



MPF White Paper

## **FANS, FOLLOWERS AND CONNECTIONS: SOCIAL MEDIA ROI FOR LAW FIRMS**

**A Report from ALM Media Intelligence**

TheRemsenGroup

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Social Media ROI for Law Firms

*A report from ALM Legal Intelligence*

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## TABLE OF CONTENTS

Executive Summary.....	4
Survey Demographics .....	6
Climbing a Wall of Skepticism .....	7
Into the Blogosphere.....	9
Make Yourself Heard .....	11
<b>CASE STUDY:</b> Womble Carlyle Taps into Competitive Instincts .....	13
<b>CASE STUDY:</b> Allen Matkins Sees the Value of Video .....	14
Joining the Human Race.....	15
Appendix: Survey Results.....	16



FEBRUARY 2012

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## EXECUTIVE SUMMARY

**A**FTER A SLOW START, THE LEGAL SERVICES INDUSTRY IS GAINING CONFIDENCE in the use of social media. The skepticism of a few years ago has given way to a growing appreciation for the ways that blogs and various other social media and networking tools can be deployed to help build the reputation of individual lawyers and practice groups—and enhance law firms’ marketing efforts.

There is no question that it takes a significant investment of staff and lawyers’ time to develop a presence in the blogosphere, or on networking sites such as LinkedIn and Facebook. But law firms that have taken the plunge are starting to see definite returns on their investment, in terms of greater visibility as well as attracting some new clients and matters. And their success has been causing many of the more skeptical firms to begin venturing into the world of social media.

To assess the degree of popularity of social media among law firms, ALM Legal Intelligence conducted an online survey between December 15, 2011, and January 17, 2012. A total of 179 people took the survey, almost half of whom were lawyers and the remainder marketers and administrators (see next page for respondent demographics). Slightly more than half work at firms with 500 or more lawyers. The main findings of our research into the effectiveness of social media for law firms include the following:

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### Here are the key findings:

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**1** **ALMOST 85 PERCENT** of law firms who responded to our survey reported that their lawyers make use of social media and networking tools such as the professional networking site LinkedIn, as well as Facebook and Twitter. Also, 70 percent said that their firms now maintain one or more blogs.

**2** **NEARLY 90 PERCENT** of respondents said that they believe that the integration of social media into their firms’ marketing, business development, and recruiting efforts is an important priority.

**3** **NEARLY HALF** of respondents reported that blogging and social networking initiatives had helped produce leads for new matters or clients. And approximately 40 percent said that those efforts had helped them to land new work.

**4** **MORE THAN HALF** of respondents said that their firms plan to increase their budget for social media initiatives (such as training staff and improving their Web sites) in 2012. Just over 20 percent said their firms already have a full-time social media specialist on staff, and only 2 percent planned to hire one in the coming year.

**5** **MORE THAN 40 PERCENT** of those surveyed said that blogs and social media networks have helped to increase the number of calls their firms receive from reporters in traditional and new media. Likewise, roughly the same number said their presence in the blogosphere and on social media networks had also increased the number of speaking invitations their lawyers receive.



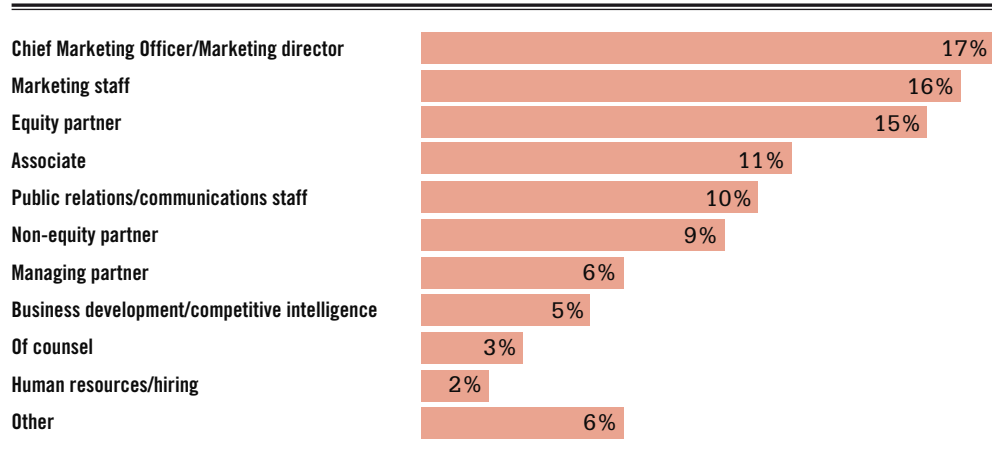
## SURVEY DEMOGRAPHICS

### About the Survey

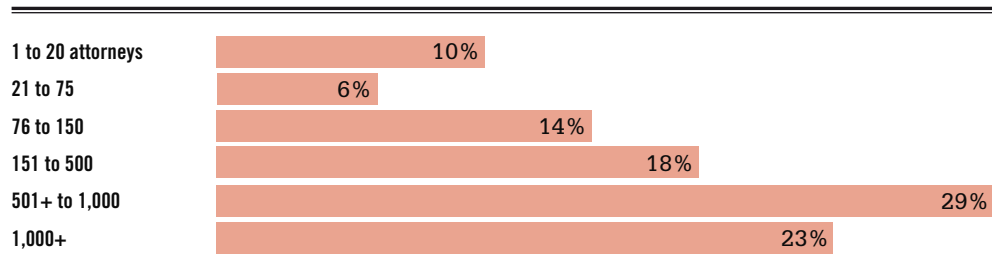
Our report is based on the findings of an online survey designed to gauge how law firms are using social media and social networking platforms and assess the costs and benefits. A total of 179 legal professionals took part in the survey, which was conducted between December 15, 2011, and January 17, 2012. Of those responding, 77 were attorneys, including 11 law firm managing partners. Of the remainder, 30 were chief marketing officers or marketing directors at their firms, with the rest in public relations and various other administrative positions.

