

# Living Ratings

The brand and digital intelligence of  
the world's leading law firms 2022

!!! WHO'S  
!!! STANDING APART BY  
!!! STANDING

OUT?



# RATED INTELLIGENCE

Raising the bar	3	Engagement and evidence: the leaders	12
About Ratings	5	The numbers that define law firms: engagement	14
Who, what, when and how we rated and classified each law firm	6	The numbers that define law firms: evidence	16
Pushing the criteria: What's changed for 2022	7	This year's top 10 law firms	18
Cracking the code of successful brands	8	Opportunities to lead	24
Are you determined or distracted?	9	Get in touch	26
Law firm ratings and rankings	10	About Living	27

# RAISING THE BAR

As 2021 drew to a close and fears of another shutdown caused by a new variant were quelled, the world was plunged into a crisis many thought unthinkable – Russia's invasion of Ukraine. This challenged businesses and law firms on multiple levels – logistical, financial, corporate, and human – and caused long-lasting seismic shifts in business operations. With an increased focus on agility and efficiency, accessing information quickly and easily is crucial; clients are depending on firms to deliver a consistent digital experience across their website and social media channels. How did they fare against this backdrop?

## Separation

Having reached the two-year mark of the pandemic, we fully expected raised scores across the board for all firms. The emphasis on digital agility should have put enough pressure on law firms to adapt and update their digital presence to reflect not only their capabilities, but also their brand values and humanity. With these heightened expectations in place, we dialled up the rigour of our analysis as well. Certainly, two years were more than enough time for firm websites and social channels to evolve.

Unfortunately, the results did not match our expectations. While there has been progress in some areas, it has been incremental at best. On the upside, the number of firms providing case studies on their website has increased as has the number of firms that communicate their brand values on their website. However, this is offset by a regression in other crucial areas. The number of firms that have their brand positioning prominently displayed on their home page decreased slightly as did the number of firms employing a distinct visual language.

With many firms stagnating, this has created increased separation between the sector leaders and the rest of the firms in the top 100. In fact, our in-depth research resulted in only 4 firms achieving a "Determined" designation. This is down from 7 in 2021 and 9 in 2020. With a select few firms leading the way, it means that, for the remaining firms, 'standing still' equates to 'falling behind.'

## Personalisation

As the primary touchpoint for many clients and prospective clients, a firm's website must do an effective job of delivering a good user experience and relevant content to all target audiences while also employing brand messaging and visual language that differentiate the firm from competitors. Case studies and an engaging people landing page are among the most important sections of a firm's website, yet only 32% of firms provide case studies on their websites and a meagre 4% have a worthwhile people landing page, even less than last year.

In our last report we noted that attorney biographies are the most frequently visited section of law firm sites, but, along with the people landing page, they continue to be neglected and underfunded. Investing in these areas is the quickest and easiest way to present information about firm culture and values – as well as provide meaningful detail about the attorneys beyond bullet points. It's a shame – and a lost marketing opportunity – that so few firms give their people pages the attention they deserve.

## Opportunity

In addition to the extensive research and data presented in the report, we have highlighted four immediately actionable opportunities to guide law firm marketers in 2022. These can be used as the beginning of a roadmap that, if executed well,



**Duncan Shaw, Co-founder and Chief Creative Officer**

can help improve a firm's brand and digital footprint quickly. These opportunities are focused around four key themes: implementing a distinct brand message and visual language, presenting improved content and thought leadership pieces, injecting personality via the people landing page and attorney profiles, and delivering targeted content via social media channels.

I hope you enjoy reading this year's law firm Ratings and should you have any questions or would like to have a bespoke presentation of our findings, please email me at:

[duncan.shaw@living-group.com](mailto:duncan.shaw@living-group.com)

# WANT THE GOOD VIEWS OR THE BAD VIEWS?

Is your brand's digital intelligence performing optimally?

In addition to our annual Ratings report, we offer an in-depth diagnostic of your brand, website and social media footprint, analysing your digital intelligence and providing better ways to improve your digital capability.

To find out how we can bring your brand and digital proposition to life, please contact:

**Duncan Shaw** in New York ([duncan.shaw@living-group.com](mailto:duncan.shaw@living-group.com))

**Greg Hobden** in London ([greg.hobden@living-group.com](mailto:greg.hobden@living-group.com)) or

**Gigi Yung** in Hong Kong ([gigi.yung@living-group.com](mailto:gigi.yung@living-group.com)).



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# HIGHLY RATED



## About Ratings

Now in its 32<sup>nd</sup> edition, Living Ratings benchmarks the brand and digital intelligence of the world's leading financial and professional services brands.

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

## Digital diagnostic

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



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

## Analysis

To analyse how your brand and digital footprint performs against a set of proven benchmarks.

## Re-alignment

To re-align your brand and digital strategy to ensure that any future-generated content receives the maximum exposure with your target audience.

## Connectivity

To connect your social media strategy with your brand and content strategy.

## Purpose

To ensure that your CMS platform is the right fit for your purposes and goals.

## Implementation

To enable you to implement enhancements and corrections in line with best practice.

## UX

To improve the user experience and information architecture of your website.

## Understanding

To understand what is required to create a better brand and digital experience for all your stakeholders – internal and external (and to gain a higher Ratings score in the next review).

# WHO, WHAT, WHEN & HOW

## Rating and classifying each firm

In January, February and March 2022, our analysts reviewed the brand and digital intelligence of the world's leading law firms – source: The 2021 global 200, ranked by revenue, published by Law.com and the American Lawyer, September 2021. Each of the 100 firms was rated through the eyes of a law firm's external target audience and measured against 100+ criteria, including several new metrics covering engagement (website functionality and the social media channels used) and evidence (brand and content on website and social media).

## How we calculate our scores

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

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

1 WEBSITE  
FUNCTIONALITY

2 WEBSITE  
CONTENT

3 SOCIAL MEDIA  
PRESENCE

4 SOCIAL MEDIA  
CONTENT

# PUSHING THE CRITERIA

## From the outside looking in

In 2022 our focus continued to be centred on looking at each firm's brand and digital footprint from the outside looking in, from prospective and existing clients to lateral hires and summer interns. Here are some of our core areas of analysis:

### ENGAGEMENT

#### The search for search

Our quest continues to find the perfect search functionality and results. With the exception of a handful of firms, most still fail at this and serve up confusing experiences that are neither user-centric nor helpful in any shape or form. We recognise those who get it right.

#### Find me. Help me

We've upped the importance of websites being SEO ready and measured each site for accessibility, scanning them with a third-party tool to determine a law firm's score. Given the plethora of developer tools available, there's little excuse for firms not to get SEO basics right.

#### Two ways not one way

We celebrate firms that go beyond delivering the standard level of interactivity that so many law firm websites offer. Online tools is a category where we reward firms that use their sites as a two-way platform to engage with their audiences through polls, surveys and log-in areas.

#### Intuitive and useful

In our opinion a law firm's information architecture and the user experience delivered are tangible brand assets. If it's intuitive and easy to find what you're looking for on a site, this tells us that the firm is thoughtful and focused on its audiences' needs. They understand them and know what makes them tick.

#### Pushing social to the max

One size does not fit all, so we take time to check the content types and topics posted by a firm across their social media channels. We reward firms that have a clear content strategy in place for each channel and carefully curate what's posted and where.

### EVIDENCE

#### Brand and deliver

In an industry, where most firms struggle to differentiate themselves from one another in any shape or form, we celebrate those who bring clarity and stand out with their brand positionings, brand values, tone of voice and messaging. Law firm websites should not be treated like legal documents.

#### Visually appealing

Another underused weapon in the war to stand out from competitors is a law firm's visual identity. Those firms who have invested in creating a successful brand code are well equipped for the marketing and communications challenges that lie ahead.

