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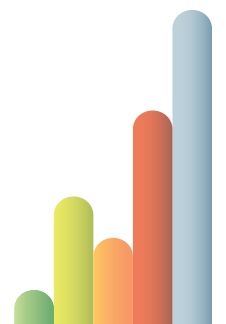
# 14

## STATE OF DIGITAL & CONTENT MARKETING SURVEY

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# EXECUTIVE SUMMARY

# STANDING OUT IN A SEA OF CONTENT

First the digital era made everyone a publisher, giving marketers and bloggers, advocates and experts a dissemination platform that had long been the exclusive province of the mass media. Then the mobile era brought devices that made all this new content available to consumers anytime, anywhere. Today we are in a new era, one marked by constant access and endless communication.

Welcome to the era of information overload.

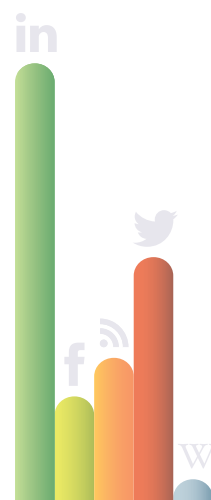
The legal world is no exception. For years, law firms have been publishing a steady stream of alerts, newsletters, articles and other forms of content. With the advent of digital media, that stream has become an ocean – one that threatens to drown out all but the most compelling voices. To stay afloat, a firm must establish and stick to a clear strategy for creating, disseminating and measuring content.

When we published our inaugural survey in 2010, In-house counsel were just beginning to consume content from new digital platforms like blogs and social media. But they were clearly hungry for information. To meet that demand, law firms dramatically increased their content production.

It's little wonder that In-house counsel now show signs of information overload. This year's survey indicates that while lawyers are using technology to access more information – all the time, wherever they go – they're also struggling to separate the good content from the bad or the merely mediocre.

This phenomenon raises a vital question for law-firm marketers: How does a firm make its content stand out? The answer, we believe, is that firms should embrace the principles of *corporate journalism*.

**(See glossary on page 5)**



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## GLOSSARY

**Content strategy:** the organization, planning and management of content at a *macro level*; aligns content with a firm's marketing and business goals.

**Editorial strategy:** the planning and production of content at a *micro level*; aligns a firm's knowledge and expertise with its target audiences; ideally, brings a journalistic mindset and discipline to content production.

**Owned media:** content produced, managed and published by firms (e.g., websites, blogs, newsletters, client alerts).

**Earned media:** independent editorial content that mentions and/or features a firm; carries maximum credibility and validation.

**Paid media:** refers to exposure and publicity gained through traditional advertising and "pay for play" vehicles.

**Corporate journalism:** a practice that combines an organization's market intelligence and subject-matter expertise with the credibility and narrative techniques of professional journalism.

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This is the key conclusion drawn from our 2014 State of Digital and Content Marketing Survey. To create a fuller picture of the new media landscape, we expanded this year's survey to include input from both corporate In-house counsel – the content consumers – and law firms' chief marketing officers – who, working closely with their firms' lawyers, are the content producers. We present each group's results separately, followed by our analysis of the data.

The data gathered from both groups suggest that law-firm marketers should build content strategies based on the principles of corporate journalism. Doing so can help them:

- Deliberately focus on and produce content aligned with the firm's strategic priorities;
- Enhance the consistency, quality, reach and shelf life of existing content;
- Ensure that content reaches its intended audiences, and devise new content vehicles to position their brands strategically.



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## KEY HIGHLIGHTS

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# SURVEY OF IN-HOUSE COUNSEL

## You'd better be on LinkedIn ...

LinkedIn, the social network perceived to have the most professional relevance for lawyers, has become ubiquitous across every age group surveyed. In each age group, about 60 percent had used LinkedIn professionally within the past week. Overall, 37 percent said they had used it within the past 24 hours, more than the number who had used Facebook, Twitter and YouTube combined.

## ... And using it mindfully

In-house counsel are using LinkedIn to interact with outside counsel on multiple levels – to connect, participate in groups led by outside counsel and consume content produced by outside lawyers. LinkedIn's new open publishing platform likely will provide an opportunity for lawyers producing top content to garner attention and prominence. Firms and their lawyers must develop and maintain strong profiles and take full advantage of LinkedIn's publishing opportunities.

### TAKEAWAY

Law firms and their lawyers need to take full advantage of LinkedIn – clients are congregating there professionally more than on any other social platform.

## Blog readership appears to be plateauing

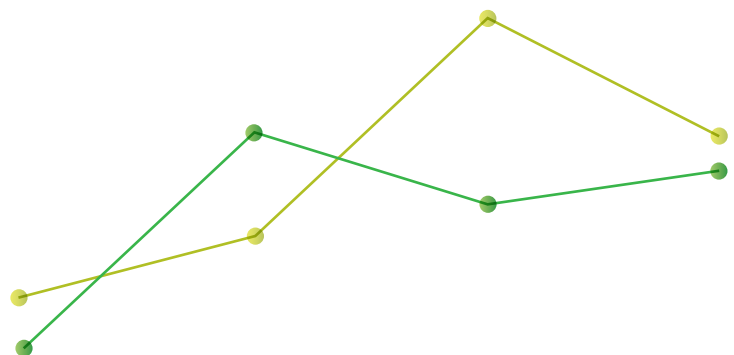
Blog use by In-house counsel dipped slightly this year. The number of respondents who had read a blog in the previous week fell from 46 percent in 2013 to 38 percent in 2014. That drop may be because blogs have become ubiquitous among top law firms, making it difficult for In-house counsel to determine which to read and trust in a saturated marketplace. Because this is the first time we've seen a dip in blog readership, we will continue to study this data to determine whether it indicates a trend or an anomaly.

## And yet, blogs remain influential

In-house counsel follow lawyer-authored blogs as closely as those written by professional journalists. This confirms last year's finding and reaffirms that in the blogosphere, *owned media* is as important as *earned media*.

### TAKEAWAY

Make sure your firm's blogs are relevant, compelling and timely because In-house counsel are reading them.



## Readers trust news curators, aggregators

Traditional news organizations – such as The Wall Street Journal, The New York Times and CNN – are still considered the most trustworthy sources of information. Just under two-thirds of survey participants rate traditional media as “very credible.” But legal news curators and aggregators, such as JD Supra, are catching up. They’re the next-most-trusted source, with 44 percent of our survey participants rating those aggregators as “very credible,” up from 36 percent last year. That trust again underscores how participants are combating information overload – In-house counsel value services that help them sort through vast amounts of content. In-house counsel also trust client alerts and newsletters sent from firms, suggesting that “push” content remains a valuable tool – encouraging, given that nearly all firm CMOs report that they’re investing heavily in these vehicles.

## Mobile is eating print’s lunch

In-house counsel’s use of print media dropped significantly in the past year as those lawyers, like so many other professionals, took in more content on tablets. Fifty-five percent reported reading a daily business newspaper in print in 2013, compared to 33 percent in 2014. This should be a positive development for law firms that have developed responsive, mobile-optimized websites, mobile apps or both – and suggests that those who haven’t developed those platforms should consider doing so.

## Devices are always on

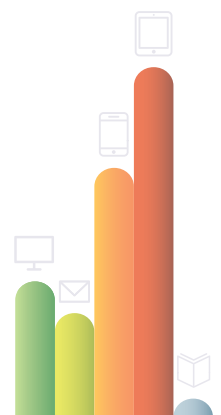
While mobile devices help In-house counsel stay informed, one-third of them (32 percent) say those very devices also contribute to their feelings of information overload, giving In-house lawyers an ever-present connection to digital media. Again, the trick for marketers is to understand how to provide clients with useful content without adding to their burden.

## GCs remain largely “invisible” on social

Our 2012 and 2013 surveys revealed that the majority of In-house counsel were listening and consuming content much more than they were actively posting, commenting or otherwise engaging. We referred to this as the “invisible user” phenomenon. This year’s survey affirms this important finding: 71 percent of survey respondents use social media in listen-only mode, while only 29 percent are disseminating information and engaging with other users. Clearly, just because In-house lawyers do not respond with comments doesn’t mean they aren’t reading your content.

### TAKEAWAY

The majority of In-house counsel navigate the Web in listen-only mode – but they *are reading*.





## KEY HIGHLIGHTS

# SURVEY OF LAW FIRM CMOs/MARKETERS

### Brace yourself for more content

Looks like the content deluge will keep coming: 84 percent of firm CMOs expect to produce more content in 2014.

### Volume grows faster than budgets

Despite 84 percent of law-firm marketers planning to produce more content in 2014, 39 percent say their content marketing budgets have increased. That's likely because lawyers already are producing a sizable amount of content.

### Content manager: a rare breed

Only 29 percent of law firms have a dedicated manager overseeing content strategy. Meanwhile, 73 percent of B2B companies say they have such a position, according to the Content Marketing Institute's 2014 *B2B Content Marketing report*. Moreover, 87 percent of law firms without a content manager have no plans to hire one.

### Firms tend to hire marketers, not content specialists

Of the firms that do have a dedicated content manager, most have entrusted that job to a trained marketer; 9 percent have hired former journalists. In our view, law firms need content managers who possess the right combination of skills – editorial, strategic, managerial and analytical. The ideal candidate could be a trained journalist who is capable of communicating sophisticated ideas and understanding how a firm's content aligns with its business goals. It could also be a marketer with strong writing, communication and management skills. In any case, it's crucial that content managers

know how to optimize different forms of content across media channels (e.g., owned, earned, paid) and understand the business and legal issues on which firms choose to opine.

### Content strategies are rare, but taking shape

Only a quarter of firms surveyed say they have a documented *content strategy*, though nearly half of those (47 percent) say they plan to create one this year.

#### DOES YOUR FIRM HAVE AN OVERARCHING CONTENT STRATEGY IN PLACE FOR THE ORGANIZATION?



### The top three goals of CMOs

CMOs say their top goals for content marketing are a) demonstrating practice and industry thought leadership, b) building brand awareness and c) increasing awareness and exposure for individual attorneys. These priorities dovetail nicely with what In-house counsel say they're looking for, which is substantive content that keeps them informed on issues critical to their businesses.

### What's holding firms back

CMOs say their biggest challenges are related to what they lack: engagement from attorneys, writing talent or content-focused staff, and a dedicated professional to oversee content-marketing efforts.

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# ANALYSIS

# ANALYSIS

Law-firm marketers typically have wide-ranging responsibilities, of which content marketing is merely one. So it can be challenging to find and deploy adequate resources for producing and disseminating content.

Still, as media tools have made self-publishing easier, law firms have become prolific publishers, churning out thousands of blogs, newsletters, client alerts and other forms of content. In 2010, the AmLaw 200 published 350 blogs. At the end of 2012, they were publishing about 800 blogs. It's safe to say that today's number is well over 1,000. And the abundance of mobile devices has made all of this content available to readers anytime, anywhere.

The good news is that our study shows that In-house lawyers are reading, or at least skimming – but nonetheless consuming – information on all of these platforms. And new media, including owned media, which law firms control, has achieved credibility. While traditional earned media remains the gold standard, In-house counsel say they consider firm-authored content to be credible.

However, this combination of content and accessibility has contributed to a growing feeling of information overload among media consumers. Our survey reveals that In-house counsel are not immune to this feeling.

This complicates matters for law-firm marketers who invest in and produce content every day that demonstrates thought leadership, builds their brands and engages their clients. To reach today's information-saturated audience, it is imperative that marketers and attorneys produce clear, compelling, relevant content that can rise above the noise. To achieve this, we believe marketers should embrace principles that define *corporate journalism* at its best.

## What is corporate journalism?

Corporate journalism is a practice that combines an organization's market intelligence and subject-matter expertise with the credibility and narrative techniques of professional journalism. Done well, corporate journalism should incorporate elements of traditional journalism, including:

- Journalistic commitment to accuracy, fairness and credibility
- The critical notion that journalism serves its audience above all others
- Direct, succinct, lively writing that favors plain English over industry jargon

### TAKEAWAY

Corporate journalism allows organizations to “act like media companies” by shaping and sharing the most compelling stories they have to tell in order to demonstrate thought leadership and build brand awareness.

Adopting the best attributes of corporate journalism allows law firms to shape and share the most compelling stories they have to tell, increasing the likelihood that they will meet their goals of demonstrating thought leadership and building brand awareness.

For most firms, adopting a corporate journalism approach does not require a radical overhaul of their content practices. In fact, it dovetails beautifully with client alerts, practice newsletters, blogs, social media and other self-published works – content that firms already are producing. Corporate journalism creates an opportunity to vastly improve that existing content, helping to ensure that it is high-quality, credible, memorable and relevant – and thus helping it to rise above the noisy crowd.

#### TAKEAWAY

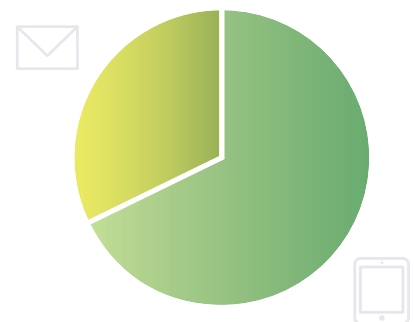
Corporate journalism dovetails beautifully with client alerts, practice newsletters, blogs, social media and other self-published works – content that firms are already producing. It also complements traditional media relations, creating significant opportunities with earned media.

Moreover, corporate journalism complements traditional media relations, creating significant opportunities with earned media. Reporters doing research and seeking sources are more likely to pick up and credit a firm's insights and perspectives if they're presented in a clear, credible, even-handed way. That creates an opportunity to cultivate and enhance existing relationships with traditional media. When this happens, it increases returns on the firm's communication investments in both time and financial resources, increasing the impact of a firm's marketing and business development by an order of magnitude.

We believe law firms' content should spark conversation among target audiences and inspire readers to promote the firm's content by sharing and recommending it to others. We also believe that a journalistic mindset and approach will help progressive firms create the kind of content that will achieve that goal – even in a world flooded with information.

#### TAKEAWAY

Focused content that reads like good journalism is more likely to spark conversation and sharing among your intended audience.



## A strategy to fight information overload

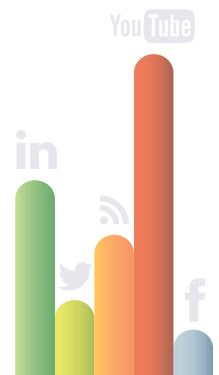
To succeed in today's content marketplace, a firm must at the very least devise an editorial strategy, one that communicates the brand attributes the firm wants to convey and meets the needs and desires of its target audiences. Ensuring that the right content reaches the right audience at the right time requires a plan for creating, publishing and promoting content. Such a plan should include the following elements:

- Appointing a dedicated “content manager” to lead execution and production;
- Staffing this position by a professional with appropriate knowledge, skills and training;
- A policy or document describing the strategy, approved by firm leadership and disseminated to all key internal stakeholders.

And yet, our law-firm marketer survey reveals that for the most part, firms are not pursuing these steps. Less than a third are hiring dedicated content managers. Far fewer are hiring trained content professionals. And few have put documented plans in place.

Even if firms have recognized the need for a content strategy, few have focused on the specific skills and experience that make for effective content managers. As firms encounter an increasingly competitive marketplace, one in which establishing a loyal readership for their thought leadership is continually challenged by new entrants into the marketplace, they ought to establish content leadership positions and job descriptions that match their goals with professionals who are most qualified to produce and manage content, whether their backgrounds are in marketing, journalism or a related field.

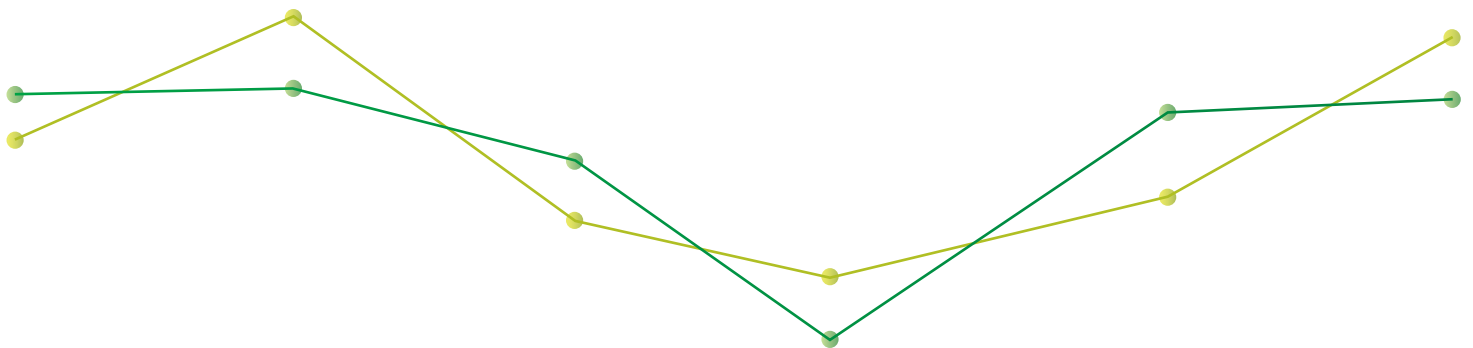
Firms that appoint such skilled content managers and editors who understand the concepts of good journalism to oversee and modernize their content-marketing operations have an opportunity to achieve new levels of quality that will help elevate and showcase their brands.



# CONCLUSIONS

It can be hard for content to stand out at a time when so much of it is flooding our computer screens, inboxes and mobile devices. If they hope to be noticed, law-firm marketers must deliver information that readers find essential and will be compelled to share.

To produce such content, firms should embrace communications that reflect what is effective about corporate journalism. We believe those firms willing to embrace such an approach will gain competitive advantages, distinguish their brands and potentially increase their market share.