Nearly a quarter of respondents (23 percent) work at firms with more than 1,000 lawyers; 29 percent at firms with 501 to 1,000 lawyers; just under a third (32 percent) at firms with 76 to 500 lawyers; 6 percent at firms with 21 to 75 lawyers; and 10 percent at firms with 20 or fewer lawyers. Our findings did not show any significant difference in the use of social media or social networking sites according to firm size.

### 1. What best describes your current position at your firm?



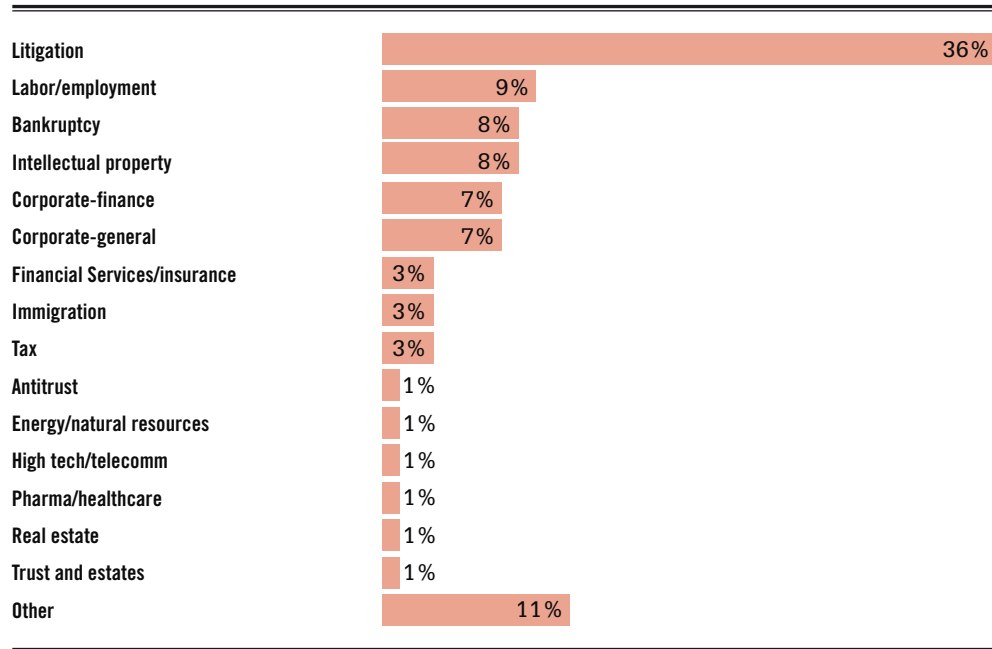
### 2. How large is your law firm?





## SURVEY DEMOGRAPHICS

### 3. What is your main practice area? (Check the one that comes closest)



## CLIMBING A WALL OF SKEPTICISM

**B**LOGGING STARTED TO GAIN POPULARITY IN THE MID-1990S, BUT IT TOOK almost another decade to see the emergence of the social media and networking sites such as LinkedIn and Facebook, which were launched in 2003 and 2004, respectively, and then Twitter in 2006. Early on, a handful of law firms and some individual lawyers grasped the potential of Web-based networking—and especially the reputation-building power of blogs. But there were only a few early adopters. Much of the legal industry opted to stick with newsletters, white papers, and client alerts and seminars. By doing so, they were choosing safer, more traditional modes of marketing, and avoiding the social media revolution.

It became more difficult to ignore it when, in early 2009, Jeffrey Carr, the general counsel of Houston-based FMC Technologies, made an unusual request as part of his search for a new roster of tech-savvy, budget-conscious outside firms. He required firms that wanted to be considered to fill out questionnaires downloaded from the social networking site Legal OnRamp. After narrowing down the candidate pool, he also asked firms to use Twitter to submit “tweets” of 140 characters or less, encapsulating why they should be hired. “They had to be succinct,” Carr told *Corporate Counsel* magazine. “And that’s one of the hardest things for lawyers to be.” In all, 32 firms sent tweets, and a half-dozen made FMC’s final cut.

Carr wasn’t the only general counsel making use of social media. In 2010 Greentarget Strategic Communications, a consultancy, partnered with ALM Legal Intelligence and the Zeughauer Group, another consultancy, on a survey, that showed a growing appetite for social media among in-house counsel. The survey of 164 corporate counsel found that more than 40 percent of them relied on blogs as one of their top sources for information, and half said they could envision hiring outside firms in part on the basis of the expertise demonstrated in their blogs. Moreover, more than half of the in-house lawyers surveyed said that they expected that their use of social media would increase in the coming year.

For law firms wondering whether stepping up their investment in social media was worth the time and expense, the message was clear. “For legal marketers, the key question has been to what extent buyers of legal services are influenced by these tools,” said Greentarget president John Corey, in announcing the survey results. “If law firms take time to develop engaging, relevant content via social media platforms, their buyers are ready to tune in.”

Law firms’ deployment of social media and social networking tools had been gradually increasing even before those results came out. Indeed, Jayne Navarre, a consultant on social media for the legal industry, points to 2009 as the year that “law firms began to wake up,” as she puts it, and realized that they needed to make a serious, sustained commitment to integrating social media into their broader marketing strategies.

**“They had to be succinct, and that’s one of the hardest things for lawyers to be.”**

Jeffrey Carr, the general counsel of FMC Technologies.





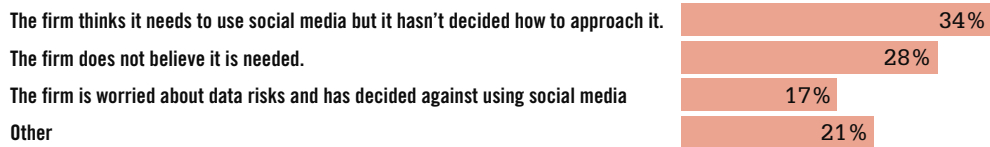
“They started working it into their budget and their overall marketing plans in 2010,” says Navarre, who notes that, at many firms, the biggest challenge was educating senior managers and partners about why social media was important.

However, our survey shows that there are still a significant number of law firms that have not dived in. Some 17 percent of our survey respondents said that their firm does not use social media networks. As for the ones that do, 44 percent said that the biggest obstacle to expanding the use of social media was a lack of time, and 17 percent said that there was a lack of solid metrics to measure the return on investment. Only 6 percent feared that greater use of social media might risk damage to the firm’s reputation.