#### People still buy people

Surely the last two years have proved beyond a doubt that the need for human connection is greater than ever. So why do so many law firms still present siloed people sections – a selection of individuals for prospective clients to sift through, instead of presenting teams, the firm's culture and values, and the collective strength?

#### Going beyond statements

Over the past 5 years we've seen a rush to get DE&I and ESG policies on to many law firm websites. That's positive, but we now look for evidence to back up these claims as would any prospective client or employee. Firms that provide data on how their policies are shaping their business strategy score well.

#### About you, not us

We look at a firm's content on their website and across social media to see if it's addressing client-related issues and speaks to their target audiences. Many firms still fall into the trap of talking about themselves and not what they can do for their clients.

# CRACKING THE CODE OF SUCCESSFUL BRANDS

## Are the sensory elements of your brand distinctive enough that they serve you as a “brand code”?

Globally renowned marketing professor Mark Ritson describes brand codes as “things that loyal customers associate with the brand and, immediately upon encountering them, they recognise the brand in question, even when the logo is yet to appear.” At Living Group, we invoke an indicative test by challenging our clients to cover the logo on their website and admit whether or not their homepage is identifiably theirs.

Brand codes are often associated with visual identity systems. Think: McDonald’s red and yellow palette, Tiffany’s blue box, Deloitte’s green dot, Volvo’s typography. Even the shape of a Coke bottle. Yet brands can leverage other senses as well. W Hotels spray their rooms with a distinctive signature scent. Many consumer brands are known for their commercial jingles or unique audio signatures like NBC’s chimes or the whistle used by P.C. Richard & Son.

With the current proliferation of podcasts, the use of audio brand codes creates new opportunities for all brands, especially law firms, which may not have identified the need in the past.

Tapping into consumers’ psyche, you want your brand code to trigger in your target audience an instantaneous awareness, familiarity and, ultimately, loyalty. Your goal should be the ability to capture your consumers’ mental availability in the moment of need. Whenever they’re looking for a product or service in your category, you want them to think of you – because recognition of your brand codes has secured a designated place in their memory. When the family on a car trip is hungry, you want the sight of red and yellow to make them crave McDonald’s French fries. When a C-suite executive is looking for a way to grow the business, you want the memory of Deloitte’s green dot to lead to a call to the consultant.

## So how do you go about creating brand codes?

At Living, we focus on brand positioning and messaging as the foundation to building out the creative toolbox that will become a client’s brand codes. Together we craft an identity that is relevant to the marketplace and distinct from competitors. It can be disruptive – as long as the value proposition remains evident. Most companies already have a logo, so it’s a matter of refreshing if warranted, but always looking for a meaningful way to extend that name and mark into a broader means of identity and recognition. Again, it’s important to imagine more than the visual sense.

To achieve memorability, it is crucial to embrace consistency and frequency. But you don’t need the budget of a global powerhouse brand to achieve the level of success you desire with your targeted audience. You simply need to strategically commit to immersing your marketing and communications efforts with your brand code. Be seen and heard – smelt and felt and tasted – where and when your consumers need you to be top of mind.

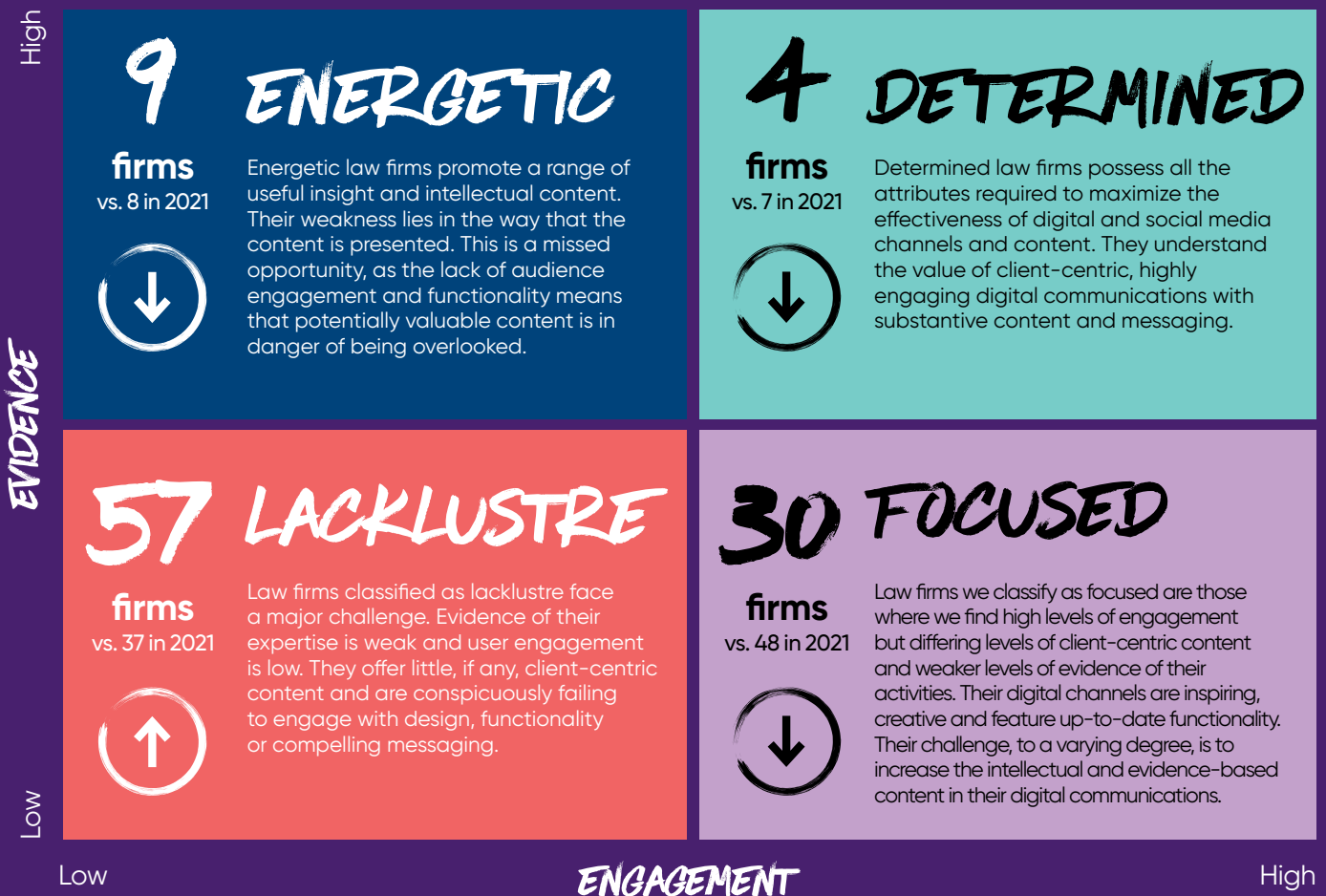
The success of brand codes relies as much on the creative strategy as on the experience strategy. Your application must be fanatical. But the rewards will be worth it. When the difference among the offerings of law firms is playing card thin, having an identity system of strong brand codes gives you a winning hand.