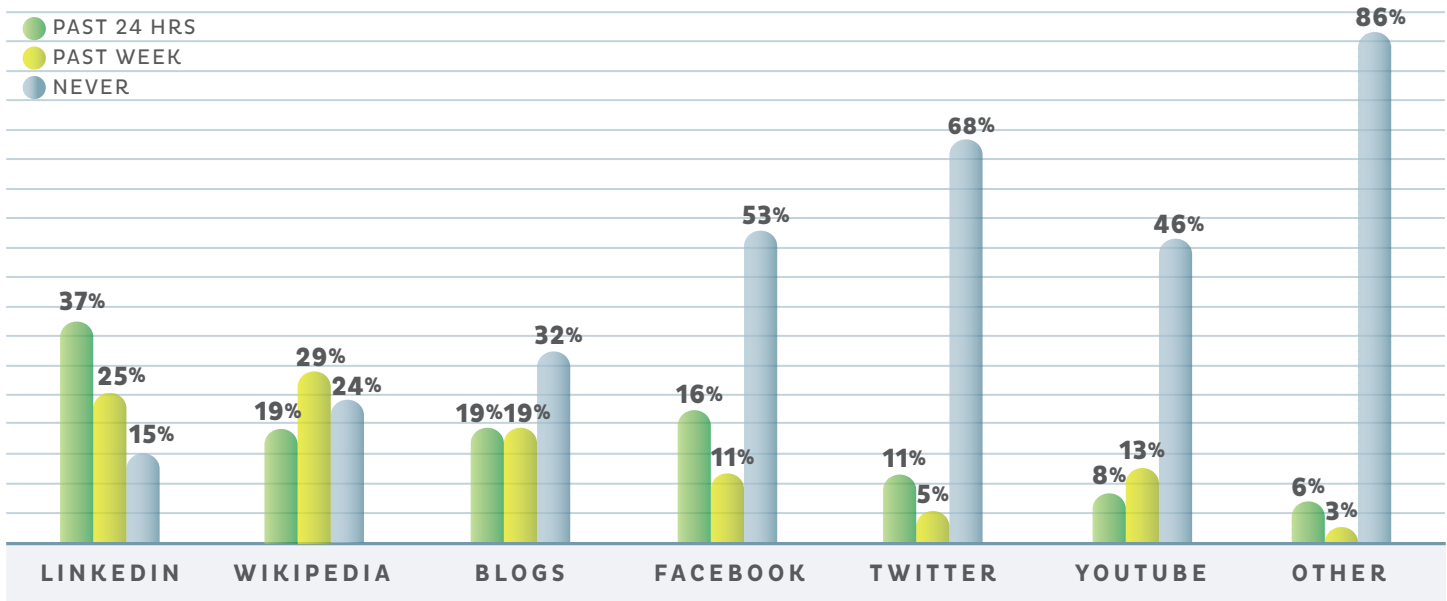


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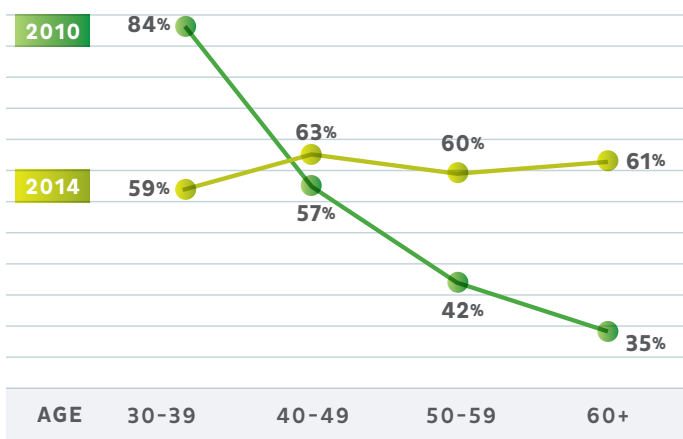
COMPLETE SURVEY RESULTS

# IN-HOUSE COUNSEL SURVEY

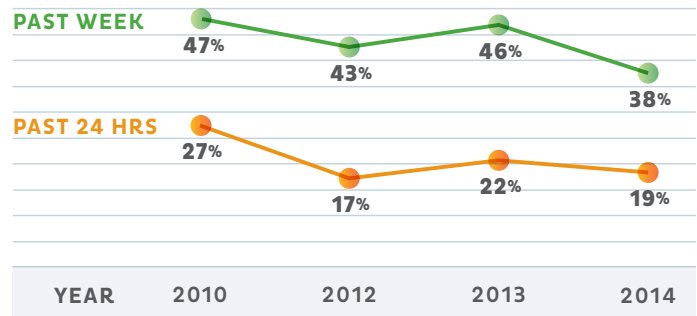
**PLEASE INDICATE HOW RECENTLY YOU USED  
THE FOLLOWING SOCIAL NETWORKING &  
NEW MEDIA TOOLS FOR PROFESSIONAL REASONS**



**LINKEDIN USE FOR PROFESSIONAL REASONS  
(PAST 24 HRS + PAST WEEK)**



**BLOG USE FOR PROFESSIONAL REASONS**



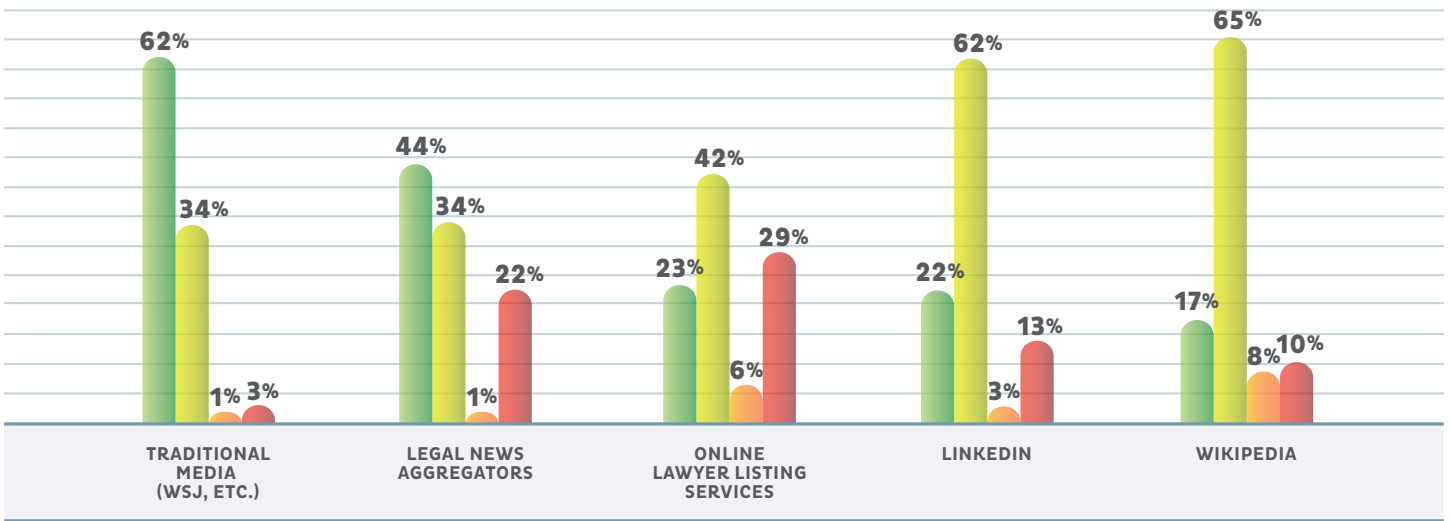
The top three tools used for professional reasons are the same as they were in the 2010, 2012 and 2013 versions of the survey – LinkedIn, Wikipedia and blogs. LinkedIn continues to be viewed as the “serious” social network among In-house lawyers, generating the most use for professional reasons four years running. LinkedIn usage across age groups has never been more even or consistent as it is in 2014.



**PLEASE RATE THE FOLLOWING IN TERMS OF THEIR CREDIBILITY AS SOURCES OF LEGAL, BUSINESS & INDUSTRY NEWS & INFORMATION**

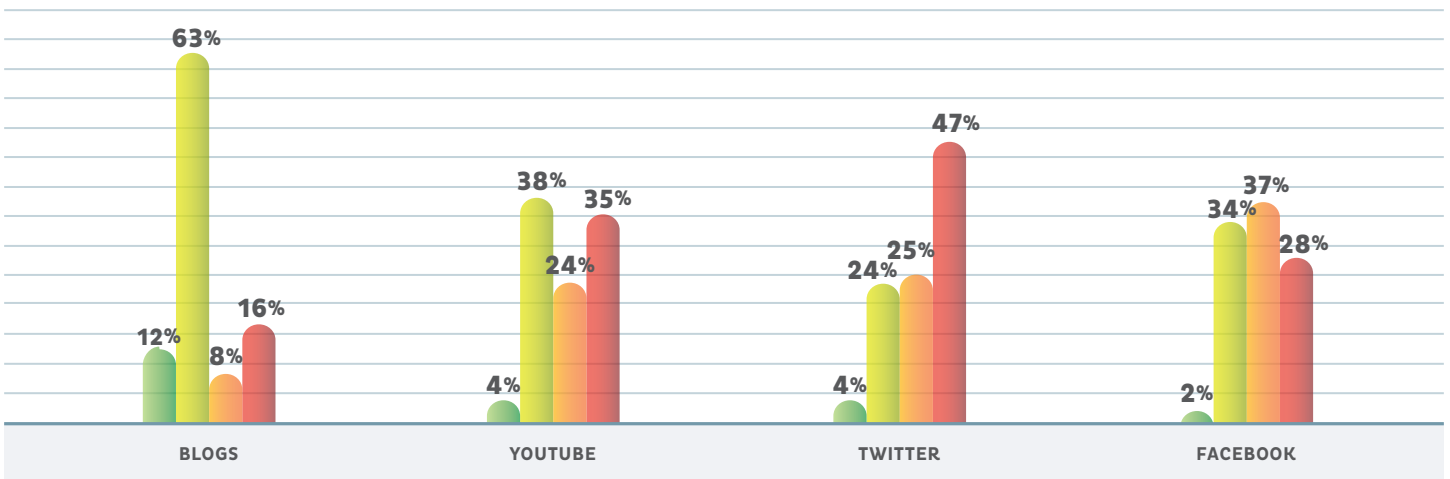
(TOP 5 CREDIBILITY)

● VERY CREDIBLE    ● SOMEWHAT CREDIBLE    ● NOT CREDIBLE AT ALL    ● DON'T KNOW



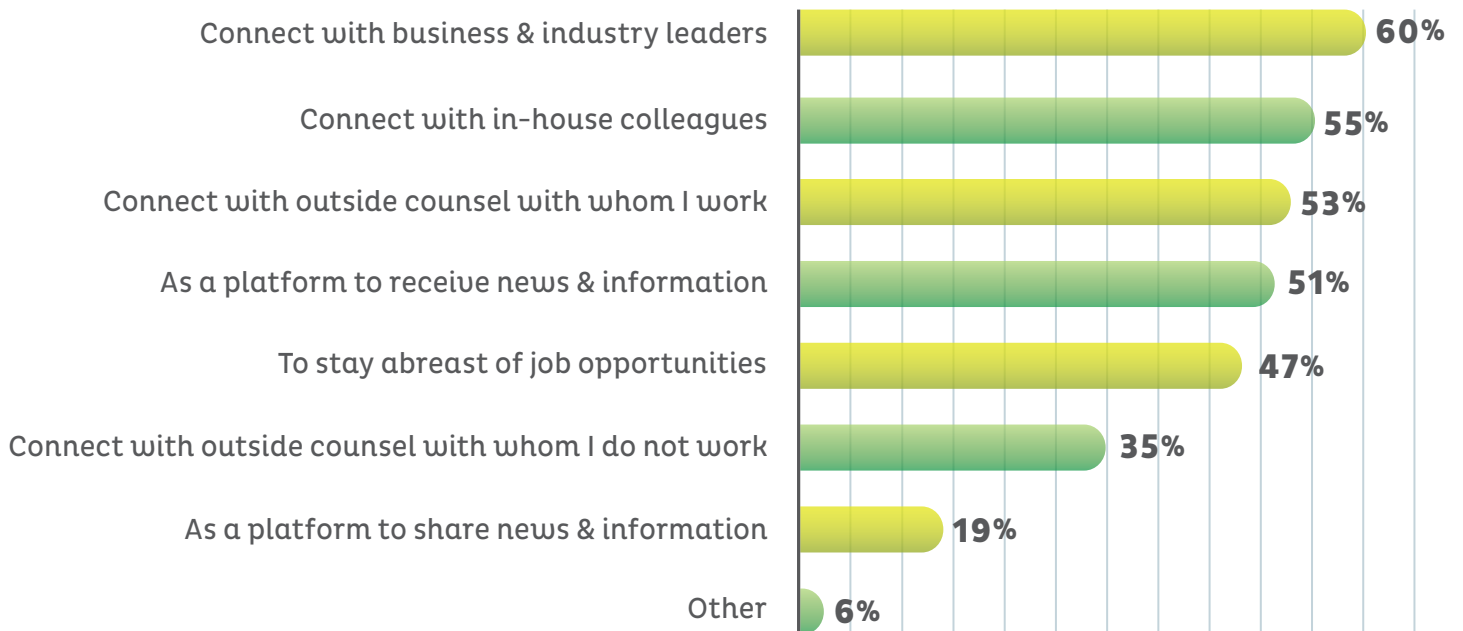
(BOTTOM 4 CREDIBILITY)

● VERY CREDIBLE    ● SOMEWHAT CREDIBLE    ● NOT CREDIBLE AT ALL    ● DON'T KNOW



The most credible source for legal, business and industry news hands down is traditional media, and that is followed by legal news aggregators, online lawyer listing services and LinkedIn. In the 2013 survey, online lawyer listing services were considered very credible by only 8 percent, making 2014's 23 percent a significant change.

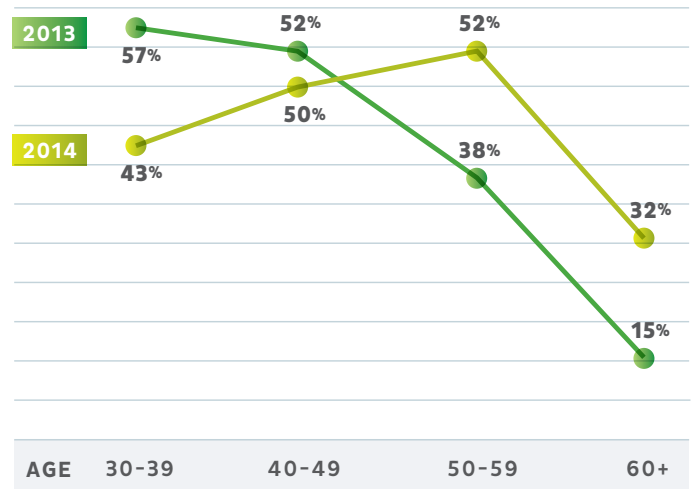
## IF YOU ARE USING LINKEDIN FOR PROFESSIONAL REASONS, HOW ARE YOU USING IT?



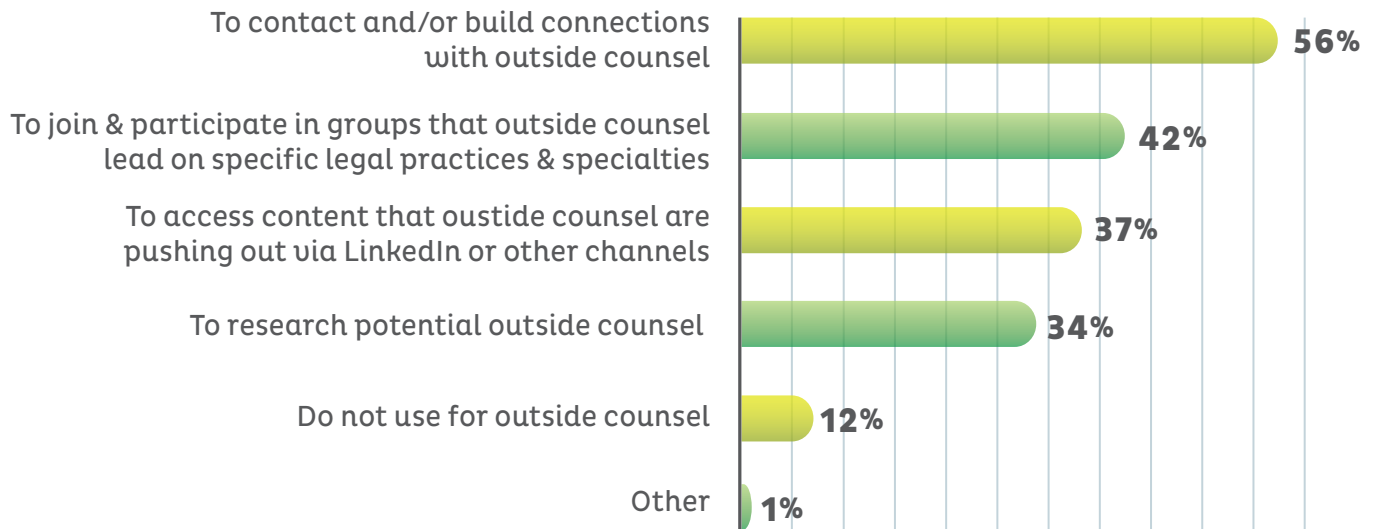
In this year's survey, the reasons for using LinkedIn professionally were equally dispersed.

More than double the percentage of In-house counsel age 60 and up say they are using LinkedIn to stay abreast of job opportunities; this is up from 15 percent in 2013. Those who are ages 50 and older also saw an increase from 38 percent to 52 percent from 2013 to 2014.