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**Why does your firm not use social media networks?**



## INTO THE BLOGOSPHERE

**A**S OUR SURVEY FINDINGS SUGGEST, THE VAST MAJORITY OF FIRMS ARE convinced of the need to raise their profiles on social media and social networking sites. Just 11 percent of respondents whose firms are using social media said that they believe integrating it into their business development, marketing, and recruiting efforts is not important, while nearly half rated it as at least “somewhat important” and more than 40 percent deemed it either “very important” or “extremely important.”

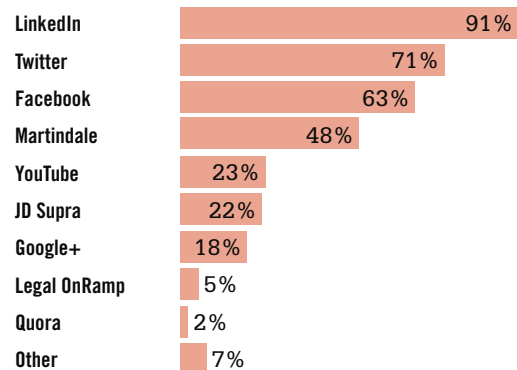
Accordingly, the vast majority of firms are active participants in top social media and networking sites such as LinkedIn, Facebook, and Twitter. Firms also appear increasingly intent on using blogs in order to generate attention for their attorneys and to try to distinguish themselves as experts in their practice areas: Seventy percent of respondents said their firms maintain blogs. Of that number, 23 percent reported having at least four to six blogs, while just over 10 percent have at least seven. Moreover, firms that host blogs appear to be committed to keeping content fresh, with 61 percent reporting that they update their blogs at least one or two times per week. Thirteen of the top 20 law firms in the U.S. maintain blogs.

As for actual spending on social media, roughly half of respondents said that their firms plan to at least match their 2011 expenditure on social media in the year ahead, while half reported that their 2012 budgets for social media have increased.

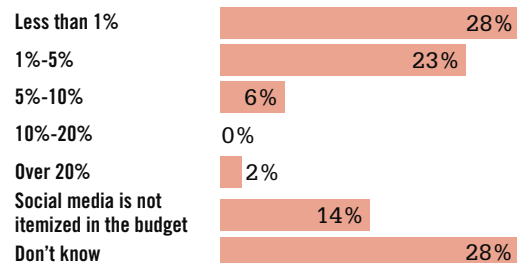
That said, the amount firms spend on social media still appears to be modest, at least as a proportion of total marketing expenditures. While some firms do not break out social media spending as a separate budget item, among those that do, just over a quarter of respondents reported spending less than 1 percent of their total marketing budget on social media initiatives. Just under a quarter of respondents said social media spending accounted for only about 1–5 percent of marketing-related outlays.

Those numbers are not necessarily surprising, considering that for the most part, building an active presence on social networking sites does not require a large up-front investment. In follow-up interviews, survey respondents whose firms engage in blogging, for instance, reported that they typically pay just a few thousand dollars per year per blog for the sort of hosting services and standard technical assistance and maintenance offered by outside providers of blog support.

### Which of the following networks does your firm participate in? Choose all that apply:



### What proportion of the marketing budget was spent on social media in 2011?



As for LinkedIn, Facebook, and Twitter, the standard accounts and services offered by all three are free, though some firms have opted to spend additional funds training their lawyers on how to use social media sites, as well as on advertising or other premium services that help them raise visibility and expand their networks or supply more detailed information about who's viewing the profiles of their lawyers and practice groups.

Although out-of-pocket expenses can certainly be kept to a minimum, there's no denying the fact that building and maintaining an effective LinkedIn profile or sending out engaging tweets takes a significant commitment of staff and attorney time. As Molly Porter, Web content manager for DLA Piper, notes: "You can do a lot with [relatively] nothing, but it requires a time investment and a mind-set."

That's even truer when it comes to law firm blogs, which require a steady supply of substantive posts in order to entice readers to come back. "I tell attorneys who are considering

**I tell attorneys who are considering launching a blog that it's like getting a new puppy. You've got to take care of it."**

Michael Kurlstad, senior manager of media relations at McGuireWoods

launching a blog that it's like getting a new puppy," says Michael Kurlstad, senior manager of media relations at McGuireWoods, which currently maintains seven blogs. "You've got to take care of it."

At many firms, members of the marketing or communications staff help ease the burden on attorneys by supplying some blog content. But 57 percent of respondents to our survey said that their blogs are entirely lawyer-generated.

Dorsey & Whitney partner Roy Ginsburg, creator and producer of [quirkyemployment.com](http://quirkyemployment.com), a popular employment law blog, occasionally has guest contributors from outside the firm. But otherwise he does all the writing, and he says he typically sets aside a few hours on Sundays to put together his weekly post.

Likewise, Jim Thomas, a partner at Minor Brown in Denver, says that he has found that weekends are by far the best time to do the writing for his blog—[nofunnnylawyers.com](http://nofunnnylawyers.com)—which covers business and real estate, as well as social media-related law. But during the week he'll also send out occasional tweets to help drive traffic to the blog.

"I think of [social media] as a way to remind people that I'm here," says Thomas, who notes that with just eight lawyers, Minor Brown can't come close to matching the marketing budgets of its bigger competitors. Blogging, he contends, helps level the playing field. In the 30 days to February 10, 2012, his blog received 393 visitors, who looked at 620 pages.

No question, keeping up with the demands of their blog on top of regular workloads requires real dedication. Still, as Jasmine Trillos-Decarie, director of marketing and business development at Foley Hoag, points out, before there were blogs or tweets or LinkedIn and Facebook pages, lawyers and their firms spent time putting out client alerts and newsletters. While some firms still do both, they've become increasingly rare as social media has gained in popularity. "In building the name of our national Corporate Social Responsibility practice, we determined that our business audience was predominantly looking for content online and in a more business 'style,' so blogs—as opposed to client alerts—were the perfect platform. At the end of the day, social media is just another tool in the communications toolbox, and the most important thing is communicate with clients in the manner that they choose," says Trillos-Decarie.



