



INFINITE
GLOBAL

DIGITAL MARKETING IN LAW FIRMS

2019 SURVEY RESULTS



CALIBRATE
LEGAL

About Infinite Global

We are an award-winning international communications consultancy that enhances and defends professional service and business-to-business brands in a competitive and disrupted global market.

Led by seasoned media professionals and top communications practitioners, we provide PR, branding and content services to help professional services firms and other complex businesses demonstrate their expertise to sophisticated audiences.

About Calibrate Legal

We are a recruiting and consulting firm committed to helping law firms position themselves at the forefront of the next era of the legal industry. We support our clients by placing sophisticated talent, engaging firm leadership and building cultures driven by meaningful data.

Calibrate Legal is committed to replacing the outdated concept of “non-lawyers” or “overhead” with Revenue Enablers™ who work in tandem with Revenue Producers to achieve sustainable growth and advance the strategies of law firm leadership.

This report is co-authored by Jamie Diaferia and Jennifer Johnson Scalzi



Jamie Diaferia
CEO of Infinite Global

T: +1 845-218-9080
E: Jamie@infiniteglobal.com



Jennifer Johnson Scalzi
CEO, Founder of Calibrate Legal

T: +1 646-216-8779
E: Jennifer@calibrate-legal.com

Contents

About This Survey	5
Digital Marketing: At the Core	6
I. Digital Marketing Team and Skills	8
II. Marketing Technology	10
III. Digital Marketing Execution	12
IV. Digital Marketing Content	13
V. Data and Metrics for Digital Marketing	14
VI. Plans, Policies and Training	16
VII. Client-Centric Marketing	18
VIII. Project and Process Management	18
IX. Conclusion	19



About This Survey

Digital marketing has grown in recent years to the extent that it is now virtually indistinguishable from marketing; very little marketing today exists without a digital component.

According to [Deloitte's 2019 CMO Survey](#), B2B services companies allocate close to 80% of their marketing budgets to digital marketing initiatives. The same survey shows that investment in traditional advertising for the next 12 months will drop by almost 1% while investment in digital marketing will rise by 11%. This followed the [Chief Marketing Technologist](#) survey, in which 60.7% of marketers reported that marketing and/or IT are being reorganized to better leverage marketing technology.

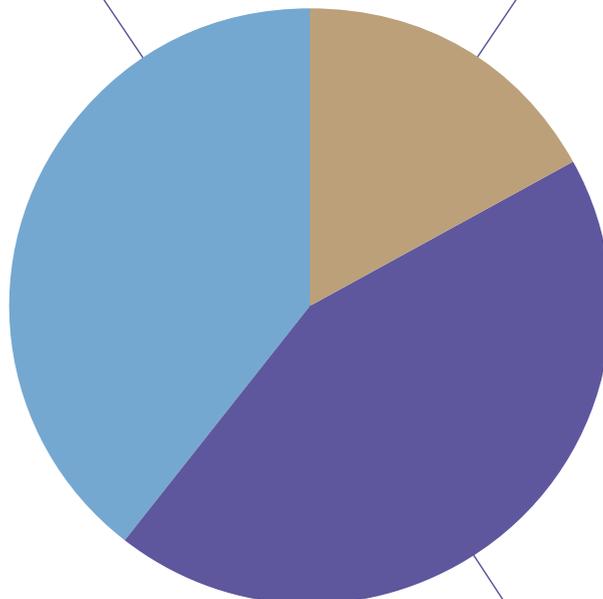
Given the importance of the digital marketing function today, how do law firms staff and structure their digital marketing departments? What are best practices when it comes to digital marketing in law firms?

Created in partnership by Infinite Global and the law firm business consultants at Calibrate Legal, the *Digital Marketing in Law Firms* survey aims to help law firm leaders benchmark their digital marketing function against that of peers, and to understand the talent and digital services necessary to advance it.