**“TAPPING INTO CONSUMERS’ PSYCHE, YOU WANT YOUR BRAND CODE TO TRIGGER IN YOUR TARGET AUDIENCE AN INSTANTANEOUS AWARENESS, FAMILIARITY AND, ULTIMATELY, LOYALTY.”**



# ARE YOU DETERMINED OR NOT?

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



# LAW FIRM RATINGS AND RANKINGS

● Energetic 
 ● Determined 
 ● Focused 
 ● Lacklustre

Living Ratings 2022 Ranking	Living Ratings 2021 Ranking	Law.com Global 200 Ranking	Firm name	Score / 1,000	%	Category
1 ↑	3	9	White & Case	798	79.80%	<span style="color: #4db6ac;">●</span>
2 ↑	5	83	Pinsent Masons	780	78.00%	<span style="color: #4db6ac;">●</span>
3 ↑	4	76	Seyfarth Shaw	743	74.30%	<span style="color: #4db6ac;">●</span>
4 ↓	1	3	DLA Piper	731	73.10%	<span style="color: #9575cd;">●</span>
5 ↑	9	30	McDermott	722	72.20%	<span style="color: #0056b3;">●</span>
6 ↑	8	31	Herbert Smith Freehills	717	71.70%	<span style="color: #4db6ac;">●</span>
7 ↑	44	99	Bird & Bird	716	71.60%	<span style="color: #0056b3;">●</span>
8 ↑	86	32	Covington	712	71.20%	<span style="color: #0056b3;">●</span>
9 ↑	32	81	Slaughter and May	711	71.10%	<span style="color: #0056b3;">●</span>
10 ↓	2	55	Winston & Strawn	710	71.00%	<span style="color: #0056b3;">●</span>
11 ↑	12	43	Orrick	707	70.70%	<span style="color: #9575cd;">●</span>
12 ↑	36	69	Clyde & Co	704	70.40%	<span style="color: #9575cd;">●</span>
13 ↑	14	33	Reed Smith	697	69.70%	<span style="color: #9575cd;">●</span>
14 ↓	6	64	Bryan Cave Leighton Paisner	695	69.50%	<span style="color: #9575cd;">●</span>
15 ↑	35	28	Mayer Brown	694	69.40%	<span style="color: #9575cd;">●</span>
16 ↑	20	10	Clifford Chance	693	69.30%	<span style="color: #0056b3;">●</span>
17 ↑	25	61	Ashurst	688	68.80%	<span style="color: #0056b3;">●</span>
18 ↑	37	21	Greenberg Traurig	683	68.30%	<span style="color: #9575cd;">●</span>
19 ↓	16	5	Baker McKenzie	682	68.20%	<span style="color: #9575cd;">●</span>
20 ↓	7	29	Goodwin	679	67.90%	<span style="color: #9575cd;">●</span>
21 ↑	33	92	Simmons & Simmons	672	67.20%	<span style="color: #0056b3;">●</span>
22 ↓	13	87	Gowling WLG	671	67.10%	<span style="color: #9575cd;">●</span>
23 ↓	10	17	Freshfields	670	67.00%	<span style="color: #9575cd;">●</span>
24 ↑	42	72	Vinson & Elkins	669	66.90%	<span style="color: #9575cd;">●</span>
25 ↑	48	16	Linklaters	668	66.80%	<span style="color: #0056b3;">●</span>
26 ↑	41	23	Weil	660	66.00%	<span style="color: #9575cd;">●</span>
27 ↑	71	12	Allen & Overy	658	65.80%	<span style="color: #9575cd;">●</span>
28 ↑	38	36	Eversheds Sutherland	653	65.30%	<span style="color: #9575cd;">●</span>
29 ↓	18	38	Milbank	645	64.50%	<span style="color: #9575cd;">●</span>
30 ↓	27	22	CMS	642	64.20%	<span style="color: #9575cd;">●</span>
31 ↑	66	4	Dentons	639	63.90%	<span style="color: #9575cd;">●</span>
32 ↓	25	71	Fragomen	632	63.20%	<span style="color: #9575cd;">●</span>
33 ↓	21	48	Squire Patton Boggs	623	62.30%	<span style="color: #9575cd;">●</span>
34 ↑	63	91	Nelson Mullins	622	62.20%	<span style="color: #9575cd;">●</span>
35 ↓	17	8	Morgan Lewis	618	61.80%	<span style="color: #9575cd;">●</span>
36 ↓	11	11	Hogan Lovells	614	61.40%	<span style="color: #9575cd;">●</span>
37 ↑	56	7	Sidley Austin	600	60.00%	<span style="color: #e53935;">●</span>
38 ↓	31	93	McCarthy Tetrault	593	59.30%	<span style="color: #9575cd;">●</span>
39 ↑	85	90	Fox Rothschild	591	59.10%	<span style="color: #9575cd;">●</span>
40 ↑	58	86	Little Mendelson	590	59.00%	<span style="color: #e53935;">●</span>
41 ↓	15	51	Perkins Coie	589	58.90%	<span style="color: #e53935;">●</span>
42 ↑	57	78	Venable	588	58.80%	<span style="color: #e53935;">●</span>
43 ↓	30	82	Katten	587	58.70%	<span style="color: #e53935;">●</span>
44 ↑	65	98	Jackson Lewis	586	58.60%	<span style="color: #9575cd;">●</span>
45 ↓	24	18	Norton Rose Fulbright	585	58.50%	<span style="color: #9575cd;">●</span>
46 ↓	23	34	Paul Hastings	582	58.20%	<span style="color: #e53935;">●</span>
47 ↑	72	60	Troutman Pepper	577	57.70%	<span style="color: #e53935;">●</span>
48 ↑	79	44	Wilson Sonsini	568	56.80%	<span style="color: #9575cd;">●</span>
49 ↑	74	88	Blakes	567	56.70%	<span style="color: #e53935;">●</span>
50 ↑	52	47	Holland & Knight	562	56.20%	<span style="color: #e53935;">●</span>

● Energetic 
 ● Determined 
 ● Focused 
 ● Lacklustre

Living Ratings 2022 Ranking	Living Ratings 2021 Ranking	Law.com Global 200 Ranking	Firm name	Score / 1,000	%	Category	
51	↑	69	85	Polsinelli	559	55.90%	●
52	↑	77	39	Debevoise & Plimpton	550	55.00%	●
53	↑	54	27	King & Spalding	549	54.90%	●
54	↓	75	56	Arnold & Porter	548	54.80%	●
55	↓	49	45	King & Wood Mallesons	546	54.60%	●
56	↓	46	52	Proskauer Rose	545	54.50%	●
57	↓	34	37	WilmerHale	543	54.30%	●
58	↑	59	49	K&L Gates	534	53.40%	●
59	↑	73	67	McGuireWoods	533	53.30%	●
60	=	60	62	Sheppard Mullin	530	53.00%	●
61	↓	52	65	Alston & Bird	524	52.40%	●
62	↓	29	66	O'Melveny & Myers	523	52.30%	●
63	↓	51	63	Shearman & Sterling	522	52.20%	●
64	↑	93	1	Kirkland & Ellis	521	52.10%	●
65	↑	64	6	Skadden	520	52.00%	●
66	↑	87	59	Foley & Lardner	519	51.90%	●
67	↓	43	25	Cooley	518	51.80%	●
68	↓	62	58	Faegre Drinker	515	51.50%	●
69	↑	90	20	Davis Polk	508	50.80%	●
70	—	N/A	100	Crowell & Moring	502	50.20%	●
71	↓	45	77	Baker Botts	501	50.10%	●
72	—	N/A	94	Fenwick & West	492	49.20%	●
73	↓	70	2	Latham & Watkins	491	49.10%	●
74	↑	89	97	Duane Morris	490	49.00%	●
75	↓	19	46	Dechert	476	47.60%	●
76	↑	83	96	Cozen O'Connor	470	47.00%	●
77	↑	80	35	Quinn Emanuel	462	46.20%	●
78	↓	55	41	Akin Gump	457	45.70%	●
79	↓	68	70	Baker & Hostetler	452	45.20%	●
80	↑	94	80	Lewis Brisbois	448	44.80%	●
81	↑	88	24	Sullivan & Cromwell	446	44.60%	●
82	↓	22	42	Morrison & Foerster*	444	44.40%	●
83	↓	78	79	Osler	442	44.20%	●
84	↓	61	95	Ogletree	439	43.90%	●
85	↓	47	74	Hunton Andrews Kurth	436	43.60%	●
86	↓	40	13	Jones Day	435	43.50%	●
87	↓	82	40	Cleary Gottlieb	432	43.20%	●
88	↓	39	14	Ropes & Gray	405	40.50%	●
89	↓	67	75	Pillsbury	397	39.70%	●
90	↓	81	26	Paul Weiss	370	37.00%	●
91	↓	84	15	Gibson Dunn	343	34.30%	●
92	↓	91	19	Simpson Thacher	336	33.60%	●
93	↓	96	53	Kim & Chang	309	30.90%	●
94	↓	76	73	Fried Frank	303	30.30%	●
95	=	95	68	Cravath	298	29.80%	●
96	↑	100	50	Wachtell Lipton	266	26.60%	●
97	↓	92	54	Wilkie Farr & Gallagher	262	26.20%	●
98	=	98	84	AllBright Law Offices	236	23.60%	●
99	=	99	89	Zhong Lun	235	23.50%	●
100	↓	97	57	Yingke	212	21.20%	●

\*Morrison & Foerster launched a new website in April 2022 that was not analysed in our Ratings.