## MAKE YOURSELF HEARD

**L**AW FIRMS USE SOCIAL MEDIA FOR A VARIETY OF PURPOSES, RANGING FROM recruitment to intelligence-gathering about clients and competitors to monitoring what’s being said about their lawyers online.

Not surprisingly, however, our survey shows that social media’s greatest value to firms is as a marketing tool. Indeed, respondents said they find blogs and other social media platforms were most effective when it comes to branding—and especially in the effort to establish their attorneys as “thought leaders” in key practice areas and otherwise raise their firm’s public profile.

**Rate the effectiveness of blogs and social media platforms for each of the the following statements. (1 = least effective and 5 = most effective)**

	Mean
Establishing your attorneys as thought leaders in key practice areas	3.91
Raising your firm’s public profile and strengthening its brand	3.57
Monitoring what is being said about your firm	3.22
Providing intelligence on competitor firms and prospective clients	3.18
Recruiting new associates and lateral partners	3.13
Maintaining contact with former lawyers at your firm	3.01
Producing leads and referrals for new clients and matters	2.82
Generating new clients and matters	2.75

As for which specific social media platforms they have found most valuable for marketing and business development efforts, respondents rated LinkedIn first. Besides helping attorneys build up an extensive network of contacts (and potential clients), LinkedIn also makes it easy to showcase skills and accomplishments, since participants can include links in their profiles to articles they’ve written or to news stories about cases they’ve won.

Blogging, however, placed a close second to LinkedIn in terms of overall marketing and business development value, followed by JD Supra, Martindale, and Twitter. (JD Supra and Martindale distribute social media content to a wider audience than some firms are able to reach by themselves.)

In follow-up interviews, respondents said that blogs, along with LinkedIn and other social networking sites and Twitter, are especially effective when they are used to complement each other.

As an example, Michelle Sherman, of counsel at Sheppard, Mullin, Richter & Hampton, notes that when she adds a new post to her blog on social media law, [socialmedialawupdate.com](http://socialmedialawupdate.com), she will immediately

send out a tweet to all her contacts on LinkedIn, which helps generate traffic for her blog and expands its reach.

Yet, as she points out, the linchpin for it all is her blog, which she credits with helping to establish her as an expert on the legal implications of social media. She says that from September 2010 to January 2012, there have been 32,843 visits to the site, and 53,110 views. Indeed, in terms of raising their profile’s attention and helping separate themselves from the pack, she and other attorney-bloggers contend that there’s no other type of marketing that can match the power of an interesting, informative, well-written blog.

“Just how valuable it is can’t be overstated,” agrees McGuireWoods senior media manager Michael Kulstad. McGuireWoods now has a total of seven blogs, including the popular

classactioncountermeasures.com blog, which Kulstad says gets several thousand hits per month. “Having a voice and being viewed as someone who knows what they’re talking about is worth a lot,” says Kulstad.

In the view of Kulstad and others, one clear benefit of blogging is the extra media attention it brings. Indeed, more than 40 percent of respondents to our survey said that blogging and other social media initiatives had helped to increase the number of calls they received from reporters in the past year. The number of calls ranged from just a handful at some firms to 75 at one law firm, with one respondent reporting that he alone had personally received 20 calls.

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**Has your firm’s blogs or presence on social media networks helped to ...**



Likewise, roughly 40 percent of respondents said that blogging and other social media initiatives had led to an increase in the number of speaking invitations the attorneys at their firms received.

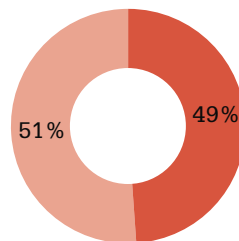
Along with the increased visibility from media and public speaking, another major benefit of blogging and tweeting is the boost they give to law firms and their individual attorneys and practice groups in Internet search rankings. In an interview, Victoria Spang, Sheppard Mullin’s chief marketing officer, noted that a high rank in search results can pay off. As a preliminary step for hiring a lawyer, clients will often do a preliminary Internet search to identify experts in the legal issues they’re facing.

Thanks in large part to its attorney blogs, said Spang, Sheppard Mullin’s search rankings have steadily climbed in the past few years. In fact, the firm is so convinced of the value of blogging that it currently has a total of 26 blogs, and at least one more on the drawing board.

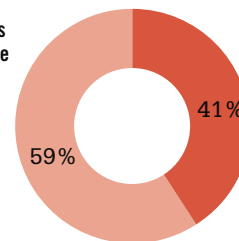
Of course, the key question is whether the increased visibility that firms receive from blogging and other social media platforms will ultimately pay off with new clients and matters. On this point, our survey results show that blogs and social media are having a positive impact. Just under half of respondents reported that their efforts in social media had helped them to generate leads for new matters. And 41 percent said that as a result of those initiatives they had actually landed new matters and clients. As for revenue generated by those matters, survey respondents said the amounts ranged from \$5,000 to \$200,000.

Has your firm's blogs or presence on social media networks helped to ...

...generate leads or new matters from clients



...land new clients and matters for the firm



Yes  
No

In interviews with directors of marketing and business development, virtually all said that they don't formally track how much new business and revenue can be tied to social media initiatives.

As one of the most active firms in social media, Womble Carlyle Sandridge & Rice does try to keep a running list of that work, however, and was able to supply examples of nearly a dozen new matters that it attributes to its use of social media and networking sites. Those include four false patent marking cases that it secured after a Womble Carlyle attorney discussed the

**CASE STUDY: Womble Carlyle Taps into Competitive Instincts**

Despite the obvious benefits of social media for raising lawyer visibility, many marketing directors say the big challenge is convincing attorneys to use it. "The big question is how to get lawyers in the game," says Steve Bell, chief client development officer at Womble Carlyle.

After pondering the matter, Bell, along with Aden Dauchess, Womble Carlyle's director of digital media, concluded that just providing basic training in social media for lawyers, as many firms have done, probably wasn't enough. So in the fall of 2011, they decided to try a more intensive approach, and hired social media consultant Adrian Dayton to work closely with a small group of lawyers over a three-month period. The goal: to try to get those lawyers to not just become proficient at using LinkedIn and Twitter, but to incorporate their use into their daily routines.