### USING LINKEDIN TO STAY ABREAST OF JOB OPPORTUNITIES



**WHICH OF THE FOLLOWING DESCRIBES HOW YOU ARE USING LINKEDIN WITH REGARDS TO OUTSIDE COUNSEL?**

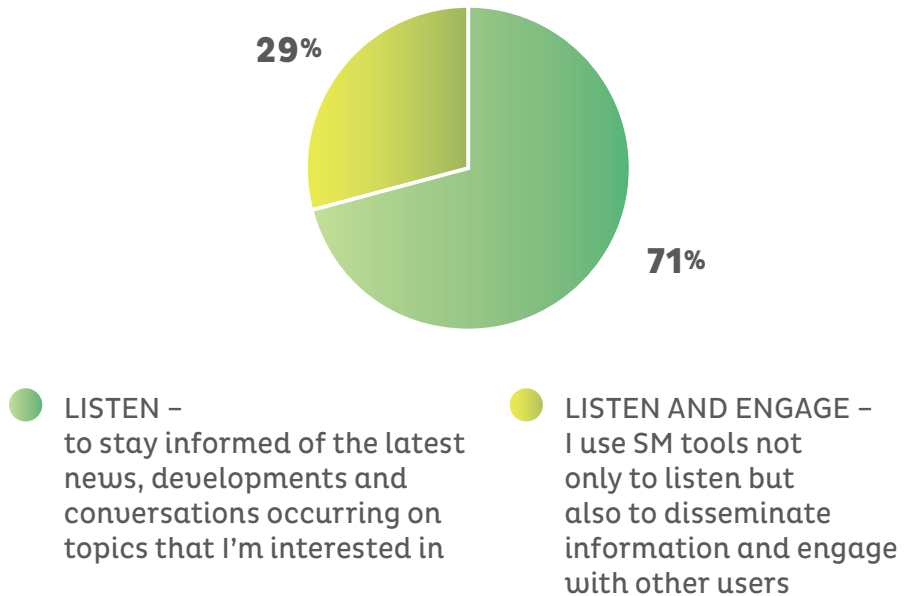


In-house counsel are actively using LinkedIn to build connections with outside lawyers, join and participate in groups led by outside counsel and access content that outside counsel are pushing out.

This suggests why it's important for outside lawyers to have a strong presence on the platform.

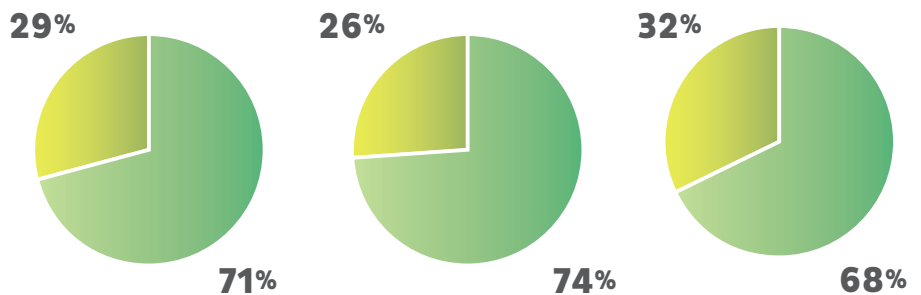
## HOW ARE YOU USING SOCIAL MEDIA?

**WHICH OF THE FOLLOWING BEST DESCRIBES THE WAY YOU USE SOCIAL MEDIA TODAY?**



## INVISIBLE USER TREND

- LISTEN - to stay informed of the latest news, developments and conversations occurring on topics that I'm interested in
- LISTEN AND ENGAGE - I use SM tools not only to listen but also to disseminate information and engage with other users



2014

2013

2012

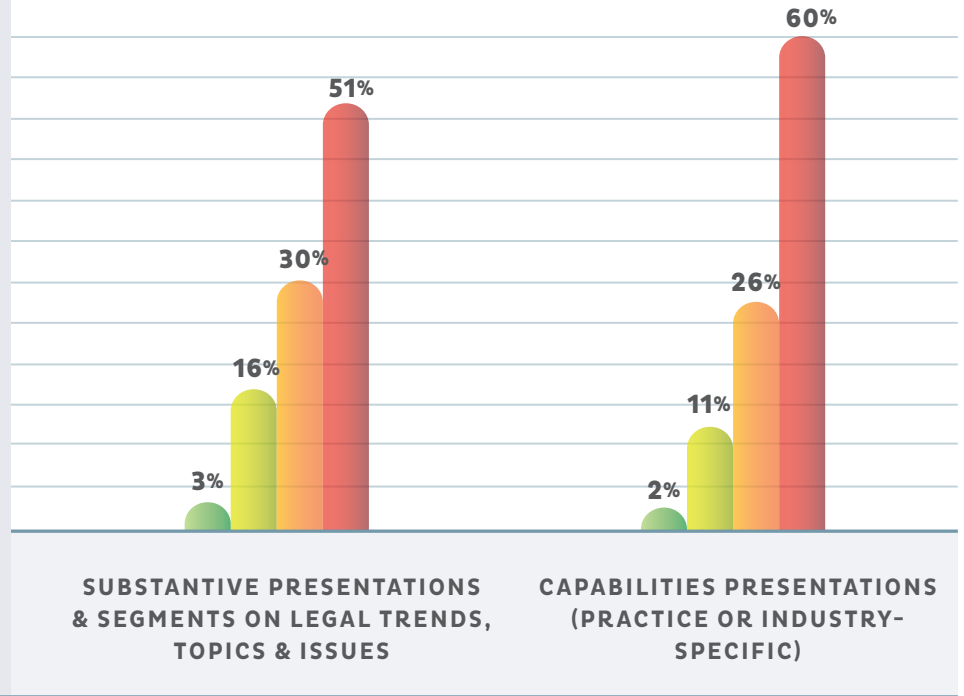
The majority of respondents (71 percent) use social media in listen-only mode and do not disseminate information or engage with other users.

This mirrors the 2013 and 2012 data, and suggests that firms should focus on the quality of their content versus looking to generate online dialogue with other users. By building relationships through the quality of their content, firms and their individual lawyers can convert online relationships into offline ones.

**TO WHAT  
EXTENT DO YOU  
ACCESS LAW  
FIRM WEBSITES  
OR LAW FIRM-  
BRANDED  
YOUTUBE  
CHANNELS?**

**VIDEO USAGE**

- TO A GREAT EXTENT
- TO SOME EXTENT
- TO A SMALL EXTENT
- NOT AT ALL



Twenty-one percent of respondents said they access video on YouTube weekly for professional reasons, slightly down from 24 percent in 2013.

As was the case in 2013, few In-house counsel are accessing substantive video content from their outside law firms.

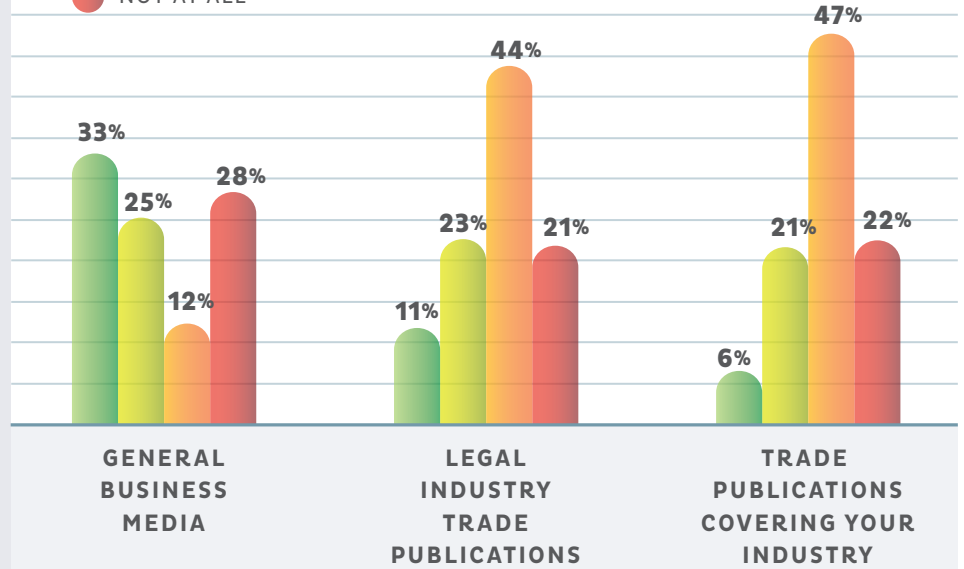
Given the popularity and “sharability” of quality video – especially video that is “newsy” and journalistic in tone – we aren’t counting this medium out yet.

Our view is that because firms haven’t made much progress in the production and dissemination of video, In-house counsel aren’t tuning in; if firms build it, we believe there will be an audience.

**HOW  
FREQUENTLY  
DO YOU ACCESS  
THE FOLLOWING  
NEWS &  
INFORMATION  
SOURCES IN  
THEIR PRINT  
FORM?**

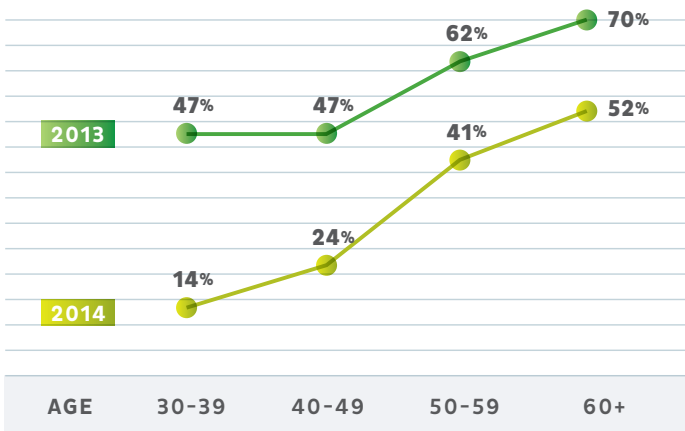
**READ PRINT VERSION**

- DAILY
- WEEKLY
- MONTHLY
- NOT AT ALL



Daily readership of general business media in print form has dropped significantly in the past year. Fifty-five percent of In-house counsel reported reading a daily business newspaper in print in 2013 compared to 33 percent in 2014.

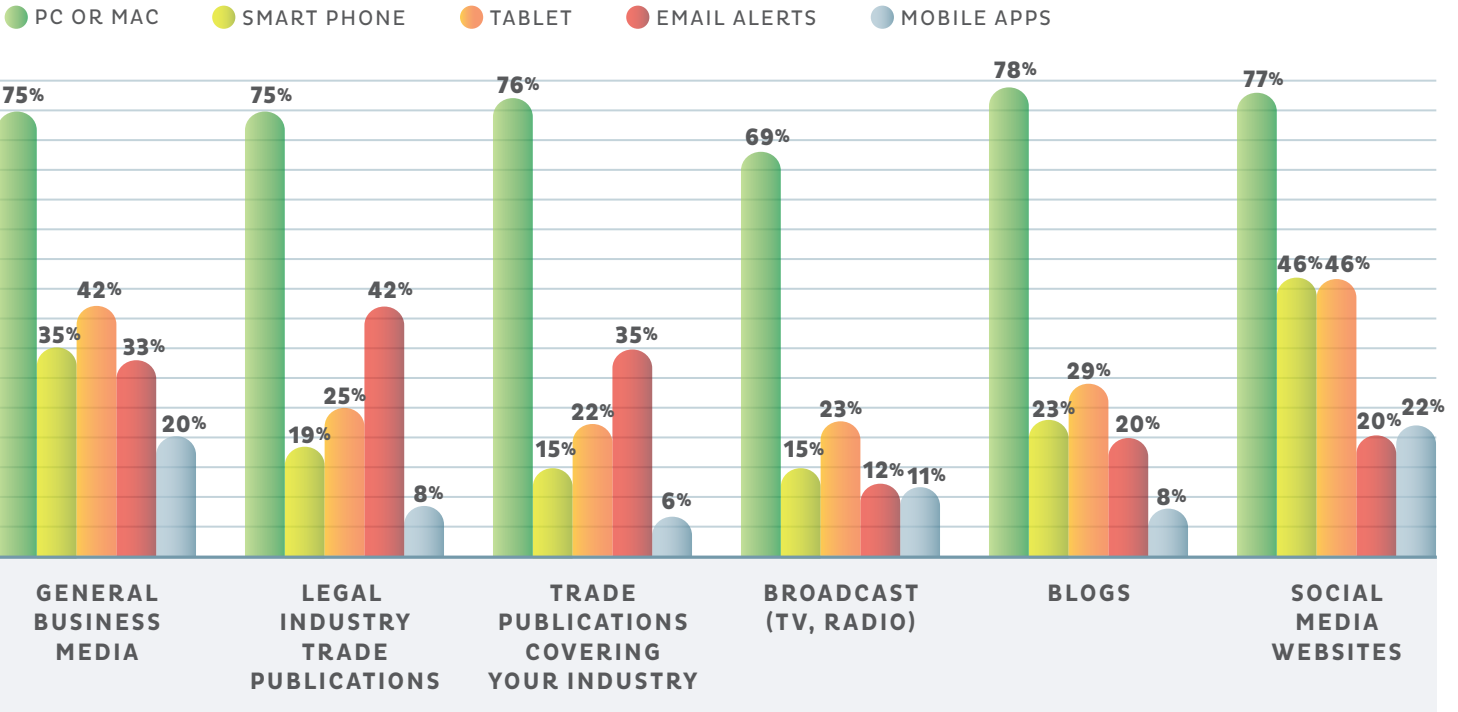
**GENERAL BUSINESS MEDIA: DAILY PRINT READERSHIP DOWN**



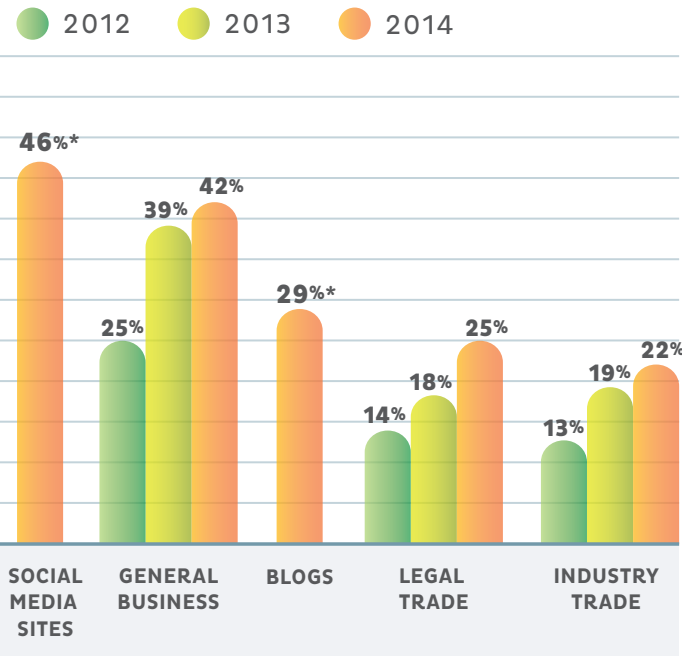
Weekly readership of print media is more equally spread among general news, legal trade and industry trade publications.

On a monthly basis, In-house counsel are reading industry (47 percent) and legal (44 percent) trade publications more, which coincides with the publishing schedules of these types of outlets.

## AND THROUGH WHICH DELIVERY METHODS DO YOU ACCESS THEM ONLINE OR VIA THE WEB?

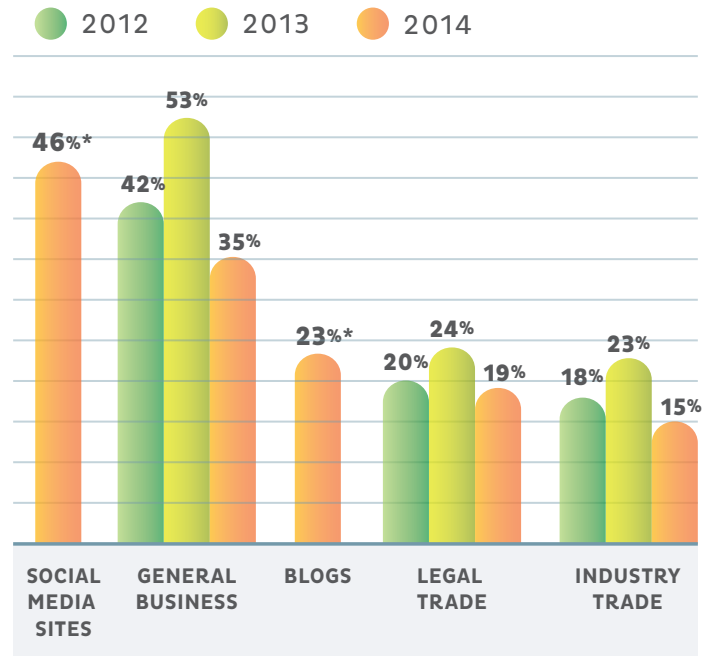


### ACCESSING NEWS & INFORMATION VIA TABLETS



\*DATA UNAVAILABLE FOR EARLIER YEARS

### ACCESSING NEWS & INFORMATION VIA SMARTPHONES



\*DATA UNAVAILABLE FOR EARLIER YEARS

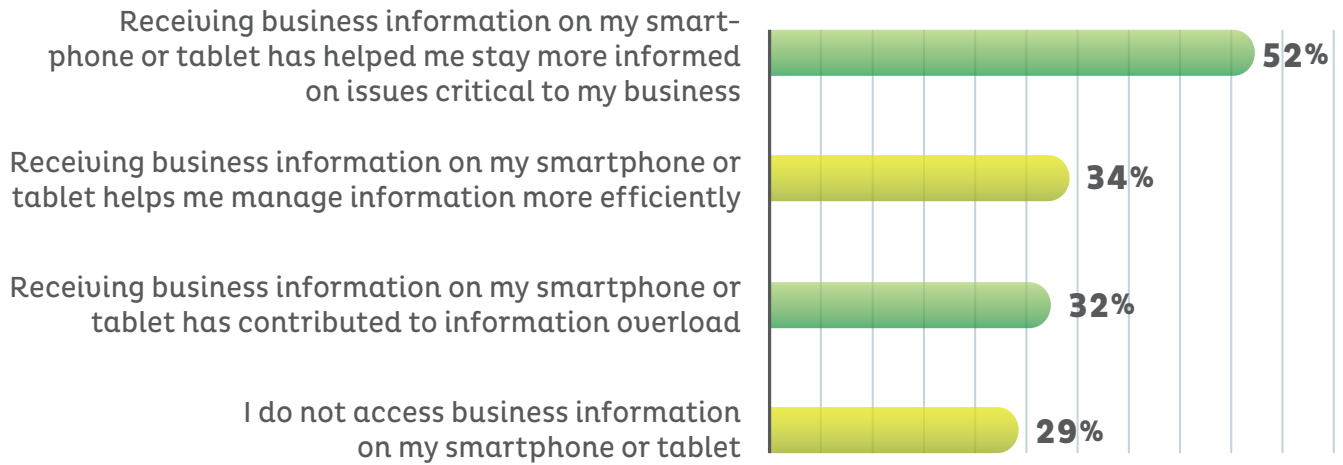
The PC or Mac dominates how respondents access their news online when they are sitting at their desks – similar to 2013.