# FOLLOW THE #1 LEADERS

## Engagement and evidence: the leaders

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

### ENGAGEMENT

Determined law firms recognise the potential of useful digital functionality backed by a client-focused channel strategy. They can then create appealing and relevant content in a variety of media including graphics, audio, animation and video that captivates, informs and motivates the target audience.

### EVIDENCE

Determined law firms promote clear purpose. They offer the user informative brand-driven messaging, relevant subject matter and the kind of insight that shows a deep understanding of client issues and interests. This demonstrates the ability to help clients succeed.

# ENGAGEMENT

	Firm name	Engagement score (%)
1	White & Case	79.60%
2	Orrick	78.40%
3	Pinsent Masons	78.00%
4	Dentons	77.80%
5	Reed Smith	77.40%
6	DLA Piper	77.20%
7	Seyfarth Shaw	76.60%
8	Milbank	76.00%
9	Mayer Brown	75.80%
10	Morgan Lewis	75.60%
11	Baker McKenzie	75.40%
12=	Bryan Cave Leighton Paisner	74.00%
12=	Norton Rose Fulbright	74.00%
14	Perkins Coie	73.80%
15	Clyde & Co	72.80%
16	Greenberg Traurig	72.60%
17	Herbert Smith Freehills	72.40%
18=	Gowling WLG	72.20%
18=	King & Wood Mallesons	72.20%
20	Vinson & Elkins	71.80%

# EVIDENCE

	Firm name	Evidence score (%)
1	McDermott	81.00%
2	White & Case	80.00%
3	Covington	79.00%
4=	Pinsent Masons	78.00%
4=	Bird & Bird	78.00%
4=	Slaughter and May	78.00%
7	Clifford Chance	74.00%
8	Winston & Strawn	73.00%
9=	Seyfarth Shaw	72.00%
9=	Simmons & Simmons	72.00%
11	Herbert Smith Freehills	71.00%
12	Ashurst	70.00%
13	DLA Piper	69.00%
14=	Clyde & Co	68.00%
14=	Linklaters	68.00%
16	Freshfields	66.00%
17	Bryan Cave Leighton Paisner	65.00%
17=	Goodwin	65.00%
17=	Allen & Overy	65.00%
17=	Squire Patton Boggs	65.00%

# THE NUMBERS THAT DEFINE LAW FIRMS: **ENGAGEMENT**

55%



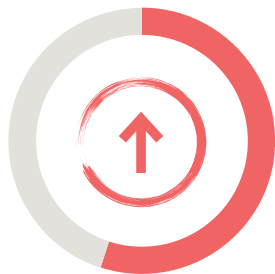
of websites provide **strong information architecture**.  
2021: 52%

16%



of websites have a **high-quality user experience**.  
2021: 27%

55%



of websites use **personalisation or marketing automation**.  
2021: 40%

5%



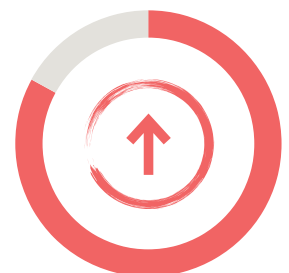
of websites have an **online data tool**.  
2021: 9%

82%



is the **average SEO score across the sector**.  
2021: 78%

83%



is the **average website accessibility score across the sector**.  
2021: 80%

"THE EMPHASIS ON DIGITAL AGILITY SHOULD HAVE PUT ENOUGH PRESSURE ON LAW FIRMS TO ADAPT AND UPDATE THEIR DIGITAL PRESENCE."

69%



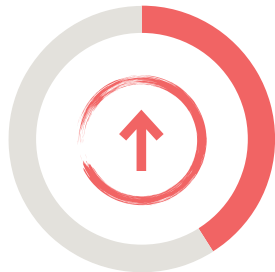
of websites use **related content**.  
2021: 83%

11%



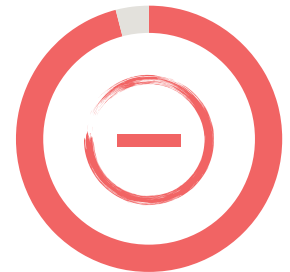
of websites have a **high-quality search functionality**.  
2021: 21%

41%



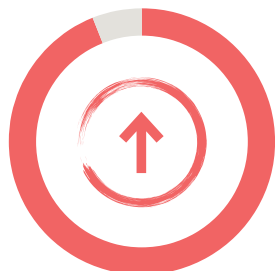
of firms **serve content based on their users' geolocation**.  
2021: 32%

96%



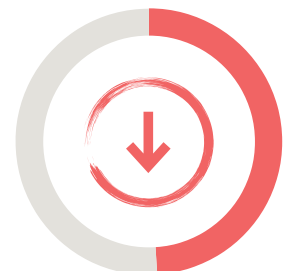
of firms have an **active LinkedIn channel**.  
2021: 96%

94%



of firms are **actively using Twitter**.  
2021: 93%

49%



of firms are **active on Instagram**.  
2021: 59%

# THE NUMBERS THAT DEFINE LAW FIRMS: EVIDENCE

31%



of firms **state their brand positioning upfront on their website home page.** 2021: 32%

60%



of firms **communicate their brand values on their website.** 2021: 46%

32%



of firms **provide case studies on their websites.** 2021: 17%

4%



of firms **have an engaging people landing page.** 2021: 14%

66%



of firms **use blogs to deliver thought leadership.** 2021: 78%

53%



of firms **have ESG content.** 2021: 55%



"CASE STUDIES AND AN ENGAGING PEOPLE LANDING PAGE ARE AMONG THE MOST IMPORTANT SECTIONS OF A FIRM'S WEBSITE."

46%



of firms **have a distinctive visual language on their website.**  
2021: 52%

64%



of firms **have a brand-driven tone of voice.**  
2021: 74%

12%



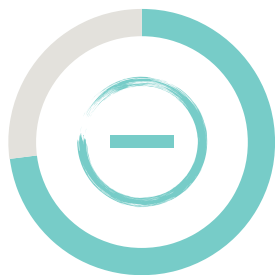
of firms **have enhanced partner biography pages.**  
2021: 48%