The roughly 100 qualified respondents to this survey (those who completed the survey and are employed by or working for a law firm) were mostly from larger firms. Fifty-three percent of respondents reported that they were at a Director level or above (thus, most have a high level of expertise and strategic knowledge of their firm's digital marketing programs and processes). Additionally, more than half of respondents said that the tenure of their CMO or equivalent first-chair marketing lead was more than 5 years.

Survey respondents

39%
500 OR MORE
ATTORNEYS



17%
1-100 ATTORNEYS

44%
100-500 ATTORNEYS

Note: Percentages in some charts may add to more than 100 due to rounding

Digital Marketing: At the Core

Digital marketing encompasses all things marketing as related to the use of electronic devices or the internet. Digital marketing strategies help companies connect with buyers and prospects where they spend much of their time: online.

The digital marketing revolution has produced a dramatic expansion in the number of channels marketers are expected to leverage to reach customers: the web and email, search engine marketing, social media and IoT. Marketers today must learn to navigate all these channels to create the valuable touchpoints, or points of interaction, that further relationships and create opportunities.

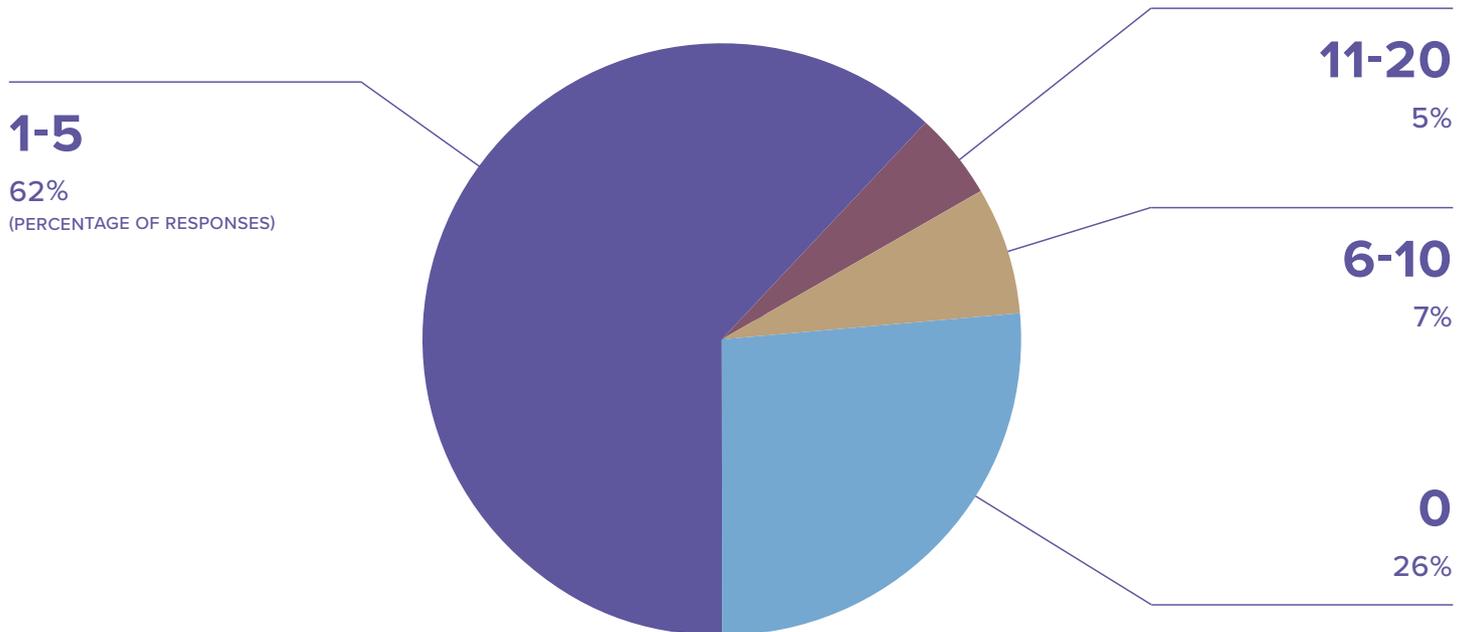
As a result, marketers' job descriptions have expanded dramatically. As well as the core functions of communications and strategy, marketing roles today require at least a rudimentary understanding of design, video, analytics, software programming disciplines (including, increasingly, voice recognition) and so on.