This question is more about how In-house counsel are getting their information when they are outside their offices and “on the go.”

In keeping with the growing mobile trend, consumption of news and information on tablets continues to grow.

Accessing news and information on smartphones has declined slightly year over year; this likely is due to the proliferation of tablets and the greater ease of consuming information on a tablet vs. a smartphone.

**WHICH OF THE FOLLOWING STATEMENTS DESCRIBES YOUR ATTITUDE TOWARD INFORMATION DELIVERY VIA A SMARTPHONE OR TABLET?**



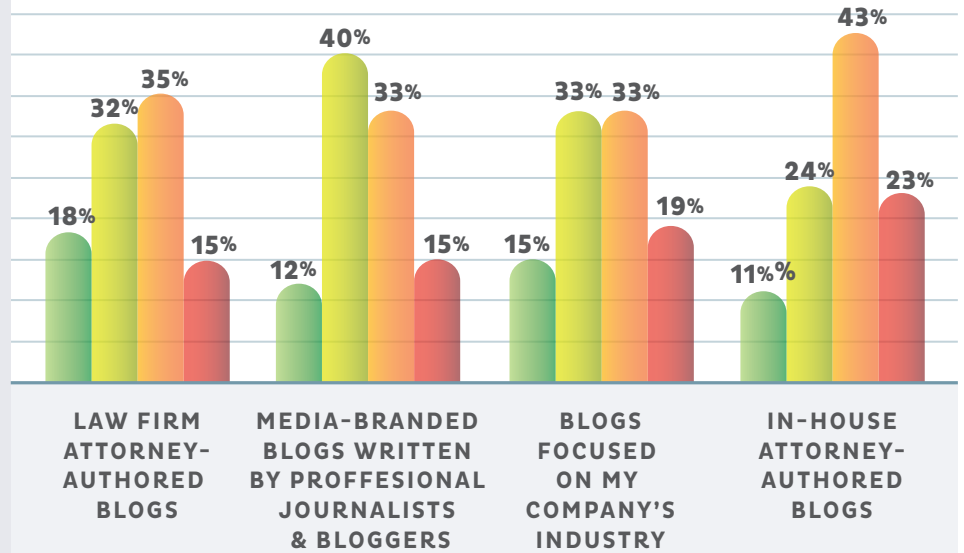
More than half of In-house counsel (52 percent) say that receiving business information on their smartphone or tablet has helped them stay better informed on issues critical to their business, even though 32 percent say it is contributing to information overload.



**WHAT TYPES OF BLOGS DO YOU READ, FREQUENT & VALUE MOST?**

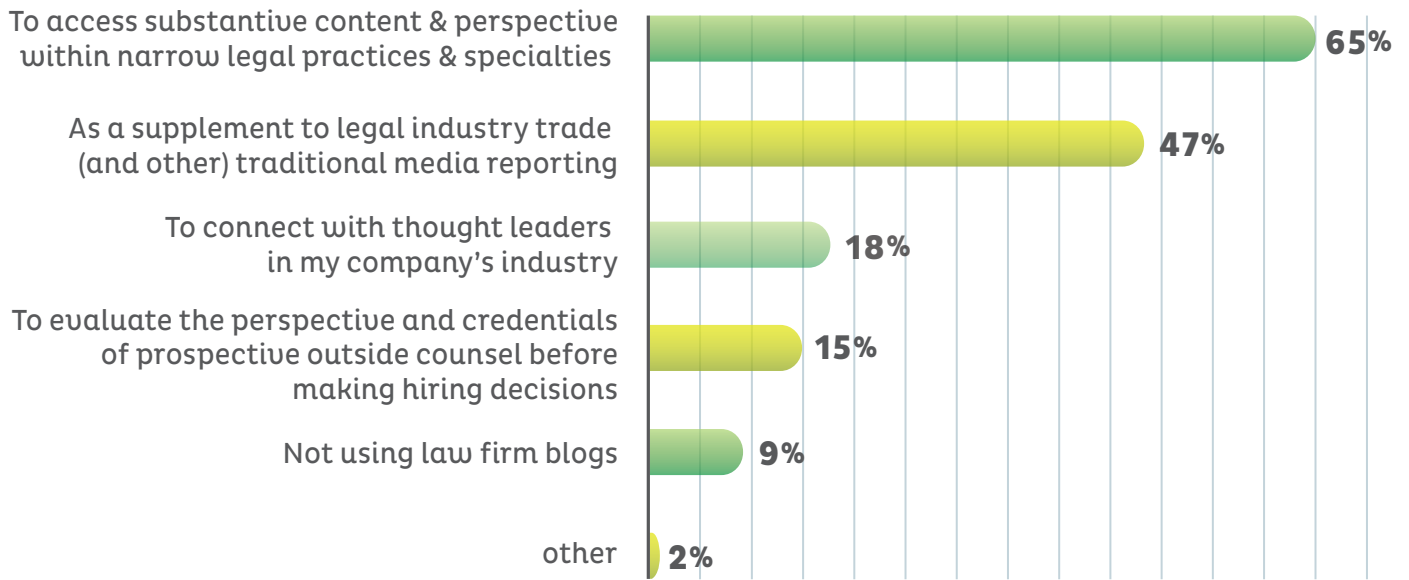
**WHAT TYPES OF BLOGS DO YOU READ, FREQUENT & VALUE MOST?**

- VERY OFTEN
- SOMEWHAT OFTEN
- NOT VERY OFTEN
- NOT AT ALL



The results are consistent with what we found in our 2013 and 2012 studies. In-house respondents indicate they are reading attorney-authored blogs just as often as they are reading blogs authored by professional journalists. These numbers underscore that in-house counsel are consuming *owned media* as often as *earned media* in the blogosphere; the implication is that firms need to focus on populating blogs with the best content possible.

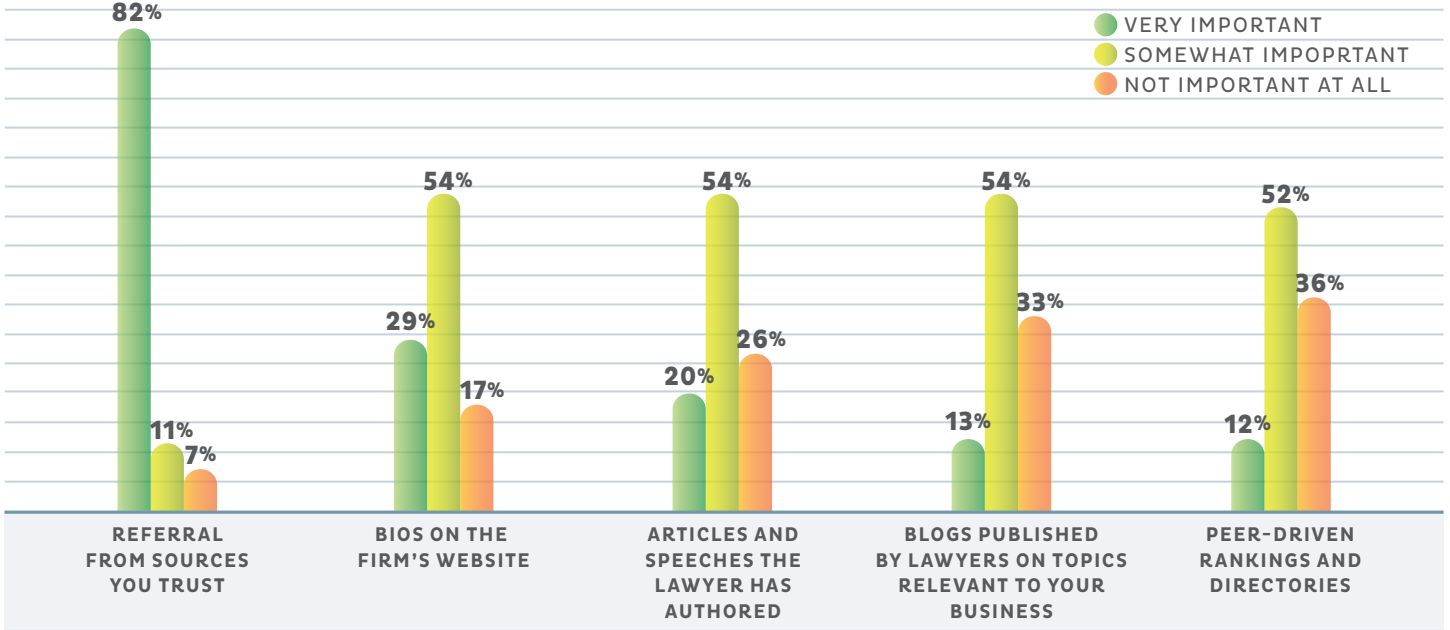
## WHICH OF THE FOLLOWING DESCRIBES HOW YOU ARE USING LAW FIRM BLOGS?



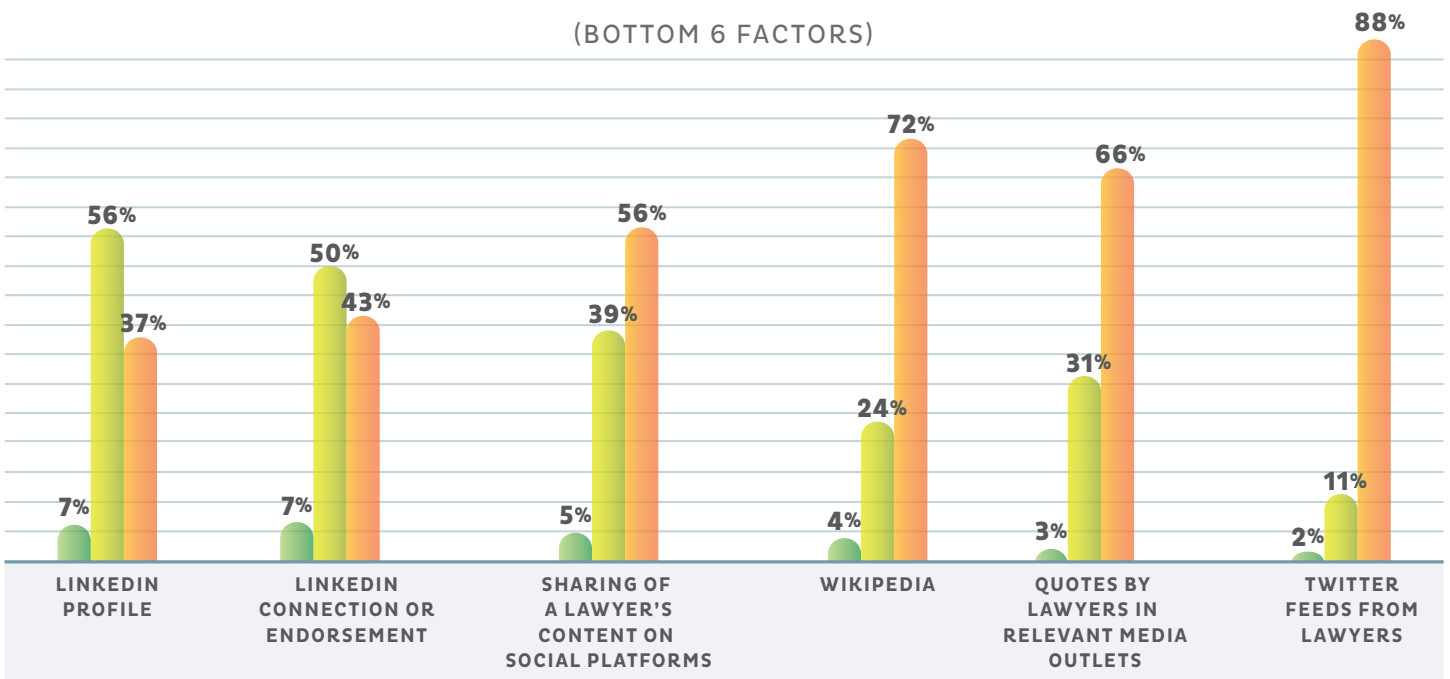
The majority of In-house respondents are using law-firm blogs to access substantive content within specific legal practices and specialties (65 percent), and as a supplement to legal industry trade and traditional media reporting (47 percent).

**PLEASE INDICATE THE IMPORTANCE OF THE FOLLOWING IN HELPING YOU TO RESEARCH OUTSIDE LAWYERS & LAW FIRMS FOR POTENTIAL HIRE**

(TOP 5 FACTORS)

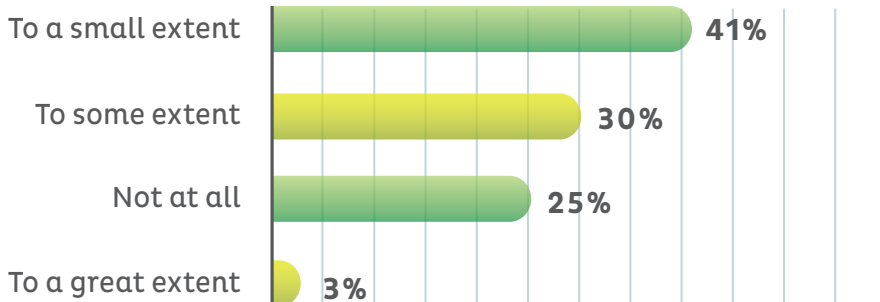


(BOTTOM 6 FACTORS)



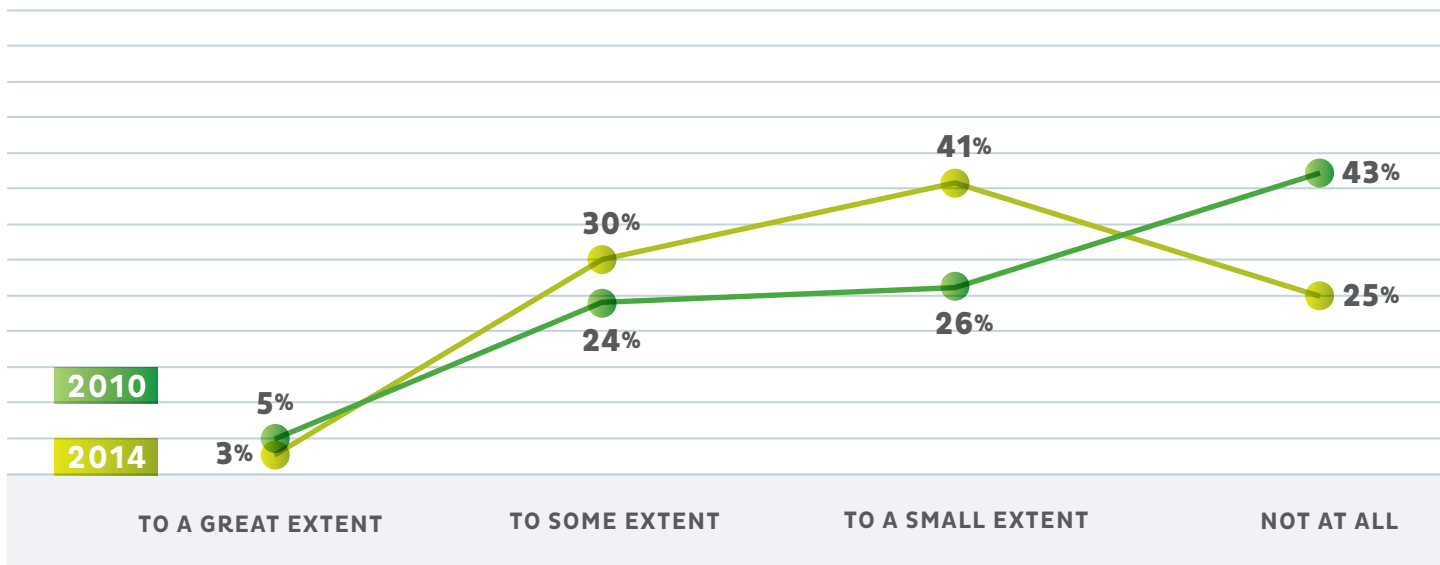
The leading factors for In-house counsel researching outside lawyers and firms for potential hire are, in order, recommendations from trusted sources, bios on firm websites, articles and speeches an attorney has authored, attorney-authored blogs, and peer-driven rankings and directories.

**TO WHAT EXTENT  
DO YOU ACCESS  
CONTENT FROM  
OUTSIDE COUNSEL  
FIRMS THROUGH  
NEW MEDIA  
TOOLS?**



\* NEW MEDIA TOOLS MAY INCLUDE TWITTER FEEDS, BLOGS, FACEBOOK PAGES, FIRM-BRANDED MOBILE APPLICATIONS, LINKEDIN DISCUSSION GROUPS, ETC.