67%



of firms **have detailed DEI content.**  
2021: 59%

73%



of firms **use audio to deliver content on their websites.**  
2021: 73%

70%



of firms **use video to deliver content on their websites.**  
2021: 58%

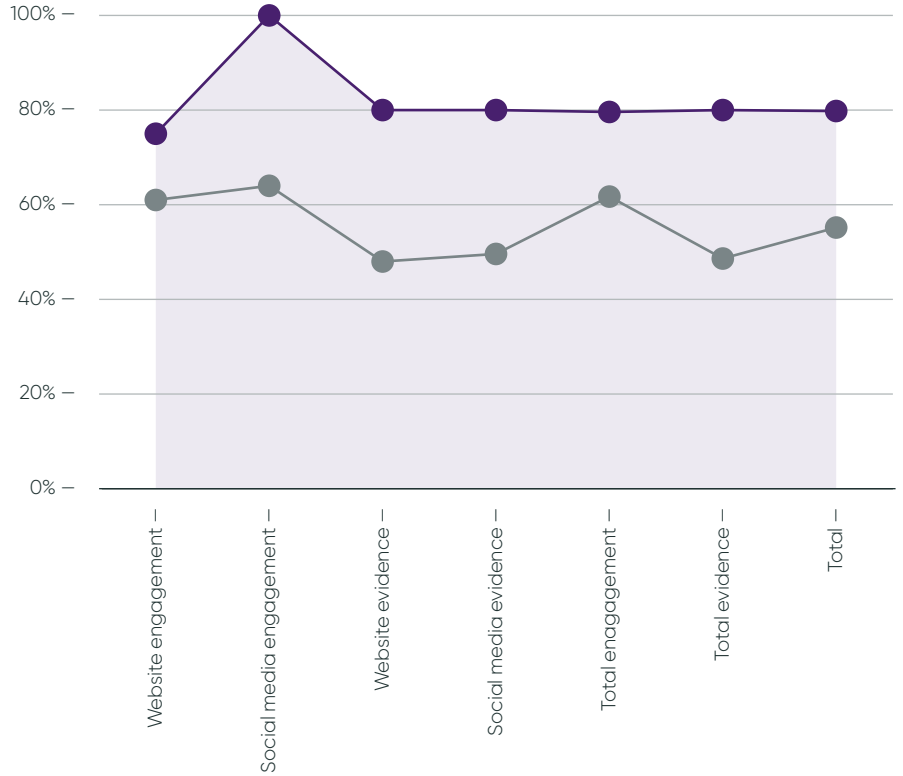
# 1ST White & Case

whitecase.com



- White & Case
- Sector average

Classification:  
▶ Determined



White & Case's website strikes a perfect blend of design, content, and functionality. With a clean, concise navigation philosophy, the website ensures that visitors can find relevant content with ease. Where the site truly stands apart is in tailoring content to the user. Visitors have access to an unparalleled assortment of online tools that aid in everything from determining which regulations affect a transaction to tracking major bank regulatory developments in key jurisdictions worldwide. The brand values and people behind White & Case are not forgotten. Attorney profiles provide relevant background info and experience in an easy-to-read format and with excellent imagery. Finally, a social media strategy is evident with pertinent content curated and distributed across all channels. All these elements combine to make White & Case our sector leader.

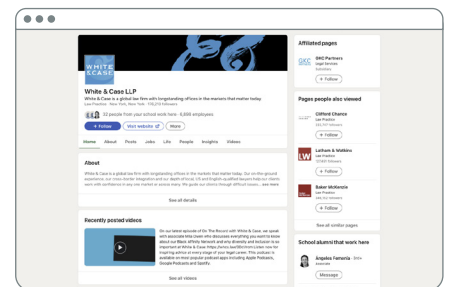
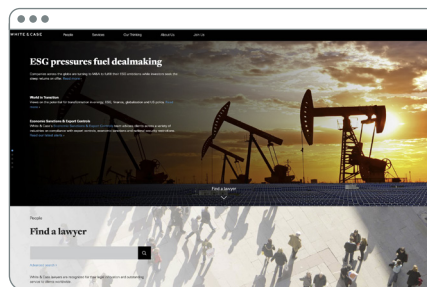
## KEY FEATURES

### Engagement:

- ▶ Outstanding use of tailored online tools
- ▶ Streamlined, concise navigation
- ▶ Carefully curated social media channels
- ▶ Excellent user experience.

### Evidence:

- ▶ Brand values and people are featured, not hidden
- ▶ Attorney profiles combine form and function
- ▶ Robust careers page
- ▶ Diverse and easily accessible thought leadership.



2ND

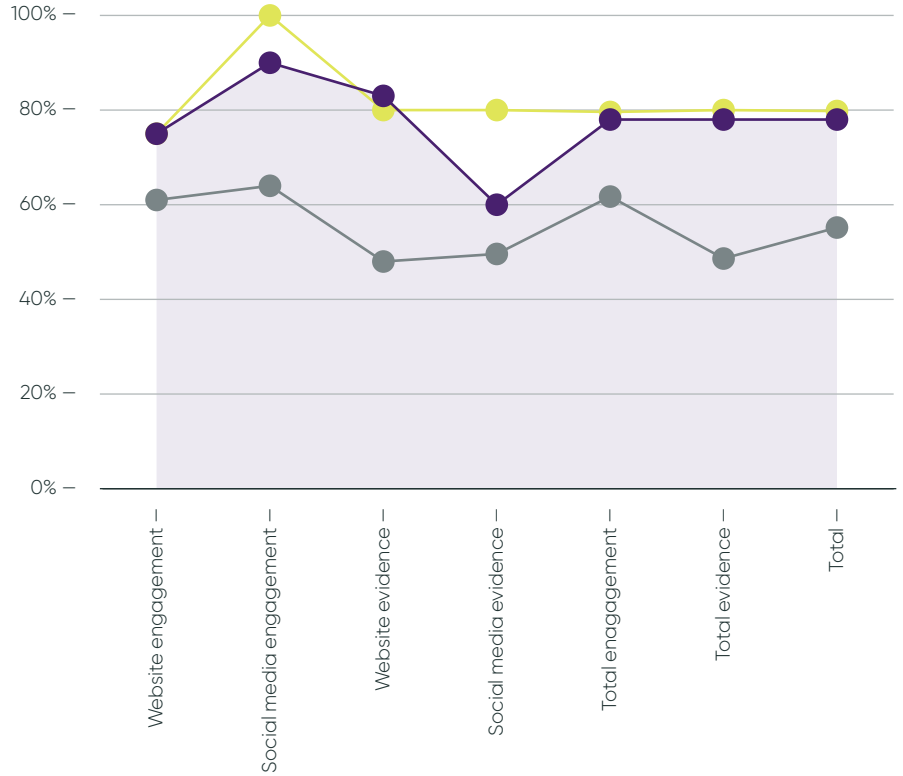
# Pinsent Masons

pinsentmasons.com



- Pinsent Masons
- Sector leader
- Sector average

Classification:  
▶ Determined



Once again earning a spot in the top five, Pinsent Masons’ website is a perfect example of how to offer users access to a tremendous amount of content without making it feel overwhelming. One of the most overlooked pieces of content on law firm sites is case studies. Here we find some of the most well-constructed case studies in the sector, leading the visitor from the challenge through to the solution in plain language and highlighting the firm’s expertise in the practice area and earning Pinsent Masons the highest web content score. Navigation is easy and straightforward thanks to the persistent but unobtrusive navigation bar that is easy to access when needed. The individuals who make the firm what it is are presented on a landing page with short descriptions accompanied by a robust search and the ability to easily filter results.

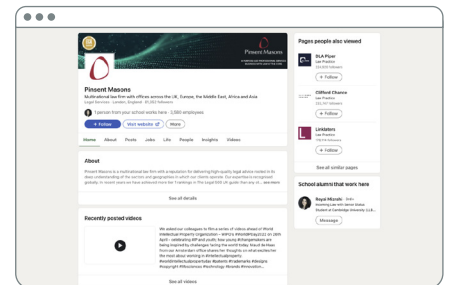
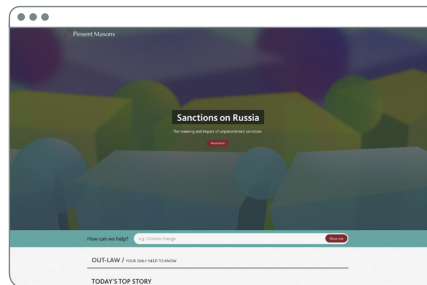
## KEY FEATURES

### Engagement:

- ▶ Engaging and natural user experience
- ▶ Predictive search with well-presented results
- ▶ Intuitive and straightforward navigation
- ▶ Focused and client-first social media strategy.