The group consisted of eight lawyers in all. Each was asked to complete a range of social media-related tasks, such as revamping their LinkedIn profiles and reconnecting with ten former college friends or

acquaintances to their LinkedIn networks, as well as increasing their number of Twitter followers and tweeting out links to content on Womble Carlyle's Web site.

To keep things interesting, the firm also devised a contest that offered a top prize of an iPad 2 and second- and third-place awards of a Kindle and steak knives for the lawyers with the highest level of LinkedIn and Twitter activity. "We wanted to tap into their competitive instincts," says Bell.

The net result was that the intensive coaching and the contest worked. Not only do all attorneys in the group have a much wider network of LinkedIn contacts and Twitter followers than before, but Dauchess says their search engine rankings have also gone up, and two of the eight attorneys each scored a new IP-related matter thanks to contacts they rekindled on LinkedIn. He says that a typical attorney in the firm has up to 100 visitors to their bio page each month. The active bloggers and users of social media have at least 200 visitors per month, and several have 500 or more visitors to their bio page every month.

**Clearly, he wouldn't have known about me if I wasn't blogging."**

Roy Ginsburg, labor and employment attorney and blogger at Dorsey & Whitney.

false markings issue in a video that was posted on YouTube at <http://www.youtube.com/user/womblearlyle/> and other social media channels, as well as two IP matters that its attorneys landed through networking on LinkedIn.

At Dorsey & Whitney, labor and employment attorney and blogger Roy Ginsburg—based in Minneapolis—reports that he recently received a call from an executive at a private equity firm in Chicago who told him that he had been reading his posts on [quirkyemployment.com](http://quirkyemployment.com), and wanted to hire him on an employment-related matter. "Clearly, he wouldn't have known about me if I wasn't blogging," says Ginsburg.

Blogging also appears to be paying off for Foley Hoag. Indeed, after viewing the blog maintained by the firm's corporate social responsibility group, [csrandthelaw.com](http://csrandthelaw.com), two Fortune 100 companies recently contacted lawyers in the group about possible engagements, and it's now in the final stages of signing on both corporations as clients. For Foley Hoag, which has about 225 lawyers, just the opportunity to pitch to those companies is a coup, says marketing director Trillos-Decarie. "Would we have gotten the opportunity without the blog? I doubt it," she adds. "It has completely sold me on blogging."

**CASE STUDY: Allen Matkins Sees the Value of Video**

So far, only a handful of firms have incorporated video production as a key part of their social media strategies. A clear leader among them is Allen Matkins Leck Gamble Mallory & Natsis, a 230-lawyer business-law and litigation firm based in San Francisco. To date, the firm has produced more than 100 videos showcasing the work of its lawyers and practice groups—and has done so without spending major sums.

According to Adam Stock, Allen Matkins's director of marketing and business development, the initial outlay for in-house production equipment was only about \$1,500. While the firm will sometimes hire an outside videographer to assist in the production effort, Stock says that actual out-of-pocket costs are typically no more than \$1,000 per video. Even better, Stock contends, it's seeing

a significant payoff in terms of greater visibility for Allen Matkins's lawyers. "The results have been phenomenal," says Stock.

As an example, Stock points to a video the firm recently posted on YouTube featuring a discussion of the business value of green building by real estate partner Rick Mallory. In all, the video drew in more than 350 viewers on YouTube, and according to Stock, Mallory has since received calls from several potential clients.

Given that YouTube is now the world's second most popular search engine (behind Google), Stock says it's just smart strategy for law firms to incorporate video into their marketing efforts and showcase the work their attorneys are doing there. "In terms of brand development," says Stock, "video is the hottest thing we're doing right now."

## JOINING THE HUMAN RACE

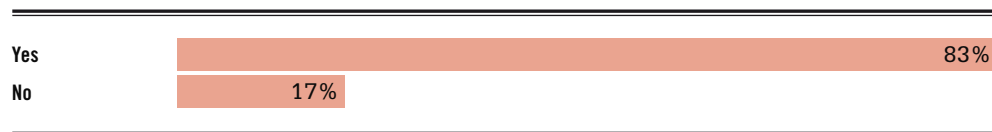
**W**HILE THE EARLY SIGNS ARE ENCOURAGING, IT'S PROBABLY TOO SOON TO say how fruitful blogging and other social media initiatives will ultimately prove to be for law firms. Indeed, firms looking for instant returns from social media are likely to be disappointed. As with more traditional types of marketing, such as holding seminars or hosting prospective clients in luxury skyboxes, it's impossible to predict what work, if any, social media or social networking might yield, or when it might come. But given that so much of the world, including in-house counsel, is using social media, law firms would probably be well advised to use it too.



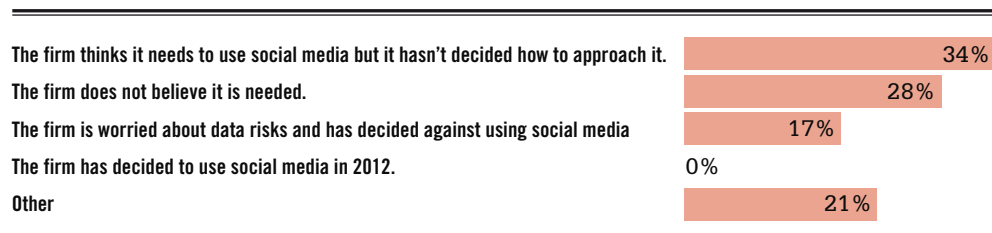
## APPENDIX: SURVEY RESULTS

Our report is based on the findings of an online survey designed to gauge how law firms are using social media and social networking platforms and assess the costs and benefits. A total of 179 legal professionals took part in the survey, which was conducted between December 15, 2011, and January 17, 2012.