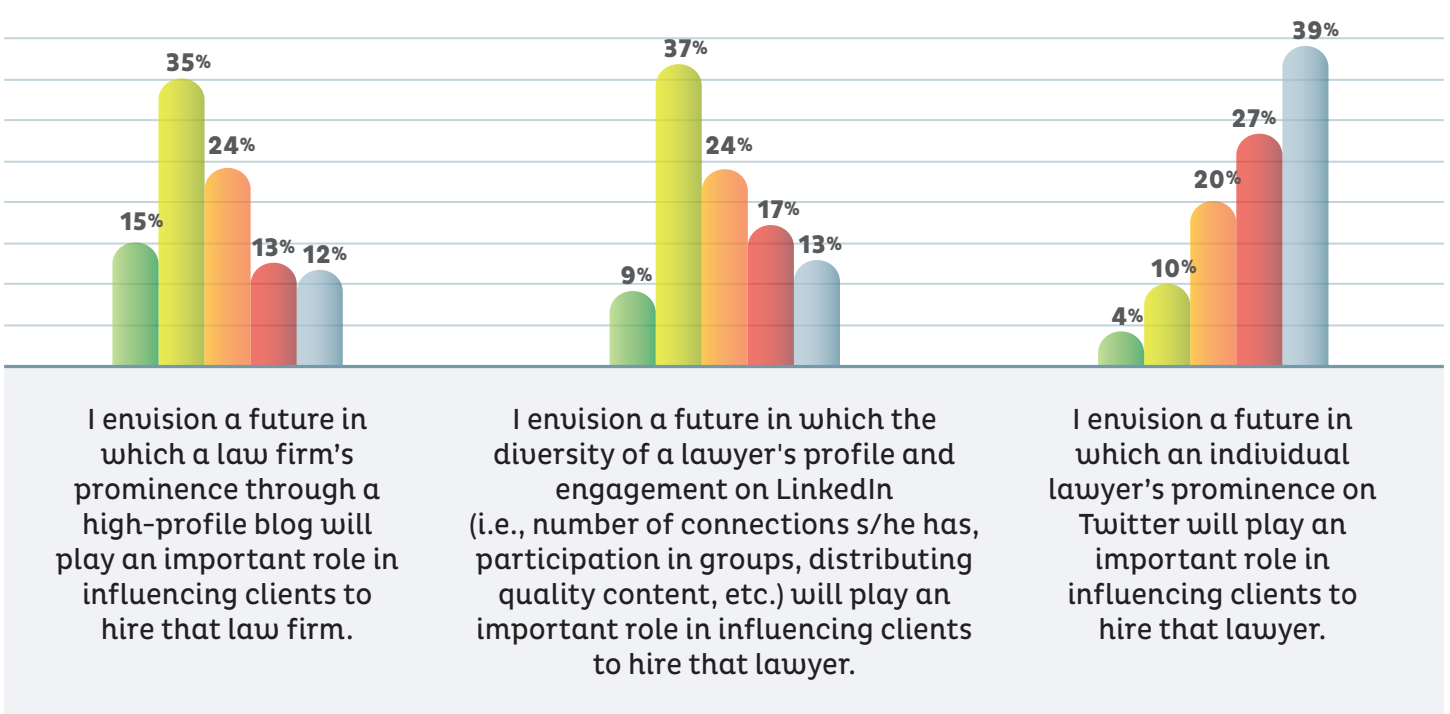
**ACCESSING CONTENT VIA NEW MEDIA**



As the 2010-2014 data comparison shows, communication between law firms and their clients via online tools is progressing slowly.

## TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS?

● AGREE   
 ● SOMEWHAT AGREE   
 ● NEUTRAL   
 ● SOMEWHAT DISAGREE   
 ● DISAGREE



Respondents continue to envision a future in which quality blogs will influence hiring decisions. The percentage has remained around 50 percent from 2010 to 2014.

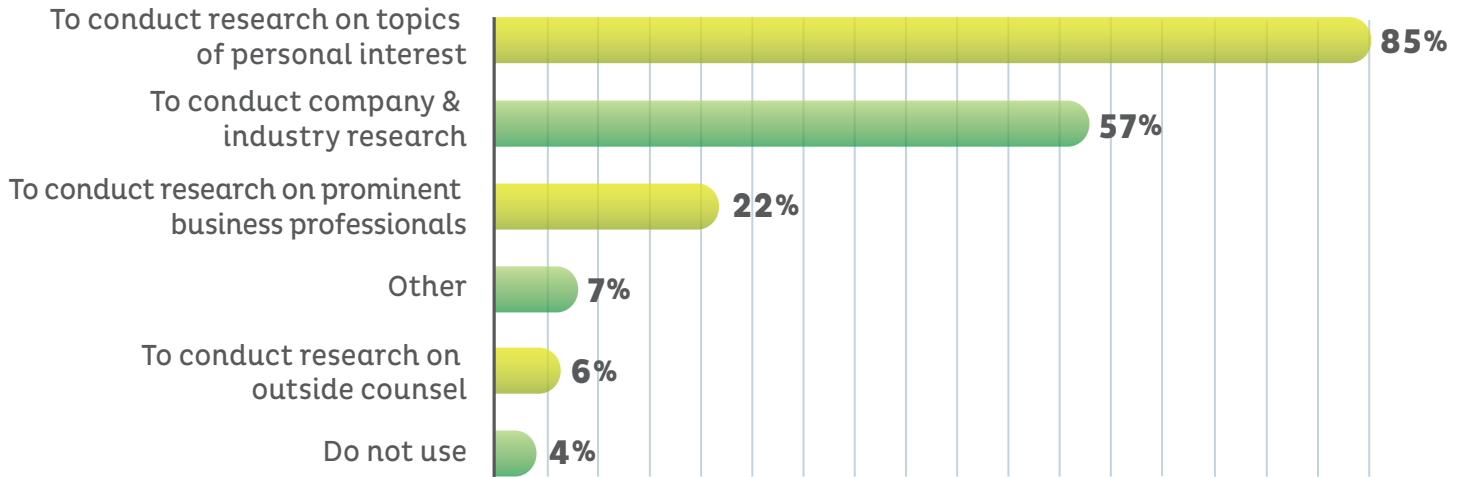
In addition, nearly half of In-house counsel (46 percent) envision a future in which the diversity of a lawyer's engagement on LinkedIn – number of connections, participation in groups, use as a vehicle for distributing quality content – will play an important role in influencing clients to hire that lawyer.

As with all previous versions of the study, very few In-house counsel associate Twitter usage with influence over hiring decisions.

### PERCENTAGE OF COUNSEL WHO ENVISION A FUTURE IN WHICH WELL-EXECUTED BLOGS WILL INFLUENCE HIRING DECISIONS



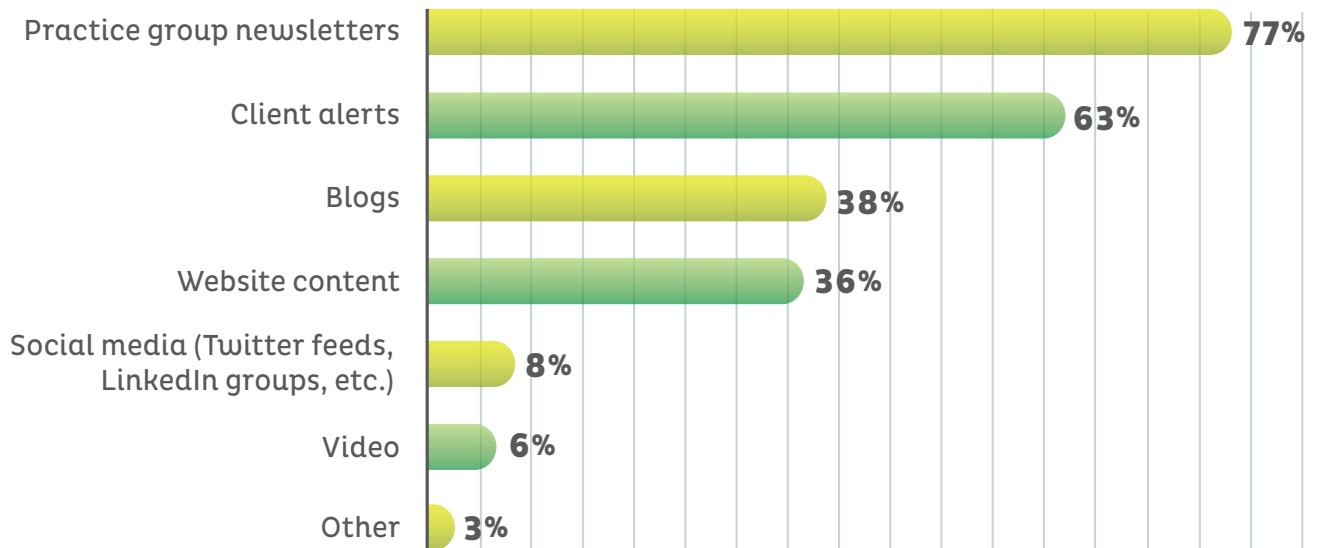
## WHICH OF THE FOLLOWING DESCRIBES HOW YOU ARE USING WIKIPEDIA?



Wikipedia continues to be used for research. The majority of In-house counsel use it to conduct research on topics of personal interest (85 percent) which mirrors our 2013 and 2012 data. Usage for company and industry research remains fairly robust as well. Fifty-seven percent of In-house counsel used Wikipedia for business-related research in 2014, compared to 65 percent in 2013 and 51 percent in 2012.

Only 6 percent of respondents in 2014 said they use Wikipedia to research outside counsel. In 2013, 8 percent answered that way, as did 7 percent in 2012.

## WHAT TYPES OF LAW FIRM-GENERATED CONTENT DO YOU FIND MOST VALUABLE?



In the era of digital media, it's interesting to see that traditional forms of law-firm-generated content – namely practice group newsletters and client alerts – are deemed most valuable by In-house counsel.

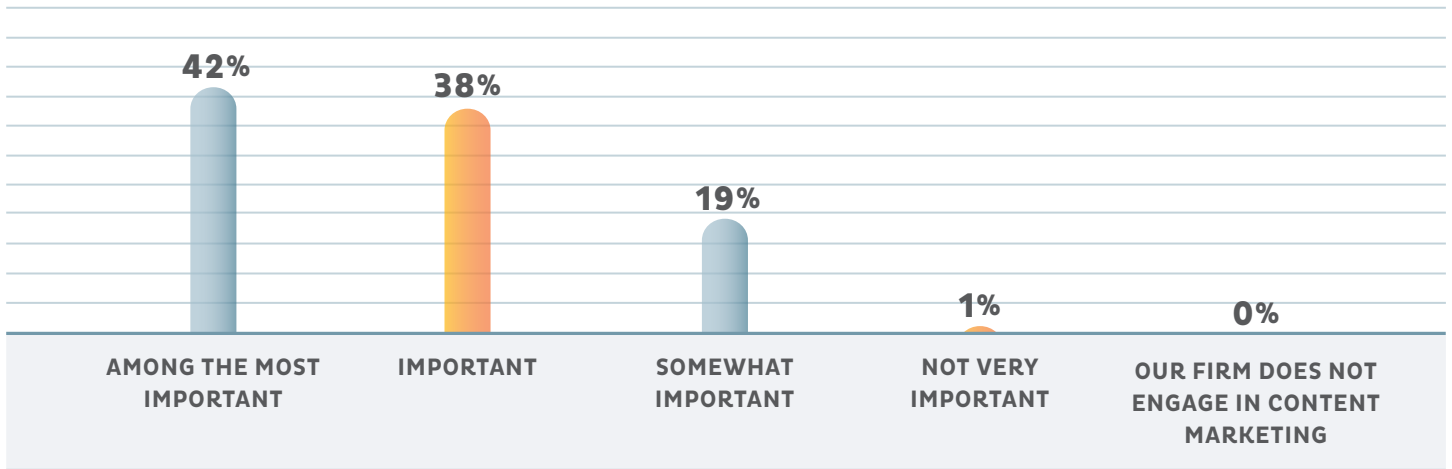
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COMPLETE SURVEY RESULTS

# LAW FIRM CMO/MARKETER SURVEY



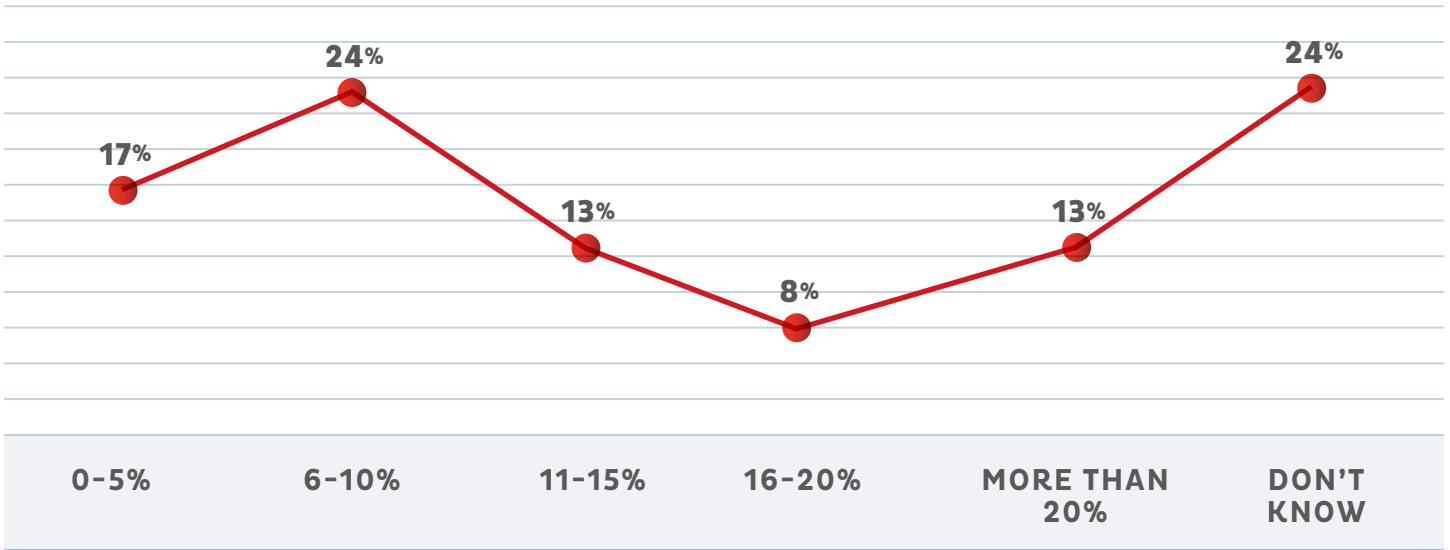
**THINKING OF ALL THE MARKETING AND BUSINESS DEVELOPMENT STRATEGIES YOU EMPLOY AT YOUR FIRM, HOW IMPORTANT IS CONTENT MARKETING COMPARED TO OTHER STRATEGIES?**



Given that law firms have long been in the content-publishing business, it's no surprise that 80 percent of law-firm marketers view content marketing as "important" or "among the most important" marketing and business-development strategies they employ.

**APPROXIMATELY WHAT PERCENTAGE (%) OF  
THE MARKETING DEPARTMENT'S BUDGET  
IS ALLOCATED TO CONTENT MARKETING?**

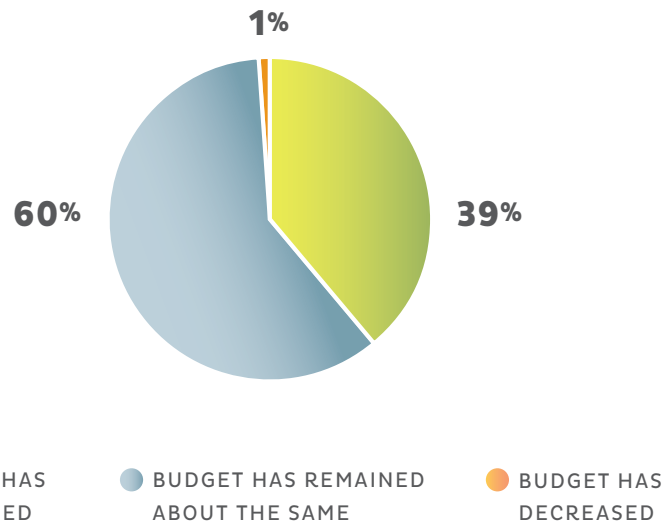
(marketing budget refers to all marketing expenditures except for practice group business development, and includes staff salaries and costs associated with outside consultants)



Because content pervades just about every aspect of the legal marketing function, allocations came in across the board, with 24 percent of firm marketers saying they do not know what percentage of their budgets are allocated to content marketing.