And the composition of marketing departments has changed over time to accommodate these new skillsets and develop best practices for enhancing cooperation between disciplines.

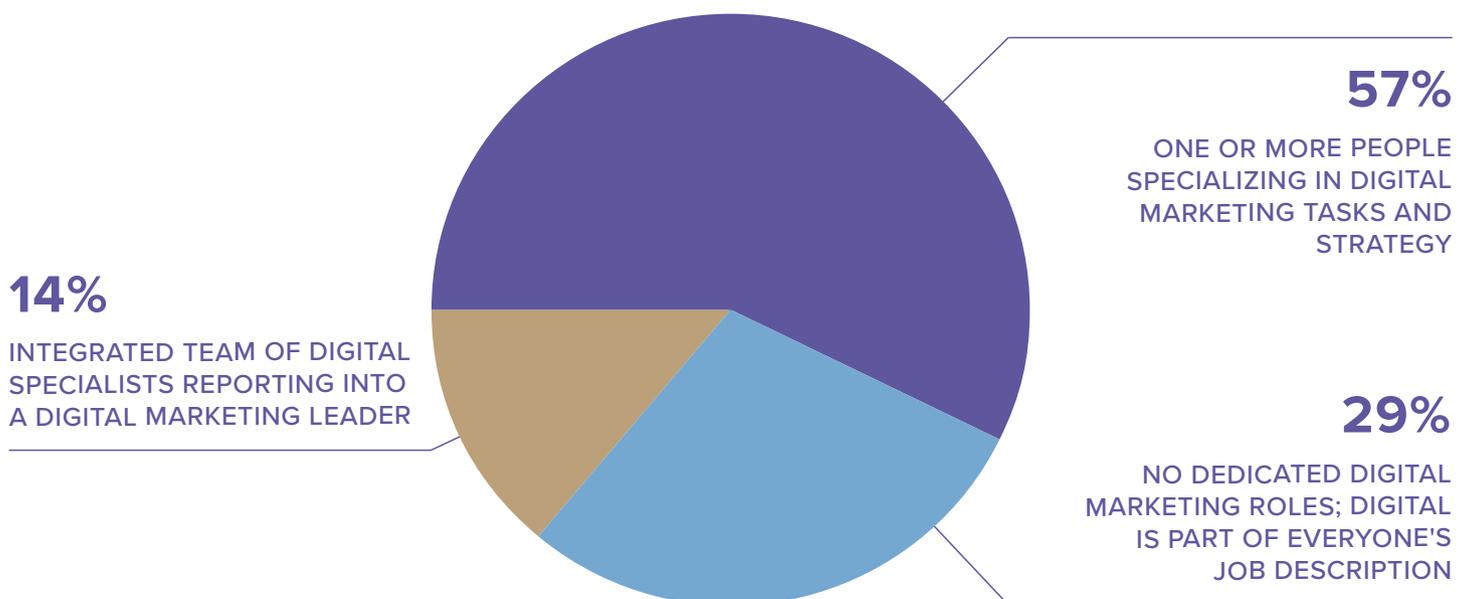
Given this, how have law firms kept up? Let's find out.

I. Digital Marketing Team and Skills

How many people are 100% devoted to digital marketing at your firm?



Which of the following models best describes your firm's approach to the digital marketing function?



I. Digital Marketing Team and Skills

Team Size and Structure

The vast majority of law firms report having either no one (26%) or only 1-5 people completely devoted to digital marketing (62%). In terms of organization, 29% of firms report that digital marketing

is part of everyone's job, 57% report they have one or more people specializing in digital marketing tasks and strategy, and 14% report an integrated team of digital specialists.