### Evidence:

- ▶ Thorough and detailed case studies
- ▶ A unique approach to presenting content that doesn’t overwhelm
- ▶ Thought leadership that leverages all channels
- ▶ Focused and clean attorney profiles.



3RD

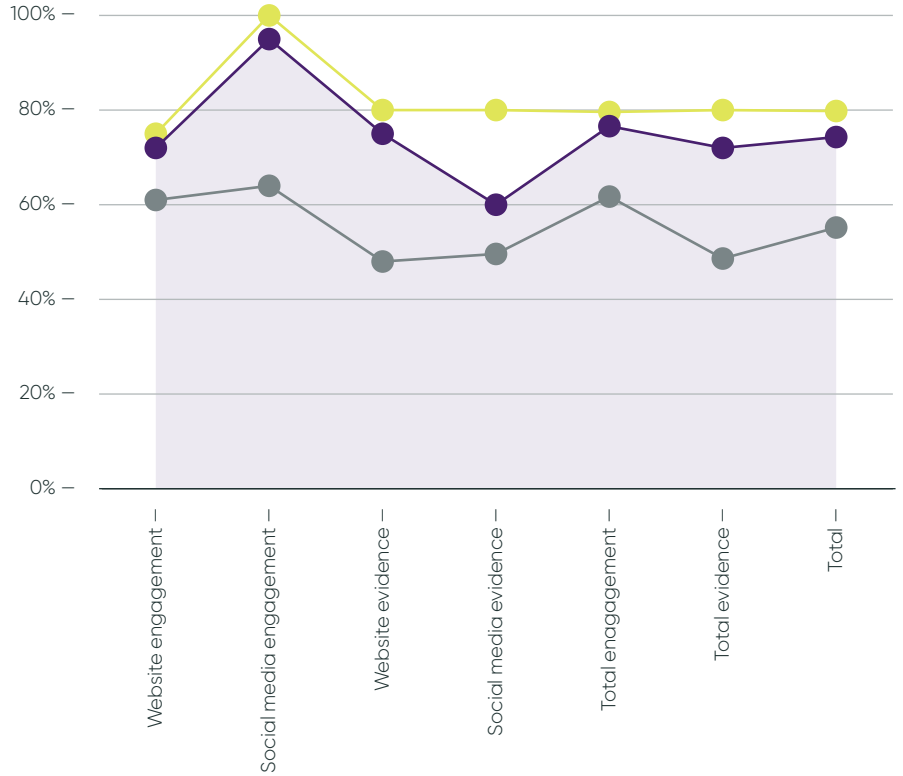
# Seyfarth Shaw

seyfarth.com



- Seyfarth Shaw
- Sector leader
- Sector average

Classification:  
▶ Determined



The theme of simple, clear presentation echoes across the site and is executed to perfection. The look and feel of the site are professional throughout, and content shines as a result. The firm's core values are prominent and clear, accompanied by messages from firm leaders and supporting evidence. Attorney profiles are another highlight, showcasing the human side along with the pertinent professional accomplishments and allowing the visitor to dig further if desired. Those looking for career opportunities at the firm won't be disappointed as the careers page provides a wealth of information tailored to potential applicants. Delivering outstanding content across the website and the well-curated social media channels, Seyfarth Shaw offers a distinct user experience that puts the client first and earns the firm a return to the top five.

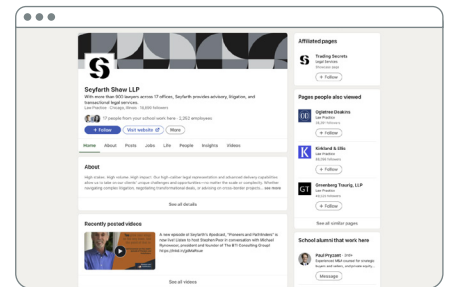
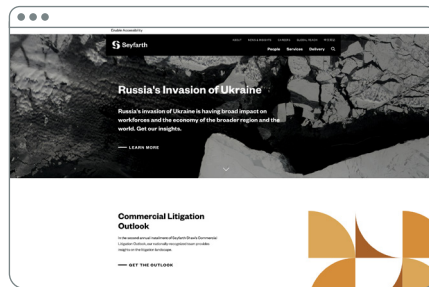
## KEY FEATURES

### Engagement:

- ▶ Excellent user experience
- ▶ Standout search functionality with relevant, categorised results
- ▶ Top accessibility and SEO scores
- ▶ Outstanding use of all social media channels.

### Evidence:

- ▶ Distinctive and consistent branding that enhances content across channels
- ▶ Timely content driven by client needs
- ▶ Strong and diverse thought leadership
- ▶ Prominent brand values supported by evidence.





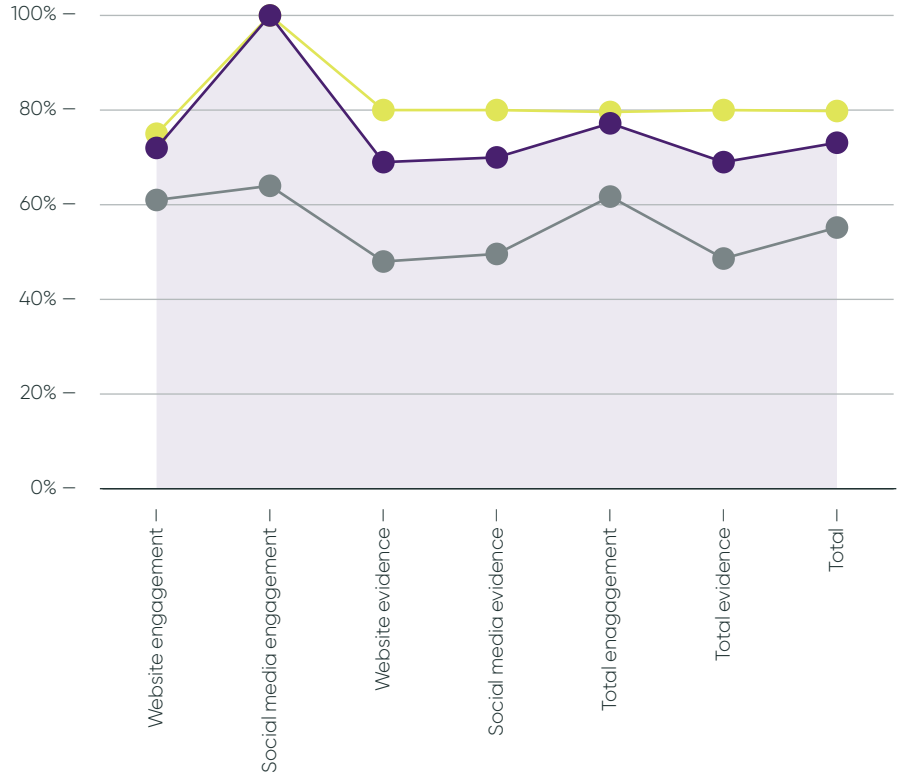
# DLA Piper

dlapiper.com



- DLA Piper
- Sector leader
- Sector average

Classification:  
▶ Focused



In a sector where the sheer volume of content stuffed into a home page can make the visitor disoriented, DLA Piper is a breath of fresh air. Everything flows from a simple, colourful home page that consolidates all content into a clear primary navigation bar. The elimination of unnecessary elements on the home page provides for an outstanding user experience and allows the design to elevate the content. Location switching can be done with ease, allowing the visitor to access information tailored to myriad countries and in a wide variety of languages. The digital experience is rounded out by a social media presence that is among the best, with differentiated content telling the firm's story across channels.