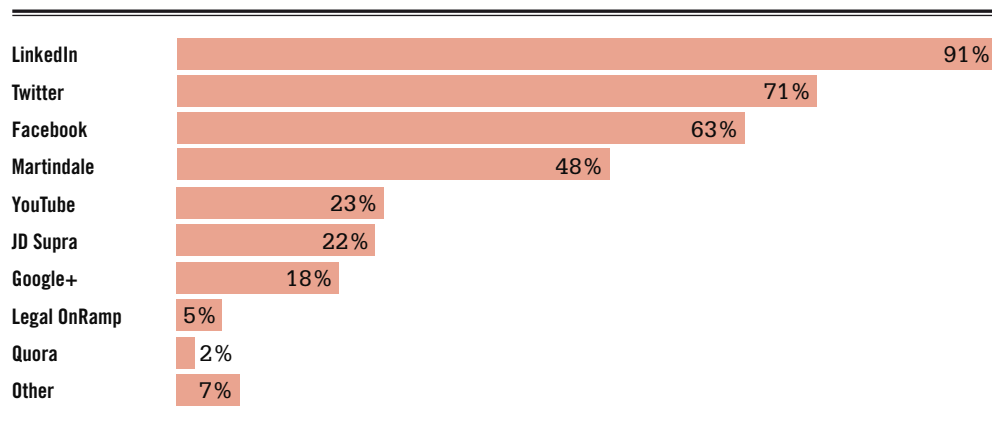
### 4. Does your firm use social media networks?



### 5. Why does your firm not use social media networks?

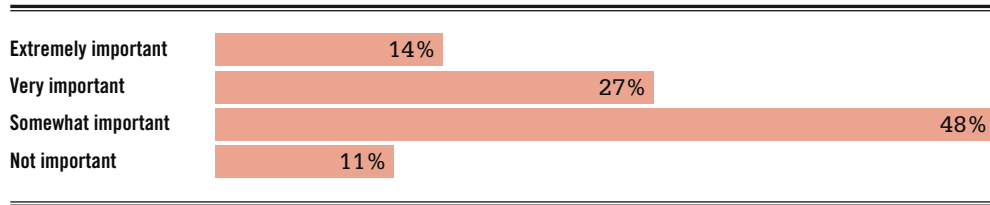


### 6. Which of the following networks does your firm participate in? Choose all that apply:

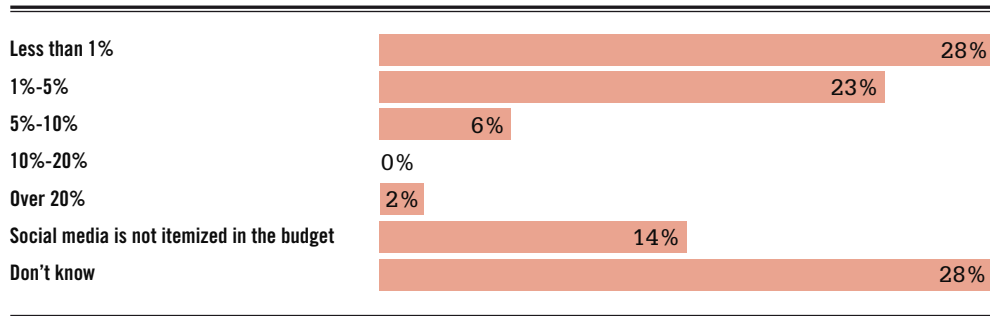




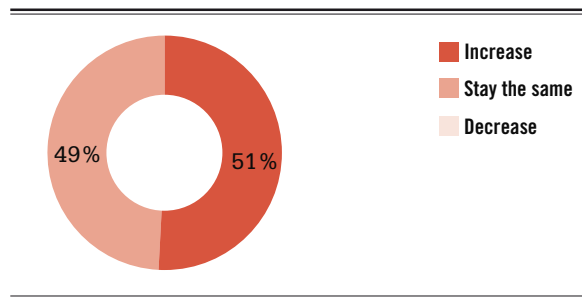
**7. How important is the integrating of social media into your firm's current recruiting, marketing, business development and other efforts?**



**8. What proportion of the marketing budget was spent on social media in 2011?**

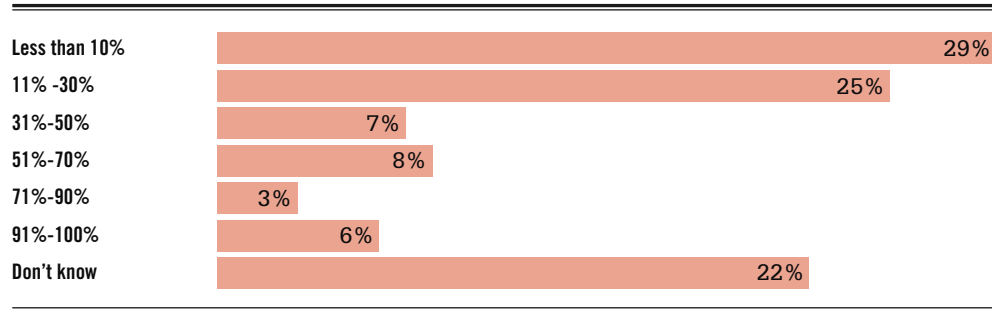


**9. Will the dollar amount spent on social media in 2012 increase, decrease or stay the same?**

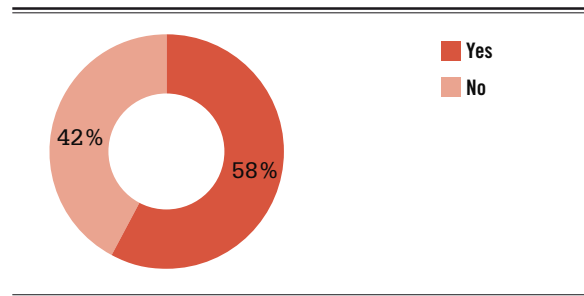


**APPENDIX: SURVEY RESULTS**

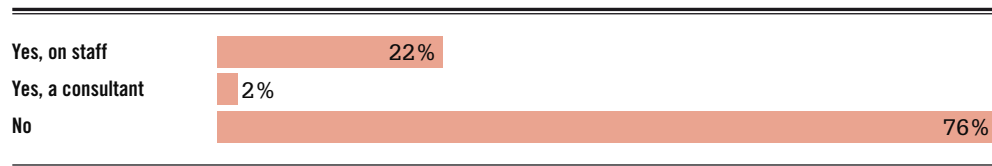
**10. Approximately what percent of the lawyers in your firm use social media for business development purposes?**