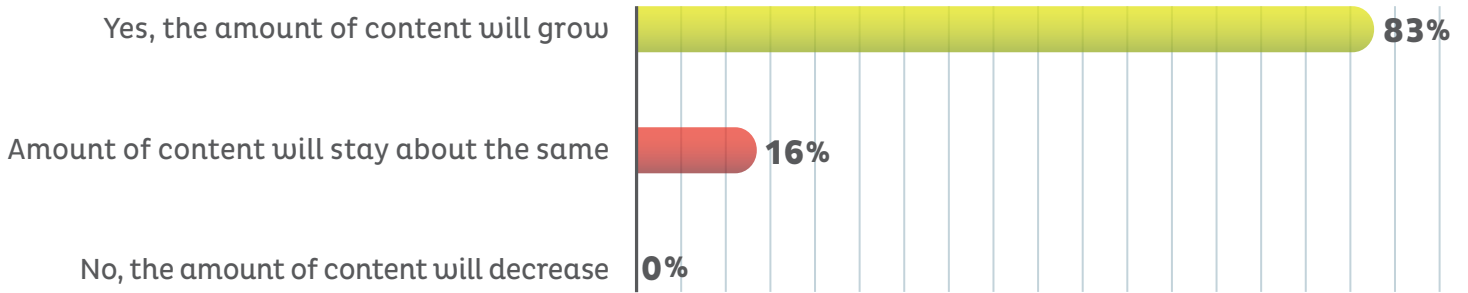
**IS YOUR BUDGET  
FOR CONTENT  
MARKETING IN  
2014 DIFFERENT  
FROM 2013?**

**IS YOUR BUDGET FOR CONTENT MARKETING  
IN 2014 DIFFERENT FROM 2013?**



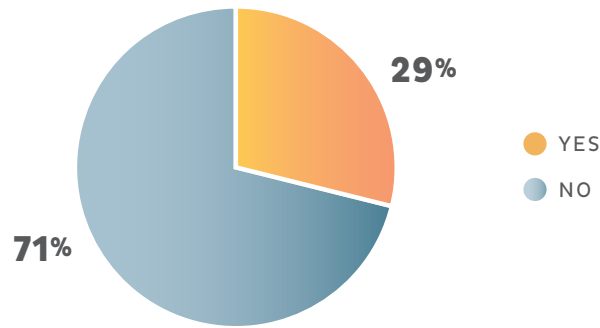
Thirty-nine percent of law-firm marketers expect their content-marketing budgets to increase in 2014. Firms with higher gross revenue are increasing their content-marketing budgets in 2014 slightly more than their smaller firm peers.

**DO YOU EXPECT THAT YOUR DEPARTMENT OR FIRM WILL PRODUCE MORE CONTENT IN 2014 THAN IT DID IN 2013?**



Eighty-four percent of law-firm marketers expect their firms to produce more content in 2014 than they did in 2013, even though only 39 percent of those marketers say their content-marketing budgets will increase.

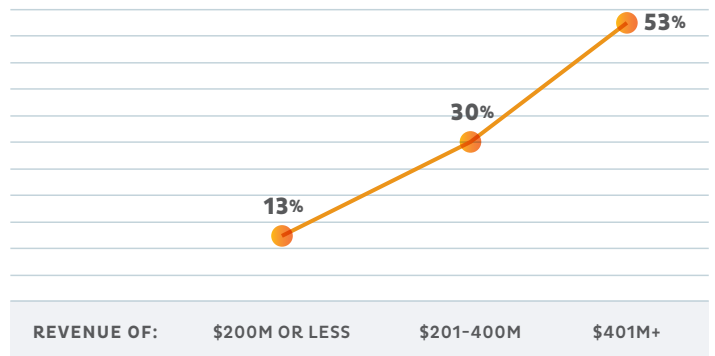
**DO YOU CURRENTLY HAVE A SINGLE PERSON WHO IS DEDICATED TO OVERSEEING YOUR CONTENT MARKETING STRATEGY AND IMPLEMENTATION AT YOUR FIRM (E.G., DIRECTOR OF CONTENT STRATEGY)? IF SO, WHAT IS THAT PERSON'S TITLE?**



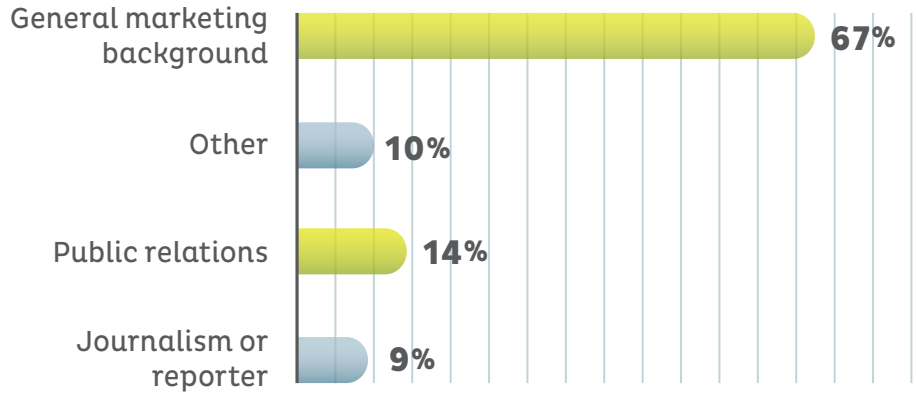
While 84 percent of law-firm marketers expect the volume of their content to increase in 2014, only 29 percent of firms have a dedicated person overseeing content strategy. Meanwhile, 73 percent of B2B companies say they have such a position, according to the Content Marketing Institute's 2014 *B2B Content Marketing* report.

The larger a law firm is by gross revenue, the more likely it is to have a single, dedicated professional overseeing content marketing.

**PERCENTAGE OF FIRMS, BY GROSS REVENUE, THAT HAVE A DEDICATED PERSON OVERSEEING CONTENT STRATEGY**

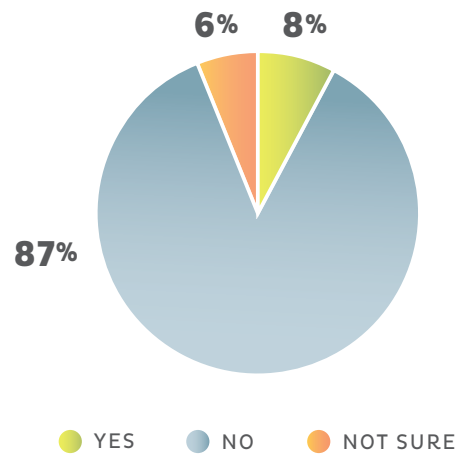


**WHAT  
BACKGROUND  
DOES THIS PERSON  
COME FROM?**



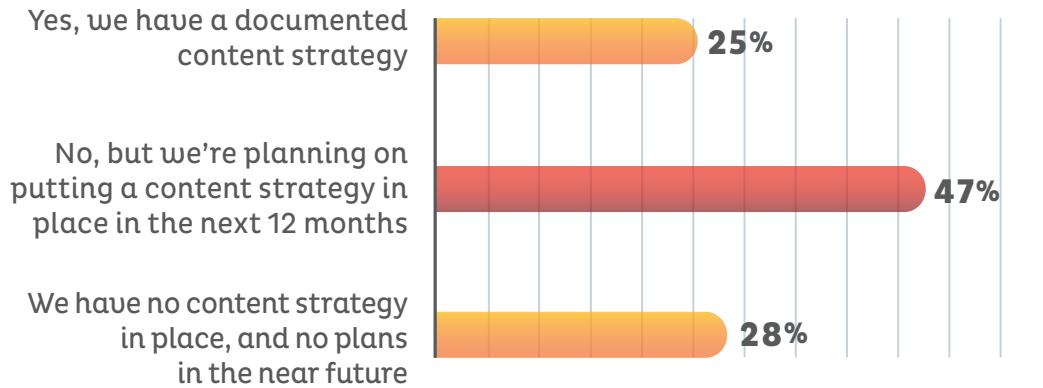
Of the 29 percent of law firms who say they have a dedicated person overseeing content strategy at their firms, a small number, 9 percent, come from a professional journalism background. Most have entrusted that job to a trained marketer.

**DO YOU PLAN TO  
HIRE FOR OR  
CREATE A  
DIRECTOR OF  
CONTENT-TYPE  
POSITION IN THE  
COMING YEAR?**



Of those respondents who say they do not have a director of content-type position at their firms, the majority (87 percent) have no plans to hire for one in the year ahead.

## DOES YOUR FIRM HAVE AN OVERARCHING CONTENT STRATEGY IN PLACE FOR THE ORGANIZATION?



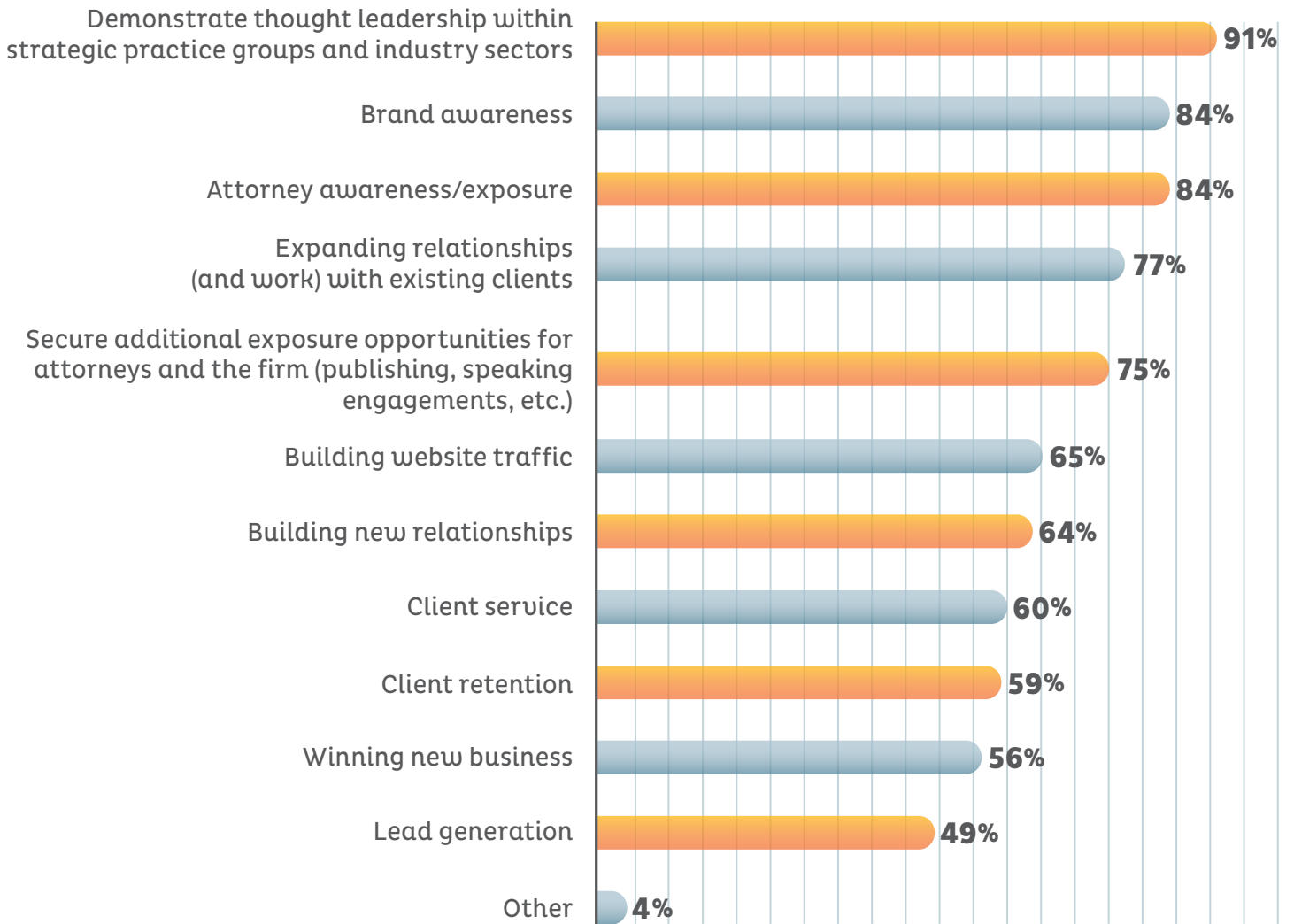
Twenty-five percent of law-firm marketers say they have a documented content strategy in place at their firms. According to the 2014 Content Marketing Institute study, 44 percent of B2B marketers have documented content strategies in place at their organizations.

The higher a firm's gross revenue, the more likely it is to have an overarching content strategy. Forty-seven percent of law firms without an overarching content strategy said they plan to put one in place in the next 12 months.

PERCENTAGE OF LAW FIRMS, BY GROSS REVENUE, THAT HAVE AN OVERARCHING CONTENT STRATEGY



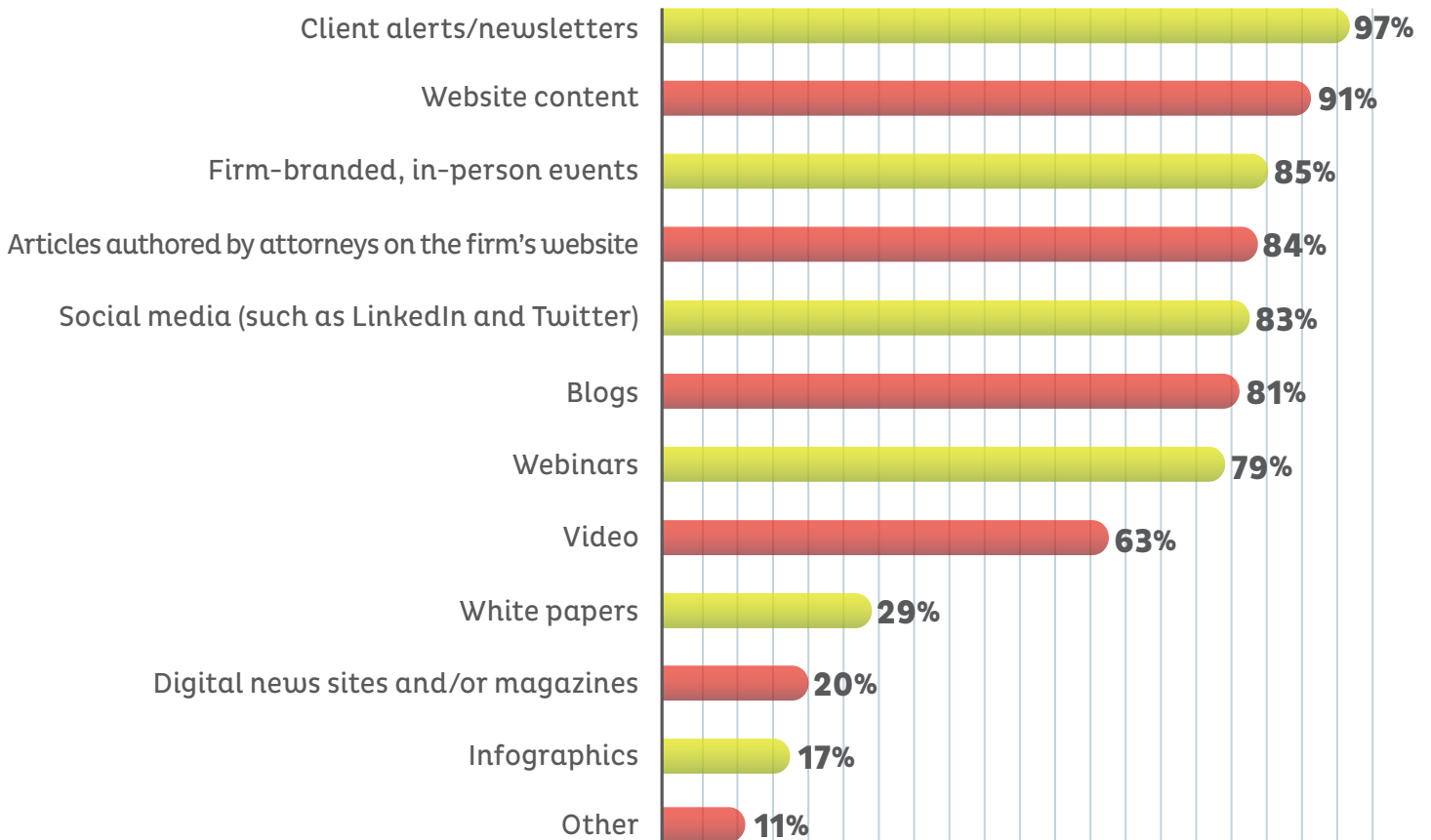
**HOW WOULD YOU DESCRIBE THE OVERALL GOALS OF CONTENT MARKETING WITHIN YOUR LAW FIRM AS IT RELATES TO MARKETING AND BUSINESS DEVELOPMENT?**



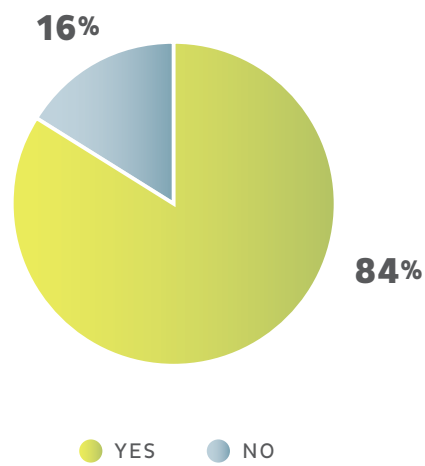
Law-firm marketers cite demonstrating practice and industry thought leadership (91 percent), brand awareness (84 percent) and attorney awareness/exposure (84 percent) as the top three goals for content marketing within their firms.