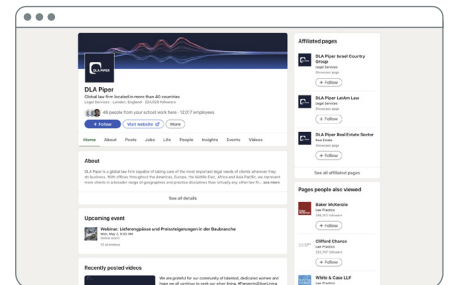
## KEY FEATURES

### Engagement

- ▶ Excellent use of geolocation
- ▶ Multiple language options available
- ▶ Elimination of clutter, allowing content to shine
- ▶ An intuitive and simplified user experience.

### Evidence

- ▶ Values and firm culture clearly communicated
- ▶ Thorough case studies demonstrate firm's value
- ▶ Comprehensive social media strategy with content tailored to channels
- ▶ Detailed sustainability and ESG content for each sector.



5<sup>TH</sup>

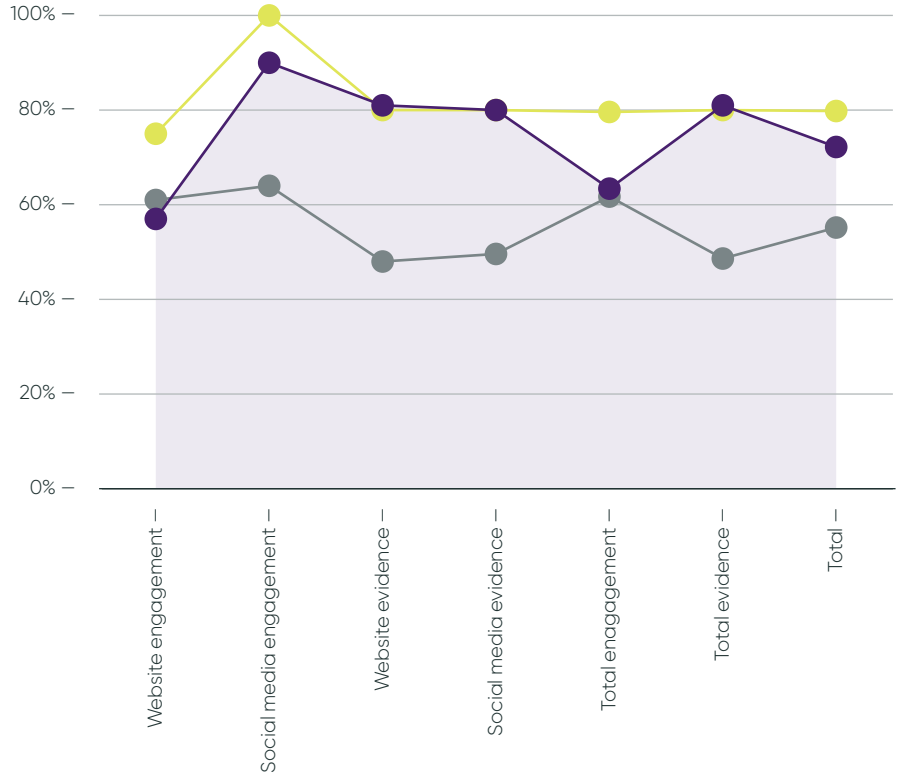
# McDermott

mwe.com



- McDermott
- Sector leader
- Sector average

Classification:  
▶ Energetic



With one of the highest web content scores in the sector, McDermott is a newcomer to the top five. Offering visitors a wide variety of thought leadership, news, and insight into the firm's operations and values, the site's content is matched by an excellent user experience. Despite the depth of content, at no point does it feel overwhelming. The firm's values are prominent and easily accessed, case studies are detailed, yet easy to read, and insights and events have robust filters, helping the user drill down to the specific event and content type desired for any service or industry. McDermott's social media presence is not simply a repurposing of news from the site, but a thoughtful, engaging presentation of firm highlights, client-related insight, and legal updates.

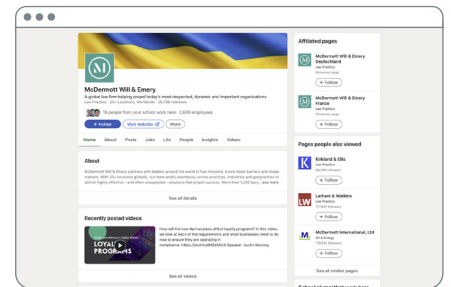
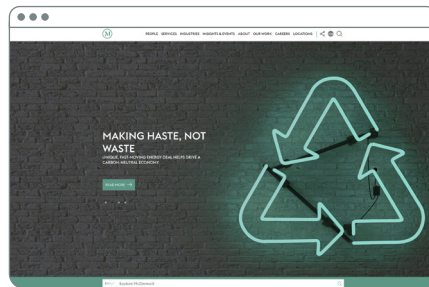
## KEY FEATURES

### Engagement

- ▶ Login areas provided for alumni and clients
- ▶ Multiple language options with easy switching
- ▶ Active social media channels with pertinent insights
- ▶ Wide variety of thought leadership offerings.

### Evidence

- ▶ Myriad filters allow for customisation of insights and events
- ▶ A career page that showcases the firm's strengths and provides supporting evidence
- ▶ Detailed and thoughtfully presented attorney profiles
- ▶ Insightful and educational social media content across channels.



6<sup>TH</sup>

**Herbert Smith Freehills**

herbertsmithfreehills.com



Classification:  
▶ Determined

**Key features**

- ▶ Distinct visual brand that enhances content
- ▶ Seamless navigation and user experience
- ▶ Excellent search functionality and filters
- ▶ Firm values and culture conveyed clearly.

7<sup>TH</sup>

**Bird & Bird**

twobirds.com



Classification:  
▶ Energetic

**Key features**

- ▶ Effective blend of form and function
- ▶ Easy switching among myriad language options
- ▶ Prominent brand purpose on home page
- ▶ Well-designed attorney profiles.

8<sup>TH</sup>

**Covington**

cov.com



Classification:  
▶ Energetic

**Key features**

- ▶ Intuitive navigation and user experience
- ▶ Thoughtful use of data and infographics
- ▶ Prominent DEI and pro bono content
- ▶ Client-first news and insights.

9<sup>TH</sup>

**Slaughter and May**

slaughterandmay.com



Classification:  
▶ Energetic

**Key features**

- ▶ Innovative user interface
- ▶ Bold digital presence with well curated images
- ▶ High SEO score
- ▶ Strong social media content.

10<sup>TH</sup>

**Winston & Strawn**

winston.com



Classification:  
▶ Energetic

**Key features**

- ▶ Unique home page presentation
- ▶ Clear, simplified navigation
- ▶ Geolocation functionality
- ▶ Excellent presentation and use of blogs and podcasts.

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

**Please reach out to Mark Stephenson to arrange a meeting.**



# OPPORTUNITIES TO LEAD



Here are four of the key opportunities that will help you achieve greater brand and digital intelligence.

## 1. STANDOUT TO STAND APART

**The problem:** Since law firms don't rely on slick television advertisements or eye-catching billboards to sell their brand, the website and, to a lesser extent, social media are the primary touchpoints for target audiences. They represent a crucial opportunity to tell the firm's story and showcase the people who make the firm what it is. When comparing the websites of many law firms, they start to blend, and it's obvious that most firms would rather just play it safe. Brand positioning is often hidden, and the visual language is boring and indistinct.

**The opportunity:** Firms that employ a distinct visual language, craft an engaging brand message, and establish a unique identity will stand out in the sector. Last year we talked about the importance of brand purpose, yet many firms still fail to state their brand positioning up front. Those firms that dare to embrace change and deliver something unique and impactful on their websites will stand apart from the rest.

## 2. CREATE SUBSTANTIVE CONTENT

**The problem:** Too many firms have home pages that are devoid of client-first, business-focused content. While highlighting the presentation of a single relevant news story is fine, this often dominates the area above the fold and results in the user having to scroll down in order to see more content. Making matters worse, finding the content is often an arduous task, requiring the user to waste too much time navigating around the site.

