom hashtag, #cOMMitment2cOMMunity, that incorporates the firm's commitment to social causes and its OMM brand name.

@friedfrank

Fried, Frank, Harris, Shriver & Jacobson uses Instagram to highlight employee experiences, giving Instagram viewers a taste of the firm's corporate culture and values. By posting photos from activities like corporate holiday events and charity involvement, Fried Frank shows what it's like to work there. The firm also uses Instagram best practices to increase engagement, such as adding relevant hashtags and mentioning appropriate accounts.

@proskauer_rose

Proskauer Rose's Instagram feed is a strong mix of aesthetically pleasing photography and purposeful corporate highlights. Like many of the other accounts, there's a focus on corporate culture, showcasing events, causes, and summer associates. However, Proskauer keeps it visually interesting and millennial-friendly by adding in images of city skylines, animated holiday videos, and snowy street scenes. This is effective for Instagram, where original photography reigns.

@fishrichardson

This law firm uses Instagram in a similar way to Twitter or LinkedIn. While Fish Richardson includes some photos documenting causes that the firm supports, as well as firm events, there are also branded images promoting upcoming events and firm announcements. The firm also has a second Instagram handle, @fishlegalrecruiting, which focuses on summer associates and encourages others to join the Fish Richardson team.



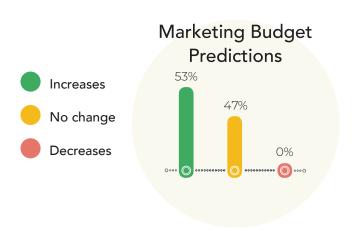
Looking Back and Looking Forward

In 2017 we found that law firms were not taking full advantage of the opportunities that digital marketing provides. This year, we definitely saw improvements in content, particularly in client-focused resources and interactive media. But law firms are still neglecting certain best practices that would maximize the impact of their social media and thought leadership efforts.

Last year, we also predicted that we would see more firms aggressively encouraging active involvement from partners, associates, and staff attorneys in digital marketing. While 70 percent of firms do provide some sort of marketing training, only 44 percent provide training to lawyers of any rank, and only 28 percent provide training to partners.* This, of course, is problematic. Lawyers have direct contact with clients and when they aren't involved in the marketing process, marketers aren't able to gain their knowledge about client needs. And when partners don't understand the value of digital marketing, they're less likely to invest in it—diminishing the power of a law firm's marketing department. Breaking silos and opening up marketing discussions firmwide is the only way that marketers can fully take advantage of lawyers' knowledge and gain partners' trust.

In terms of budget, 53 percent of law firms expect their marketing budgets to increase in 2019, and 47

percent expect their budgets to stay the same. No firms said that their budget will decrease. Yet, at the same time, we discovered that firms only dedicate a small portion of their overall marketing budgets to digital marketing efforts; 45 percent of law firms allocate only 10 percent or less of their marketing budgets to digital marketing.* This is confounding when you consider how important most firms reported digital marketing to be in their business development efforts. In 2019, there will be a lot of room for improvement. We expect to see more law firms adopting a digitally focused marketing strategy in which a much higher percentage of their overall budgets will be allocated to digital.



So, specifically, how will law firms utilize their growing marketing budgets in 2019? Automation. Though automation has been a digital marketing buzzword for years, law firms have been slow adopters. From email automation, CRM automation, chat bots, and more, law firms have the ability to minimize the effort it takes to execute marketing campaigns while maximizing ROI. By spending less time on tedious tasks like segmenting contact lists or scheduling follow-up emails, marketers in 2019 will be able to spend more time on strategy and innovation. Law firms spent a lot of time in 2018 discussing and planning for innovation that would lead to more client satisfaction. We predict that 2019 will be the year that we see those discussions and plans becoming a reality.



Methodology

The Social Law Firm Index ranks are based upon a proprietary methodology developed to assess the effectiveness of a firm's use of digital marketing and social media. We refined our algorithm once again for this year's review in order to capture the idea of quality over quantity and focus on client-centricity. In addition to measuring prowess with reach and engagement, we measure SEO, Twitter, LinkedIn, and Facebook, and we assess thought leadership content on a firm's website. The thought leadership component allows us to evaluate a firm's ability to consistently present, communicate, and broadcast its expertise across various online media channels.

Our ranking for each category is from 1 to 198, excluding two firms that recently merged with others. The ranking is based upon dozens of unique measures per law firm social media property, aggregated in combination with performance indicators drawn from other digital real estate, including the firm's corporate website and practice-area microsites. We captured all digital activities across all these platforms for each Am Law 200 firm from April 1 to August 30, 2018. For each medium, we applied measures of reach, engagement, and conversion, and we also scored for the application, or absence, of key best practice indicators.

Research in this year's Social Law Firm Index was complemented by responses collected through Good2bSocial and the Legal Marketing Association's 2018 Digital Marketing Survey. Good2bSocial and LMA conducted this survey in September 2018 to discover trends and best practices among law firms regarding their use of social media and other digital marketing strategies. Data cited in this report followed by an (*) was collected through this survey.

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

Note: In cases where firms received the same score, a secondary ranking based on Am Law 200 rank was applied.

About the Authors



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Guy Alvarez is the founder and Chief Engagement Officer of Good2bSocial. Guy, a former practicing attorney, is one of the top digital marketing consultants in the legal industry. Guy's experience includes leading senior digital marketing roles at KPMG, ALM, and The Practising Law Institute. With a background in technology and marketing, Guy emerged as an early adopter and advocate of social media. Guy went on to cultivate his social media expertise as a consultant for a broad range of clients, including consumer goods specialists, such as Pernod Ricard, as well as legal industry leaders, such as Lexis-Nexis and LMA.

Guy has advised Fortune 100 companies and Am Law 100 law firms on all aspects of digital marketing, including social media training, search engine optimization, content marketing, measurement and analysis, and the development of thought leadership platforms and microsites.

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

Over the course of his career, Kevin has played a key role in the design and development of dozens of websites, digital revenue streams, publishing products, webinars, and conferences, as well as strategic partnerships globally. Kevin is generally recognized as an expert and thought leader in marketing strategy and implementation in the legal industry and was honored by B2B Media Business as "Innovator Of The Year."



Kayla Johnson

Marketing Manager

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Kayla Johnson is the Marketing Manager at Good2bSocial. She began as a marketing intern for the team, responsible for writing blog posts for the Good2bSocial blog and special projects like the research behind the 2017 and 2018 Social Law Firm Index.

Kayla graduated from the Fashion Institute of Technology with a degree in International Trade & Marketing and minors in English and French.

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

We offer a full suite of digital marketing services including Social Media, Pay-Per-Click, SEO, Content Marketing, marketing automation, video and podcast production.

We help our clients understand and leverage the power of digital marketing and social media to power and transform their marketing and business development strategies while delivering measurable results.