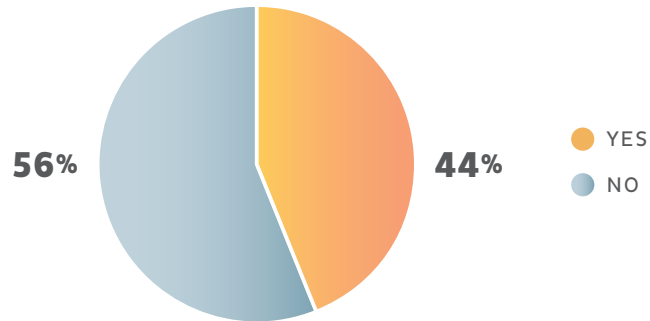
**IN WHICH OF THE FOLLOWING CONTENT MARKETING AREAS IS YOUR FIRM INVESTING IN 2014?**



**DOES YOUR FIRM HAVE A SOCIAL MEDIA POLICY IN PLACE THAT GUIDES WHAT THOSE WITHIN THE FIRM CAN POST AND SHARE?**

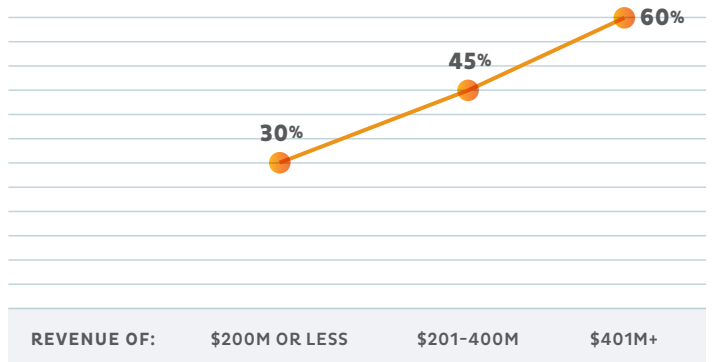


**DOES THE MARKETING TEAM PLAN TO PROVIDE OUTSIDE RESOURCES TO SUPPORT FIRM-BRANDED BLOGS IN 2014 (PROFESSIONAL WRITING ASSISTANCE, EDITORIAL STRATEGY, PROMOTION, ETC.)?**

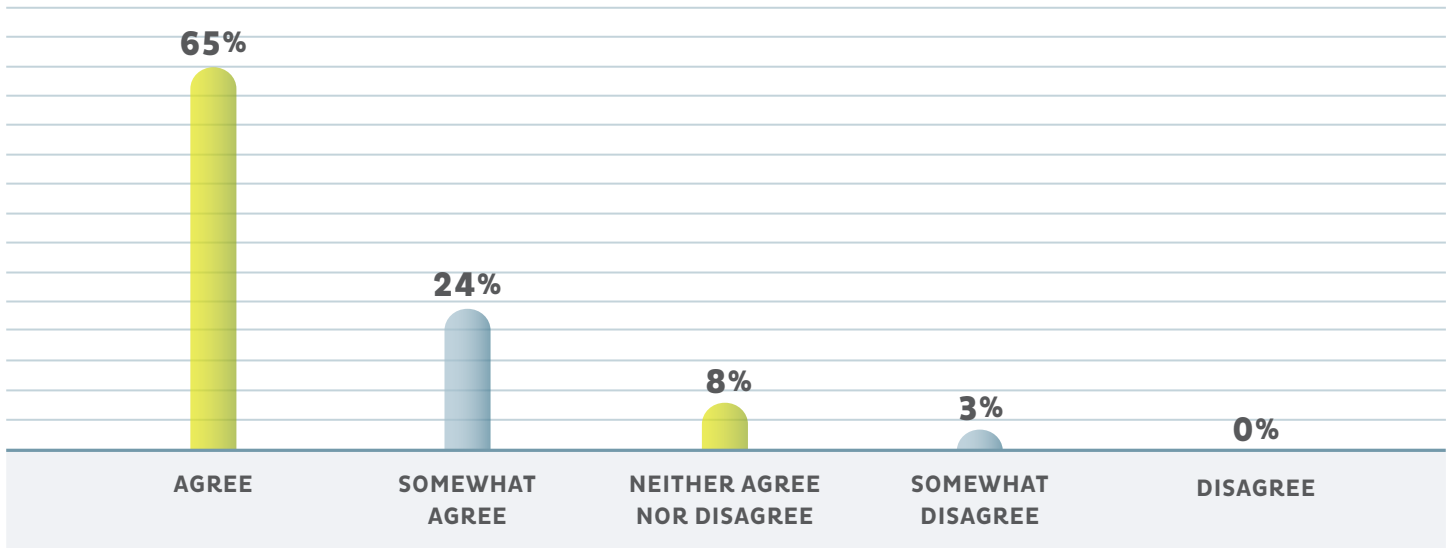


Not surprisingly, firms with higher gross revenue are investing more in outside resources to support firm-branded blogs in 2014.

**PERCENTAGE OF FIRMS, BY GROSS REVENUE, INVESTING IN OUTSIDE RESOURCES TO SUPPORT FIRM-BRANDED BLOGS**

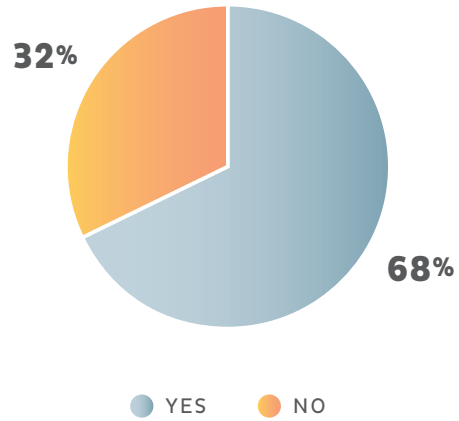


**TO WHAT EXTENT DO YOU AGREE OR DISAGREE  
WITH THE FOLLOWING STATEMENT:  
"I BELIEVE LINKEDIN IS A VALUABLE TOOL FOR  
MARKETING AND BUSINESS DEVELOPMENT."**

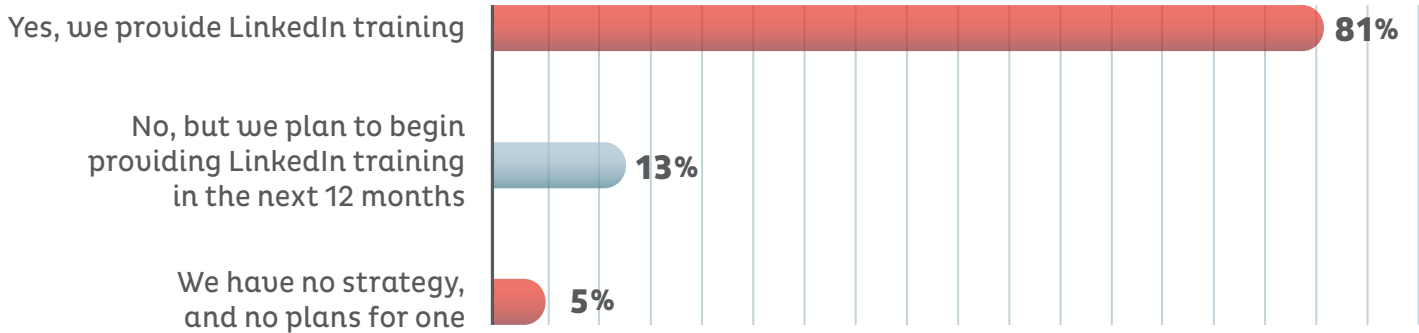


Eighty-nine percent of law firm CMOs either “agree” or “somewhat agree” that LinkedIn is a valuable tool for marketing and business development.

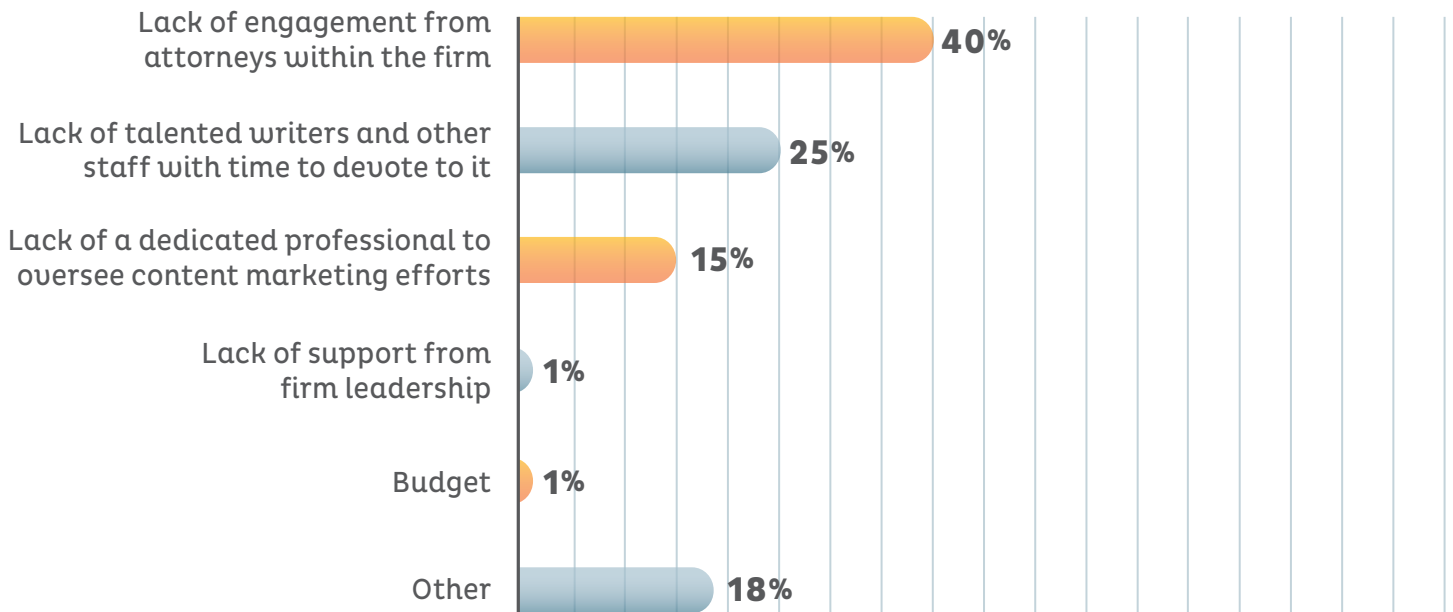
**DOES YOUR FIRM  
HAVE A LINKEDIN  
STRATEGY  
IN PLACE?**



**ARE YOU PROVIDING LAWYERS AND STAFF WITH TRAINING  
AND RESOURCES TO USE LINKEDIN MORE EFFECTIVELY?**

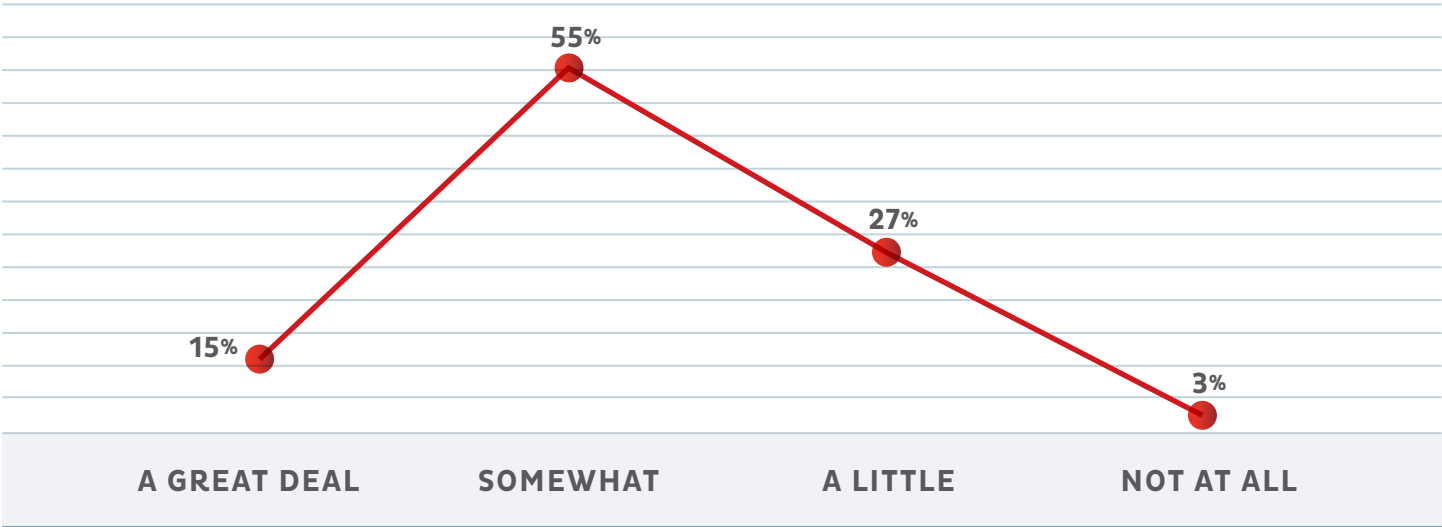


**WHAT IS THE GREATEST CHALLENGE YOUR DEPARTMENT  
FACES IN USING CONTENT MARKETING TO ELEVATE YOUR  
FIRM'S BRAND AND REPUTATION IN THE MARKETPLACE?**

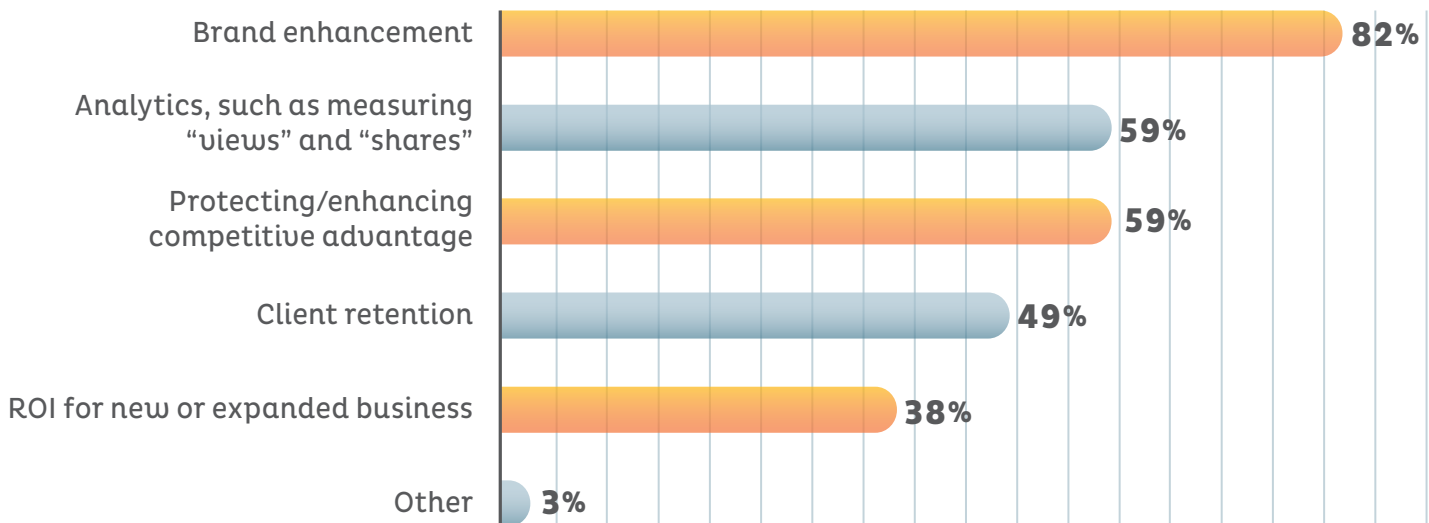


For law-firm marketers, the greatest content-marketing challenges include lack of engagement from attorneys within the firm (40 percent), lack of talented writers and other staff with time to devote to it (25 percent), and lack of a dedicated professional to oversee content-marketing efforts (15 percent).

**TO WHAT EXTENT HAS CONTENT MARKETING CONTRIBUTED TO YOUR FIRM BEING ABLE TO SECURE NEW MATTERS FROM EXISTING AND NEW CLIENTS?**



**HOW DOES YOUR FIRM JUSTIFY INVESTMENT IN CONTENT MARKETING EFFORTS?**



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# METHODOLOGY

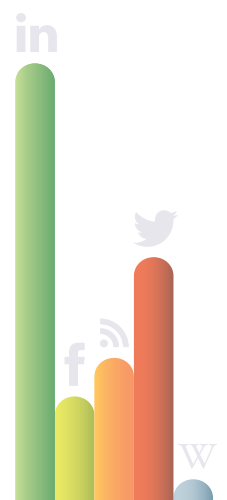
# METHODOLOGY

In February 2014, Greentarget, ALM Legal Intelligence, and Zeughauser Group distributed individual surveys to the following segments of the legal industry: corporate in-house counsel (the buyers of legal services), and law firm CMOs/Marketers (those who market outside legal services) at the top 350 law firms across the nation. The results were tabulated, analyzed, and released in April 2013.

For the in-house counsel survey, respondents identified themselves as GCs/Chief Legal Officers, Deputy/Assistant GCs, In-House Counsel, and related titles. For the law firm marketer survey, respondents identified themselves as Chief Marketing Officers, Chief Business Development Officers, Directors of Marketing, Directors of Communication, and related titles.

189 corporate counsel responded to the in-house counsel survey; 79 CMOs/Marketers from the *National Law Journal's* top 350 law firms (NLJ 350) responded to the law firm survey.

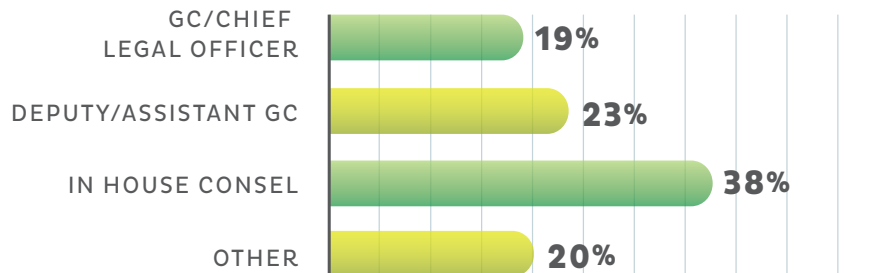
Percentages in certain questions exceed 100 percent because respondents were asked to check all that apply. Due to rounding, all percentages used in all questions may not add up to 100 percent.