**11. Has your firm included links to social media platforms such as Facebook, LinkedIn or Twitter on its website?**



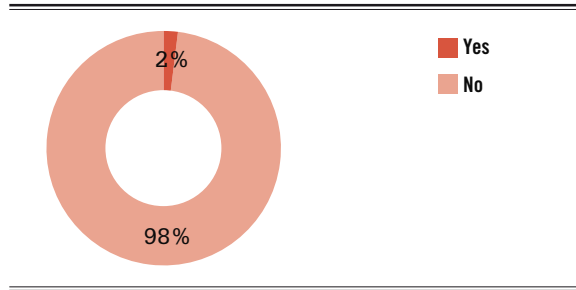
**12. Does your firm have at least one full-time social media specialist?**



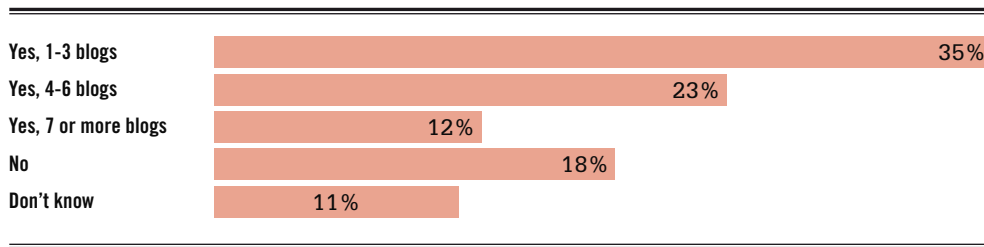


## APPENDIX: SURVEY RESULTS

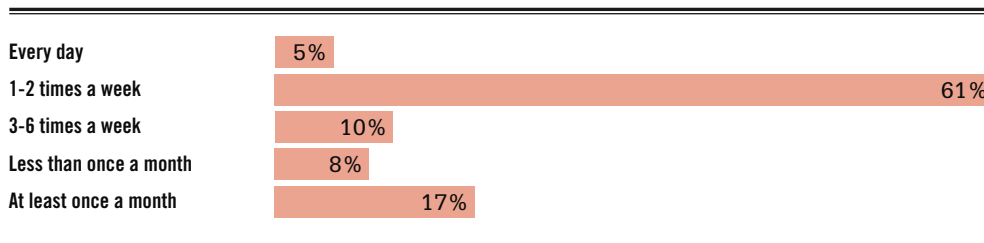
### 13. Do you plan to add a full-time social media specialist in the coming year?



### 14. Does your firm, or specific attorneys or practices, maintain a blog?

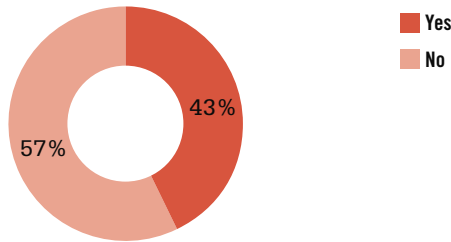


### 15. How often is the blog, or blogs, updated on average?



**APPENDIX: SURVEY RESULTS**

**16. Do members of your marketing or communications staff help generate content for your blog or blogs?**



**17. Please rate the following based on the effectiveness of blogs and social media platforms where 1 is least effective and 5 is most effective.**

	Mean	Responses
Establishing your attorneys as thought leaders in key practice areas	3.91	116
Raising your firm's public profile and strengthening its brand	3.57	118
Monitoring what is being said about your firm	3.22	116
Providing intelligence on competitor firms and prospective clients	3.18	116
Recruiting new associates and lateral partners	3.13	118
Maintaining contact with former lawyers at your firm	3.01	118
Producing leads and referrals for new clients and matters	2.82	117
Generating new clients and matters	2.75	117

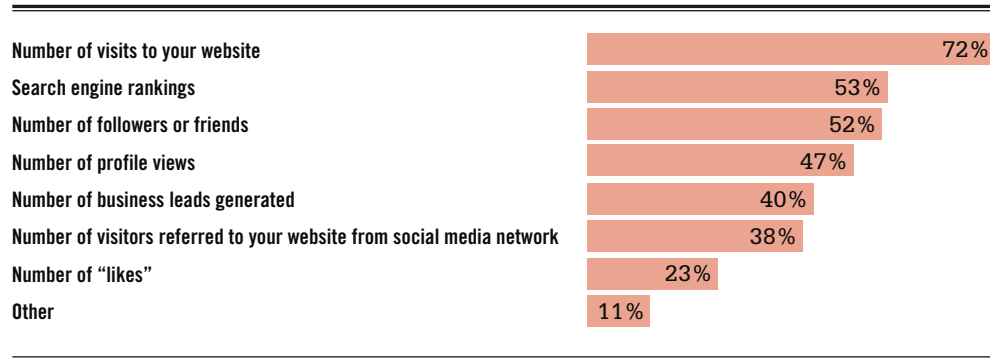
**18. On a scale of one to five, please rate the following based on how valuable it has been to your firm's HR, marketing and business development efforts, with 1 being least valuable and 5 being most valuable.**

	Mean	Responses
LinkedIn	3.59	108
Blogging	3.51	83
JD Supra	3.22	27
Martindale	3.04	57
Twitter	3.03	86
Google+	2.8	20
Facebook	2.64	76
YouTube	2.38	26
Legal OnRamp	2.33	6
Quora	1.33	3