The Center of Excellence Model

Is it better to have a dedicated digital marketing team, or responsibility for digital marketing spread among all team members? Every business is different, but for medium- to large-size law firms, Calibrate Legal believes that some form of Digital Marketing Center of Excellence model will deliver best results. In this model, deep digital marketing skills are resident within a central team that makes those skills available to the entire firm.

Categories of roles in a digital marketing team should include the following, according to the [Digital Marketing Institute](#):

- **Insights & Analytics:** marketers who provide market, customer, product and channel insights across marketing and sales to drive decision-making grounded in data.

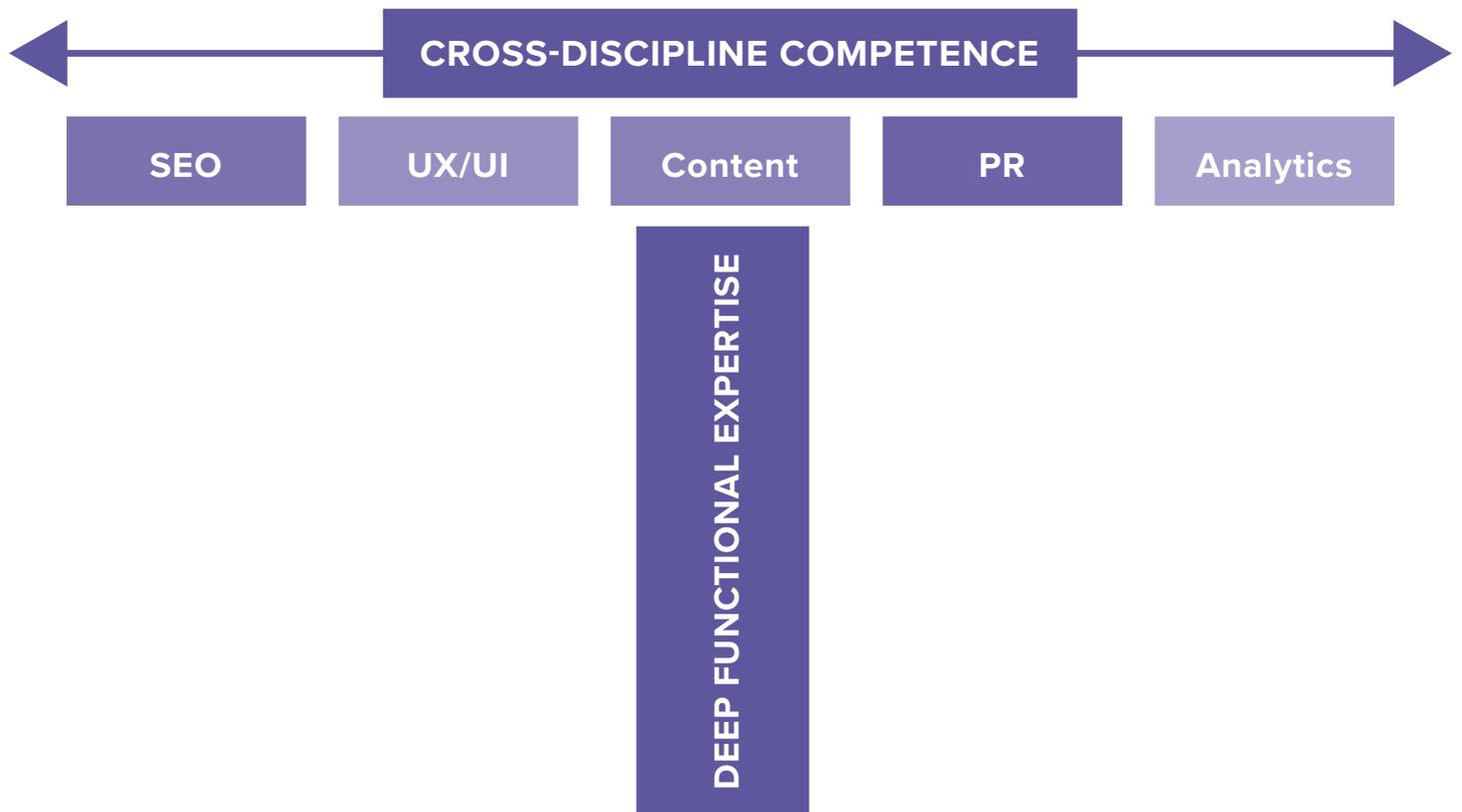
- **Customer Experience & Marketing Innovation:** marketers who identify customer segments, customer experience strategies and customer-focused marketing innovation to advocate for “customer first” marketing.
- **Marketing Strategy & Planning:** team members responsible for setting strategy, annual plans, budgets and a high-level campaign calendar.
- **Marketing Operations:** the marketing execution arm that provides cross-functional program management, agency management, marketing tools management, process excellence, print and fulfillment, and reporting.