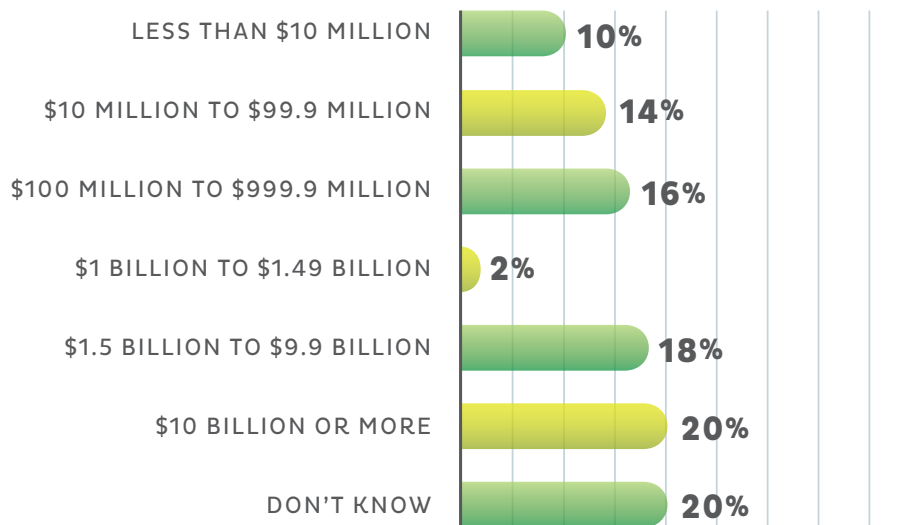


# IN-HOUSE COUNSEL

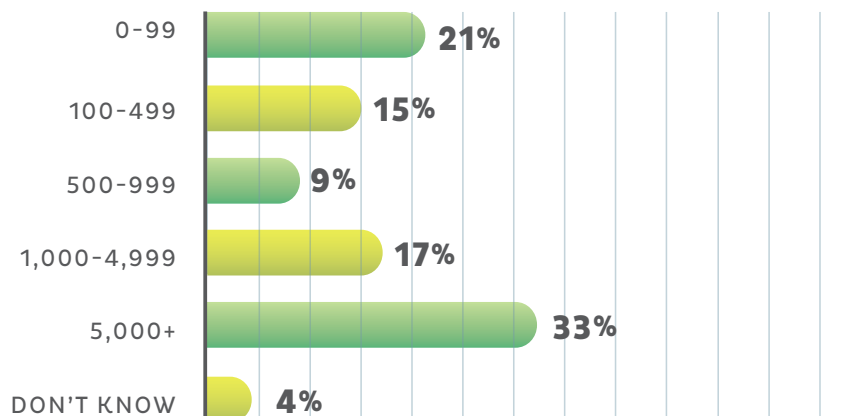
## WHICH OF THE FOLLOWING BEST DESCRIBES YOUR JOB TITLE?



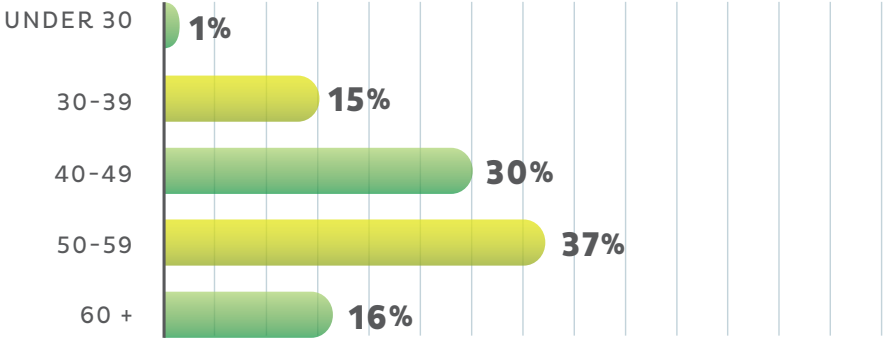
## WHAT WERE THE FY 2013 REVENUES OF YOUR COMPANY?



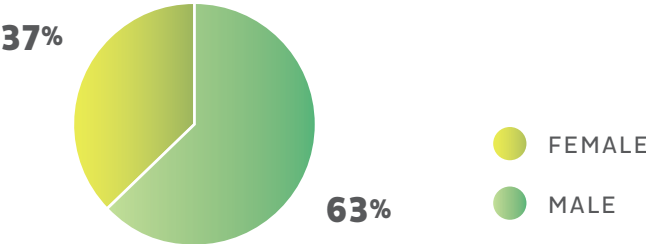
## HOW MANY PEOPLE DOES YOUR COMPANY EMPLOY?



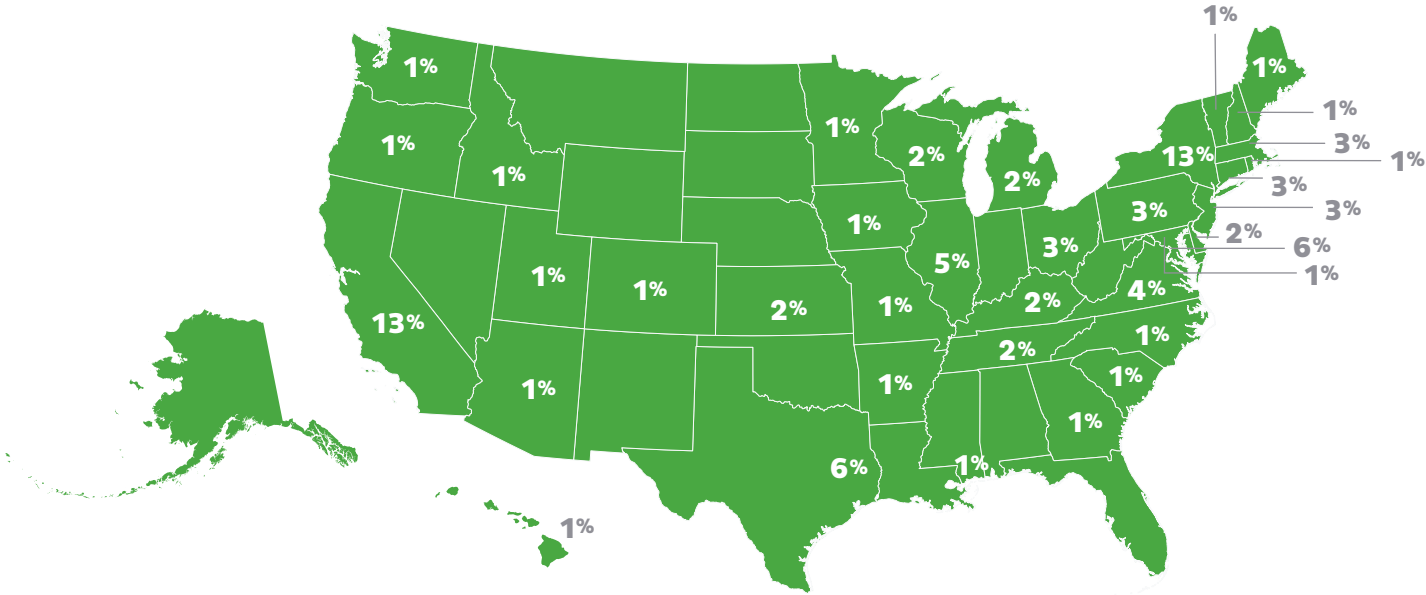
### WHAT IS YOUR AGE?



### WHAT IS YOUR GENDER?



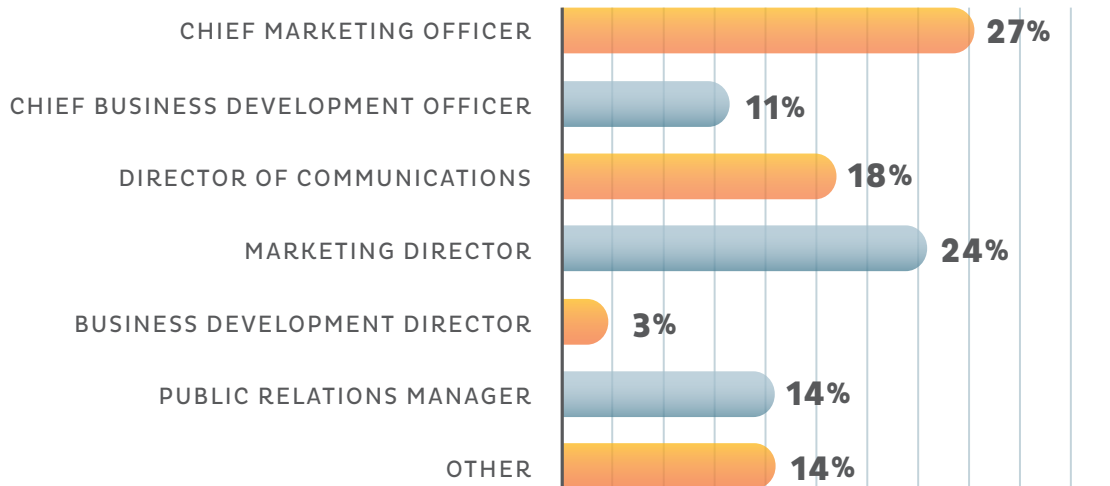
### WHERE IS YOUR COMPANY HEADQUARTERED?



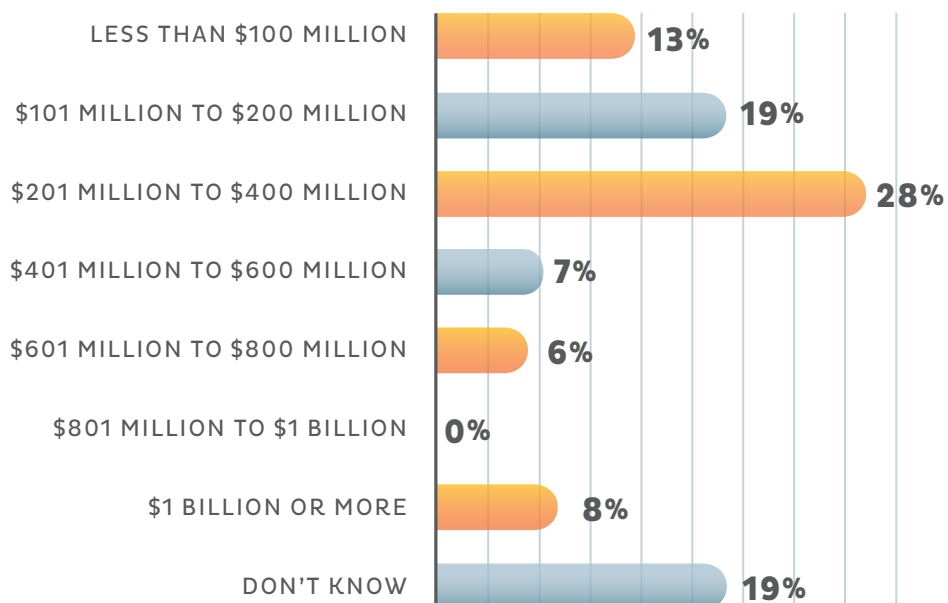
INTERNATIONAL: 3%

# LAW FIRM CMOs/MARKETERS

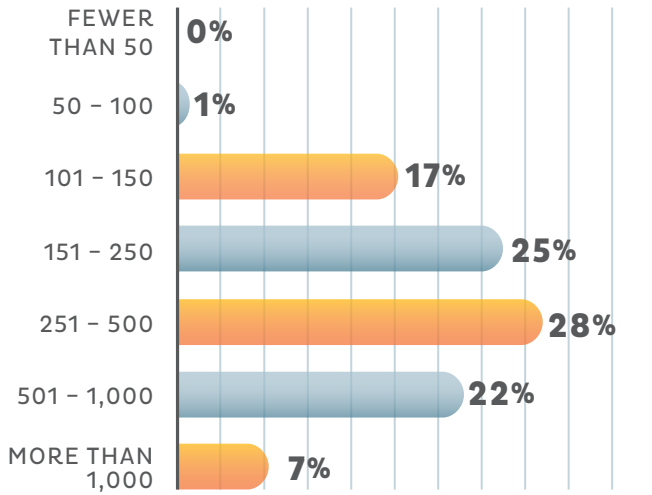
## WHICH OF THE FOLLOWING MOST CLOSELY MATCHES YOUR JOB TITLE?



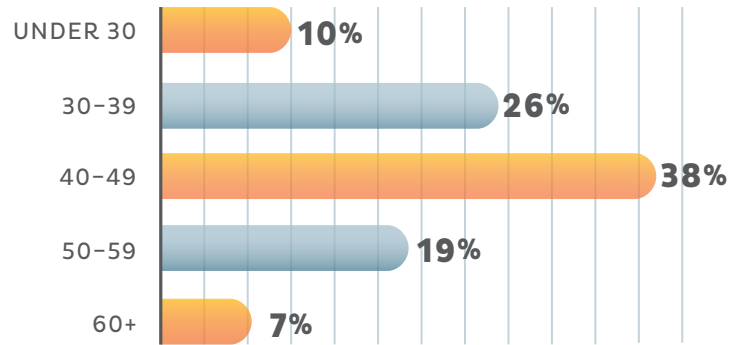
## WHAT WERE THE FY 2013 REVENUES OF YOUR LAW FIRM?



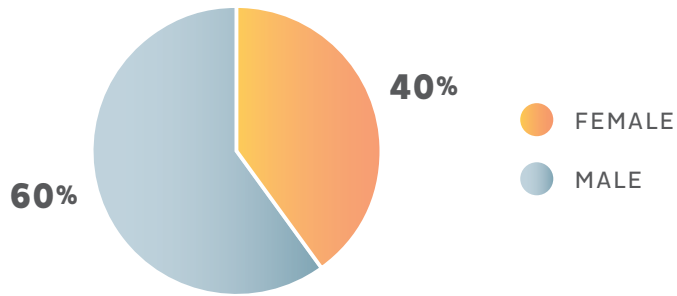
### HOW MANY ATTORNEYS DOES YOUR FIRM EMPLOY?



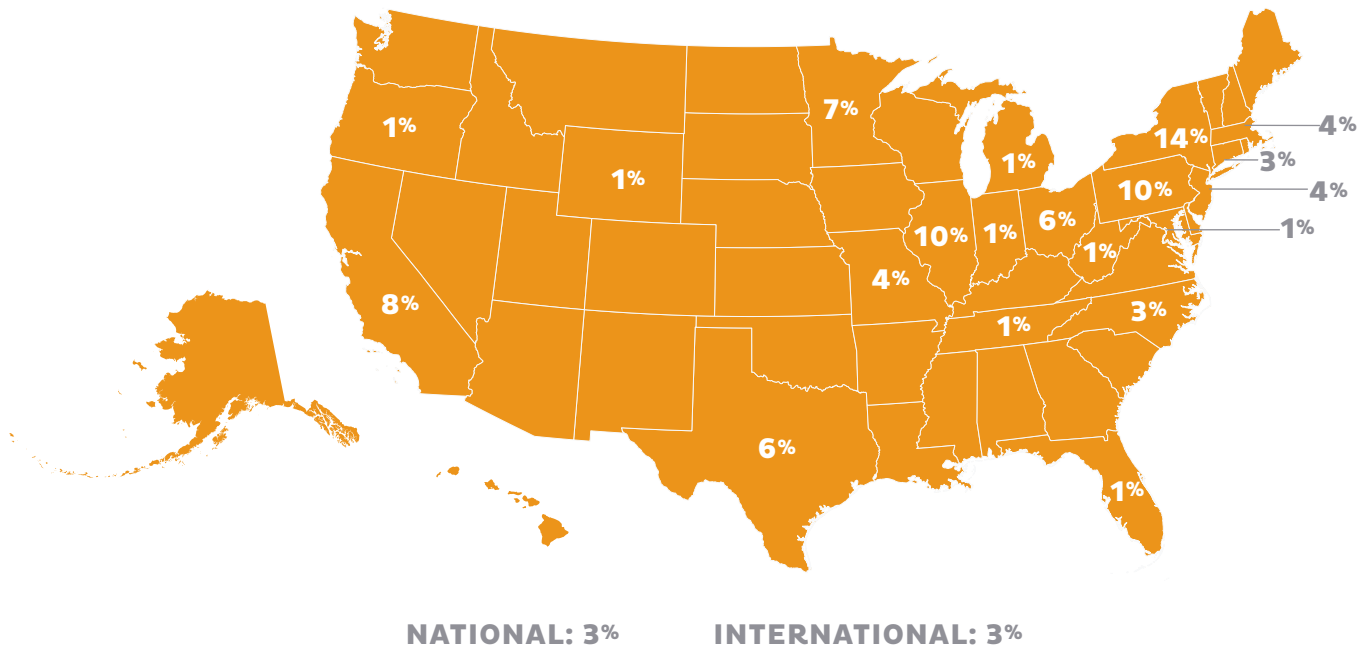
### WHAT IS YOUR AGE?



### WHAT IS YOUR GENDER?



### WHERE IS YOUR FIRM HEADQUARTERED?



# ABOUT



## About Greentarget

Greentarget is a strategic communications firm focused exclusively on the communications needs of highly competitive business-to-business organizations. We counsel those who counsel the world's leading businesses and direct the conversation among their most important audiences to help deepen the relationships that impact the long-term value of their organizations.



## About ALM Legal Intelligence

ALM Legal Intelligence offers detailed business information and competitive intelligence about the legal industry to top U.S. and international law firms and their clients. ALM Legal Intelligence Online, ALMlegalintel.com, is an integrated, online database of industry-leading surveys and more. Covering all of our rankings and surveys—attorney counts, billing, branch offices, corporate representation and capital markets work, corporate legal departments, diversity and pro bono – ALMlegalintel.com enables legal industry professionals to assess competitors, identify client opportunities, and benchmark performance anytime, from anywhere in the world.



## About Zeughauser Group

Zeughauser Group is the firm of choice for legal industry leaders seeking to increase competitive advantage and profitability, enhance market position, and strengthen organizational culture.