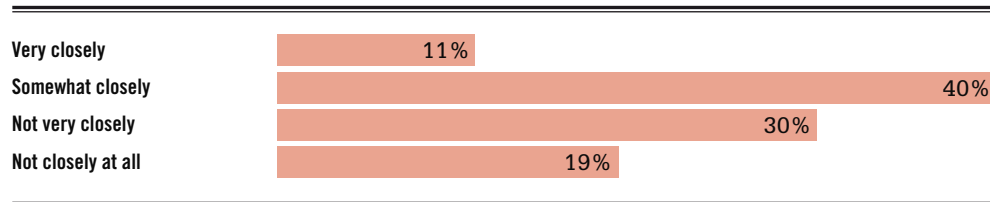


## APPENDIX: SURVEY RESULTS

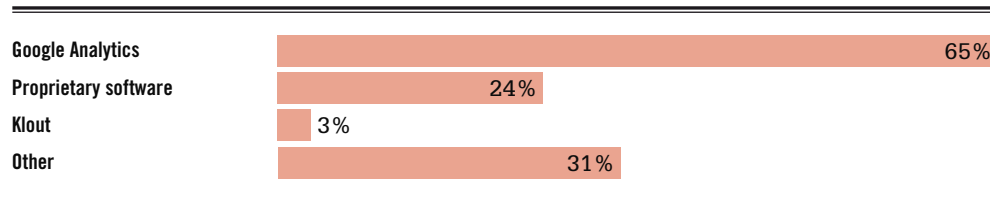
**19. Which of the following metrics does your firm use to track the return on your investment in blogging and social media? Choose any that apply.**



**20. How closely does your firm track those metrics?**

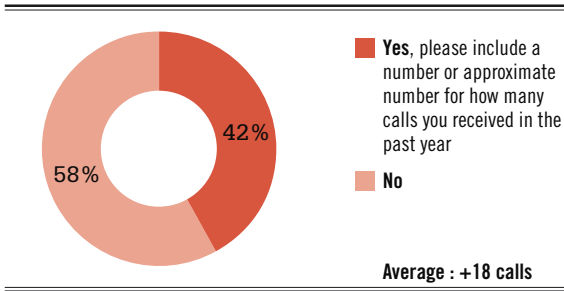


**21. Which of these tools do you rely on most heavily to track the return on your investment in blogging and social media? (Choose all that apply)**

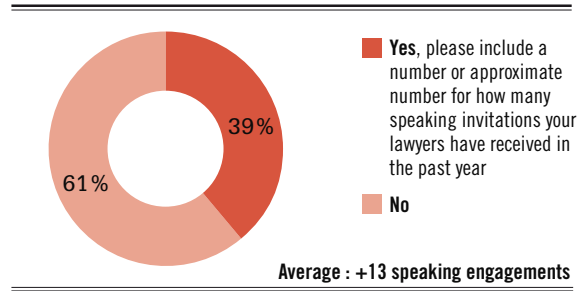


**APPENDIX: SURVEY RESULTS**

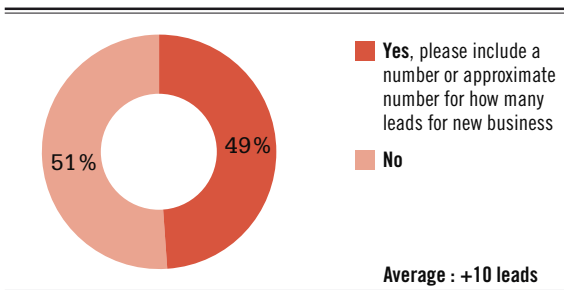
**22. Has your firm's blogs or presence on social media networks helped to increase the number of calls your lawyers receive from reporters in traditional or new media?**



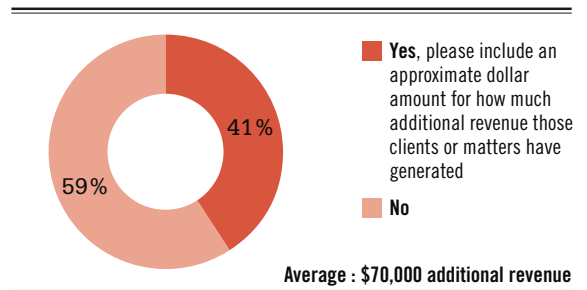
**23. Has your firm's blogs or presence on social media networks helped to increase the number of speaking invitations your lawyers receive?**



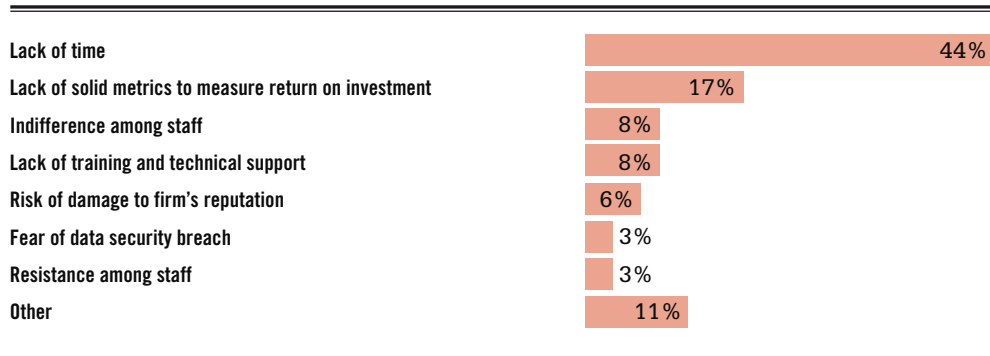
**24. Has your firm's blogs or presence on social media networks helped to generate leads for new matters or clients?**



**25. Has your firm's blogs or presence on social media networks helped land new clients and matters for your firm?**



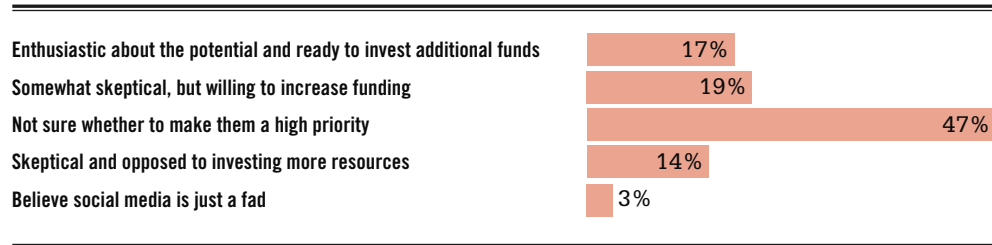
**26. What is the biggest obstacle to expanding your firm's use of social media?**





## APPENDIX: SURVEY RESULTS

### 27. Which of the following best describes the attitude of your firm's senior managers toward social media and blogging? (Select one)





## **About ALM Legal Intelligence**

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