The T-Shaped Marketer

When it comes to the skillsets of individual digital marketers, the most successful team members tend to be characterized by the concept of the “T-shaped marketer.” Championed by global design consultancy IDEO's Tim Brown, the T-shaped individual has “a depth of skill that allows them to contribute”

as well as “the disposition for collaboration across disciplines.” In the digital marketing world, T-shaped individuals can successfully take on many different types of digital projects because they have inherent expertise and are secure enough to bring in other experts when needed.

I. Digital Marketing Team and Skills



Outsourced vs. Insourced?

To recruit and grow successful T-shaped digital marketers, marketing departments need to be flexible, supportive and fostering of collaboration between disciplines. Often this means outsourcing certain functions to find best-in-breed expertise in certain areas.

What digital marketing functions do law firms tend to outsource versus build internally?

The top 10 skills that firms report outsourcing are as follows:

- **Website building (69%)**
- **UX design (40%)**
- **Video content development (33%)**
- **Crisis communications (24%)**
- **SEO/SEM (19%)**
- **Public Relations (19%)**
- **Podcasting (19%)**
- **AdWords (18%)**
- **Email Design (13%)**
- **Marketing Automation (10%)**

II. Marketing Technology

Who Makes Technology Decisions?

The good news is that law firm marketing departments seem to be empowered to make the decisions they need to make vis-à-vis martech. In our survey, 83% report that marketing is primarily responsible for managing and

allocating spend for marketing technology platforms, while only 7% report that IT is responsible for this, and very small percentages report that attorneys or finance are responsible (about 3% each).

What Tools Are Used?

Firms report using a wide range of digital marketing tools. The following were mentioned most frequently:

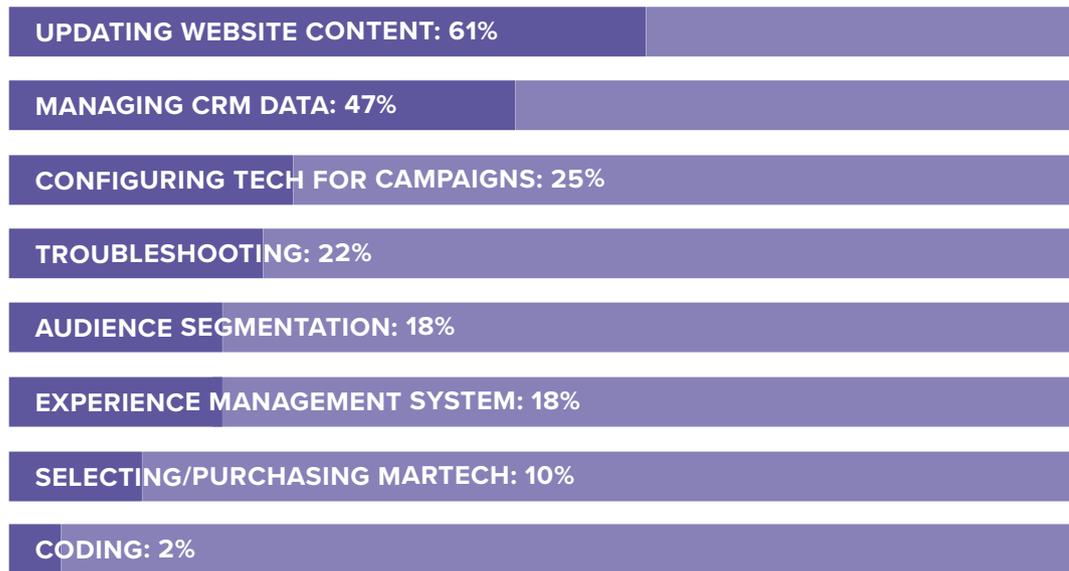
Project Management	Marketing Automation	CRM	Opportunity Management	Social Media Management
Asana	Vuture	InterAction	OnePlace	Hootsuite
Smartsheet	HubSpot	HubSpot	Salesforce	Sprout Social
Microsoft Project	Marketo	ContactEase	InterAction	HubSpot
Basecamp				Clearview Social

While we did not ask respondents for a budgetary breakdown of what they spend on martech, Gartner’s **CMO Spend Survey** reports that such spending jumped from 22% of marketing budgets in 2017 to 29% in 2018.

II. Marketing Technology

Where Is the Time Spent?

When we asked about time spent on marketing technology management, content and CRM data took center stage:

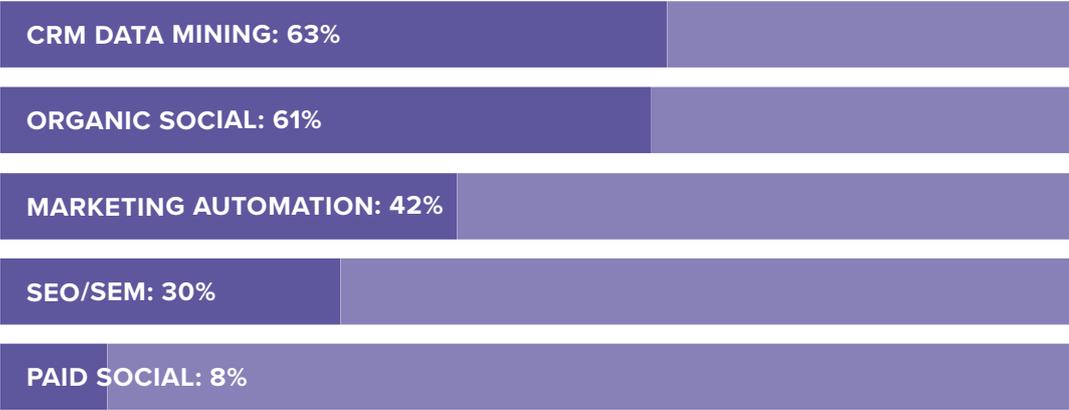


Note: Each chart bar represents the percentage of respondents who spent a high proportion of their time on that aspect of technology management.

Of particular interest here is the relatively low priority given to audience segmentation, a critical component in a firm's ability to deliver personalized content or client-centric marketing campaigns.

III. Digital Marketing Execution

We asked law firms to rank the amount of time their teams spend on aspects of digital marketing execution, including marketing automation, CRM data mining, organic social, paid social and SEO/SEM.



Note: Each chart bar represents the percentage of respondents who spent a high proportion of their time on that aspect of digital marketing execution.