**The opportunity:** Creating thought leadership that stands out is essential, but it's not enough to have great content. It also needs to be presented in a way to make it easy for a visitor from each target audience to identify and consume the most relevant content. In addition, firms that use an online tool that allows the user to customise the experience and get tailored information and data will be ahead of their peers.

## 3. BUILD HUMAN CONNECTIONS

**The problem:** Showing a softer, more human side has been a challenge for law firms dating back to a time before websites existed. The most obvious place to build human connections is through a firm's people landing page. Yet, so many contain nothing more than a simple search function for locating attorney profiles; the profiles themselves have poor headshots and profiles that are littered with bullet points and devoid of personality.

**The opportunity:** Law firms simply must work harder to communicate their humanity, personality, and culture to their target audiences. It has to start on the people landing page – a robust search function with filters, coupled with information about the firm's culture is essential. The profile pages need to contain high-quality headshots with some personality and a bio that demonstrates expertise without overwhelming the reader with too much information. Firms that successfully implement these basic humanizing aspects will have a leg up on those who don't.

## 4. SOCIAL WITH STRATEGY

**The problem:** While many firms today leverage the major social media channels and provide links on their homepage, few show evidence of a true social media strategy. Too often the same content is simply posted at the same time across their active channels. Using social media as a mirror for website content is neither adequate nor effective, and does not qualify as a strategy. The lack of content differentiation reflects a lack of understanding of each social media channel's target audience and purpose.

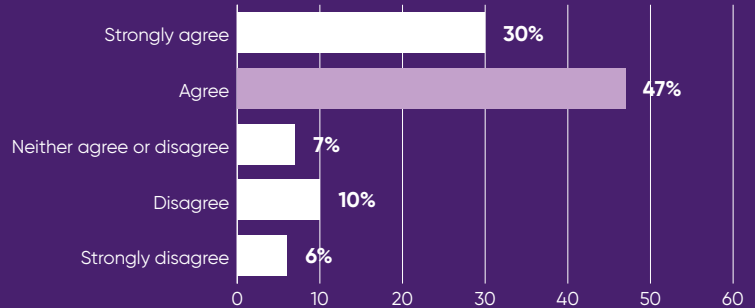
**The opportunity:** Clients and potential clients use social media as a touchpoint; neglecting the opportunity to deliver meaningful content reflects poorly on the firm. Firms need to stop viewing social media as simply an extension of the website and start viewing it as an important way to deliver specific types of content to more defined target audiences at the appropriate times.



And to back up our recommendations we surveyed global professional services marketers on their views. Here's what they said...

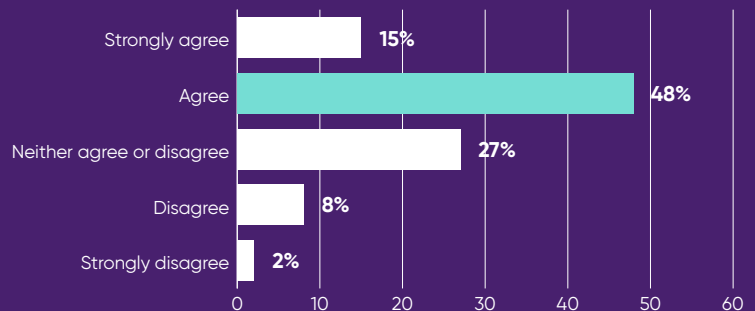
### VISUAL IDENTITY

To what extent do you agree that **visual identity** plays a crucial role in distinguishing firms from their competitors?



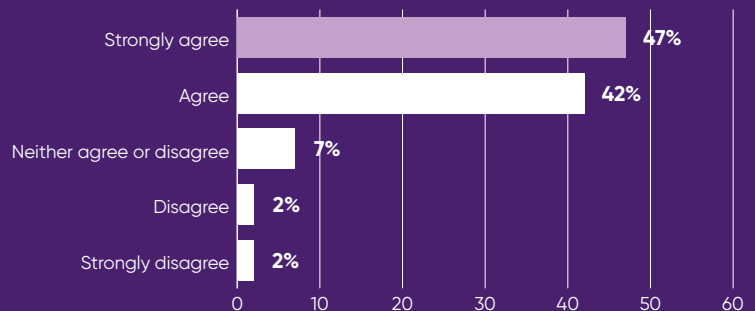
### SUBSTANTIVE CONTENT

To what extent do you agree that **issue-based content** plays a crucial role in distinguishing firms from their competitors?



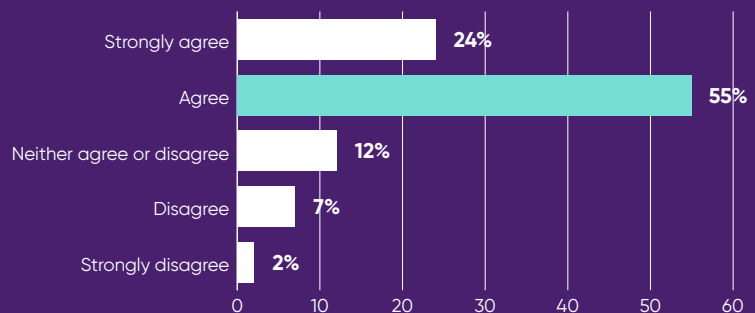
### HUMAN CONNECTION

To what extent do you agree that **presenting humanity and people** plays a crucial role in distinguishing firms from their competitors?



### SOCIAL STRATEGY

To what extent do you agree that **social media channels and content** play a crucial role in distinguishing firms from their competitors?



Panel research conducted by SurveyMonkey during the week of March 21st, 2022, with 100 professional services marketers.

# KEEPING SCORE

Would you like a more detailed analysis of your firm? Do you feel you could benefit from a new brand and website, relevant content or a more effective social media strategy? If so, we'd love to hear from you.

## GET IN TOUCH...

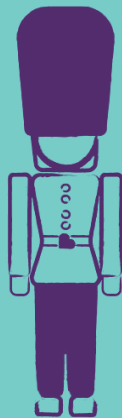


### NEW YORK

**Duncan Shaw**

t +1 (646) 452 3607

e [duncan.shaw@living-group.com](mailto:duncan.shaw@living-group.com)



### LONDON

**Greg Hobden**

t +44 (0)20 7739 8899

e [greg.hobden@living-group.com](mailto:greg.hobden@living-group.com)



### HONG KONG

**Gigi Yung**

t +852 2328 7700

e [gigi.yung@living-group.com](mailto:gigi.yung@living-group.com)



@livinggroup



lifeatliving



living-group



living\_group

# CREATING

# DIFFERENCE

## About Living

At Living we blend our deep sector knowledge, uncompromised thinking and award-winning creativity to help our clients in the financial, professional services and technology sectors create difference through branding expressions that engage, digital experiences that disrupt, and integrated advertising campaigns that drive results.

## What defines us

Our specialists' deep understanding of our clients' sectors means we challenge thinking and perception, inspire excitement and ambition, and help to deliver rewarding outcomes. In a world that is content rich, visually crowded and always changing, we empower our clients to communicate their difference and stay ahead.

## What we do

### Engaging branding

Our creative teams in New York, London and Hong Kong deliver award-winning ideas with proven results, driving your business performance with strategic thinking,

brand creation and enhancement, and stand-out messaging. We fuse these key elements together to generate highly effective visual and verbal expressions of your firm.

### Disruptive digital

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

### Integrated campaigns

We can help transform your brand objectives into tangible business benefits – stimulating dialogue, lifting your profile, prompting consideration,

and spurring action. We research, plan and execute advertising and social media campaigns worldwide, applying distinctive ideas and creative, backed by relevant analytics to measure your success.

### Creating difference for our people and communities

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



WHO'S   
STANDING APART BY  
**STANDING**  
**OUT?**

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