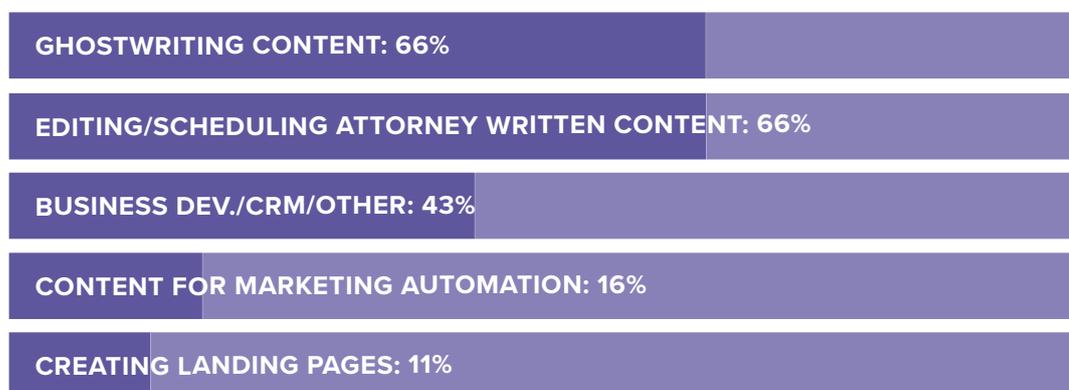
Paid Social – A Missed Opportunity

Paid social was at the very bottom of the categories, with only 8% of respondents reporting that they devoted a significant amount of time to it. In most industries today, paid social and/or pay-per-click (PPC) play an integral part of most if not all marketing campaigns; this is primarily because organic reach in social media is so dismal. For example, today on Facebook, only approximately 4% of followers will see a given post; organic reach for the platform dropped a shocking 52% in 2016 and has continued dropping ever since.

According to Gartner’s CMO Spend Survey, which covered a wide range of industries, companies across the board spend roughly 10% of their marketing budgets on paid social strategies. That law firms appear to rely almost exclusively on organic social and email for campaigns implies they are spending a lot of time for much less potential return.

IV. Digital Marketing Content

We asked law firms to rank the amount of time their teams spend on various aspects of content marketing. The survey respondents told us that creating and editing content — whether original or attorney-generated — takes up a large portion of their time.



Note: Each chart bar represents the percentage of respondents who spent a high proportion of their time on that aspect of content marketing strategy.

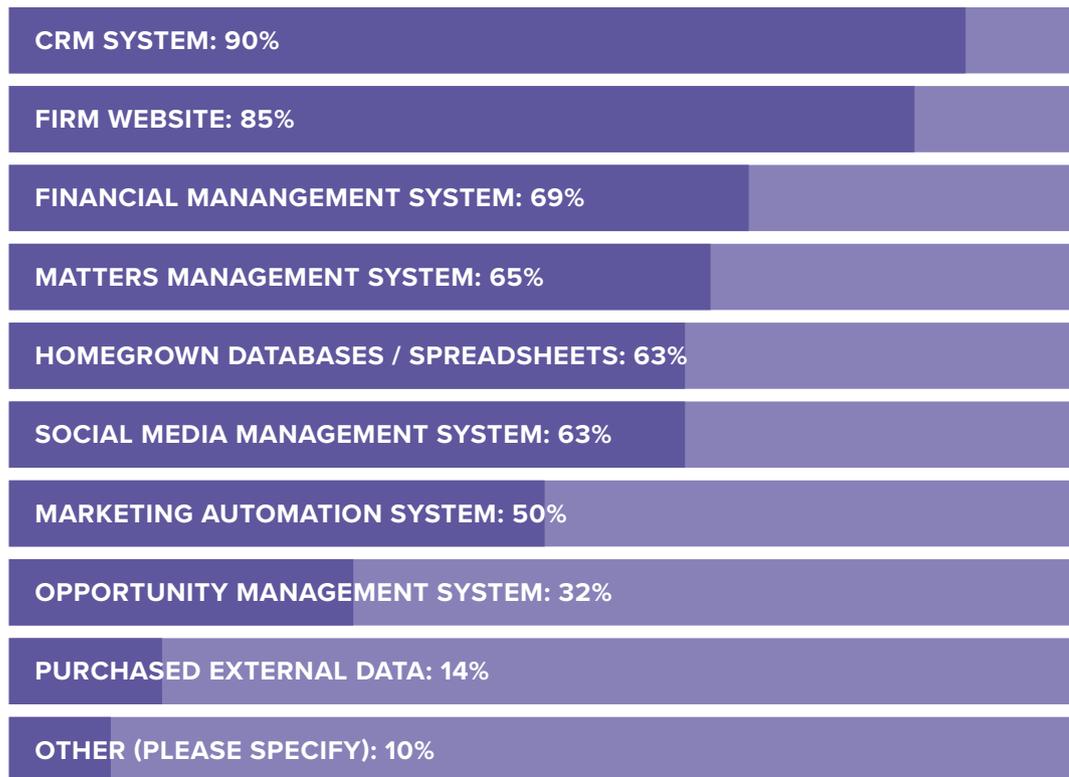
Law firms report a relatively low focus on creating content for marketing automation (only 16% say it takes a high proportion of their time). Only 11% say they prioritize creation of landing pages for RFPs and other business development activities; while this warrants more research, this may represent lost opportunities. According to [Marketo](#), strategic landing pages help 68% of B2B businesses acquire new leads and are integral to their marketing.

V. Data and Metrics for Digital Marketing

We asked law firms to identify the data sources they use for their digital marketing campaigns.

Most respondents identified multiple data sources, with CRM, firm website and financial management systems ranking highest. A surprisingly large percentage (63%) of respondents continue to rely to some extent on spreadsheets and homegrown databases.

Having a large number of data sources can make it difficult for marketers to bring all the right data points together in a single view. Only 27% of respondents said they were very confident or confident in their firms' ability to unify all client/prospect data sources.

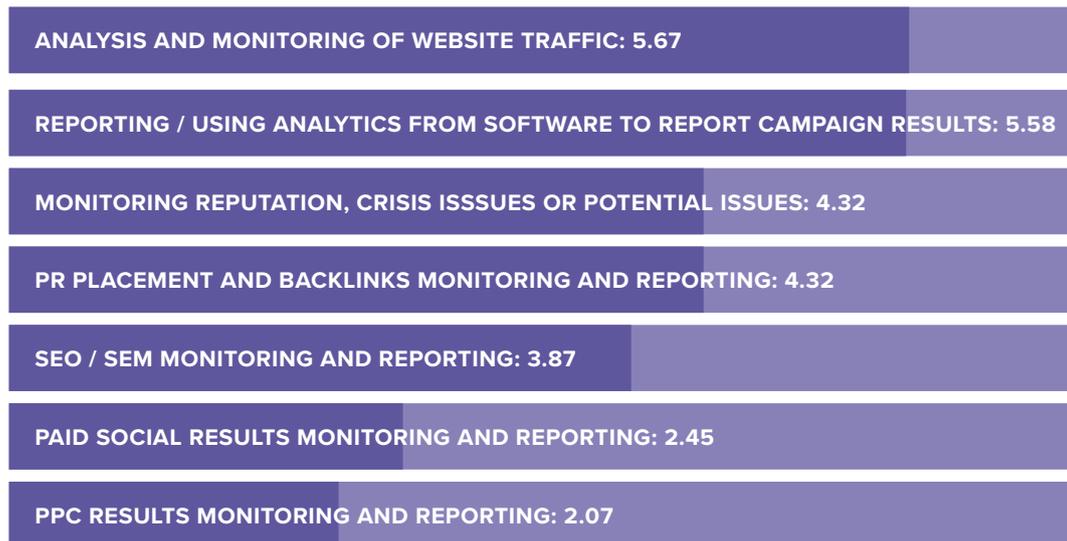


Note: Each chart bar represents the percentage of respondents who indicated that they used a particular data source.

V. Data and Metrics for Digital Marketing

We also asked respondents to rank the amount time they spent on analysis, monitoring and reporting activities.

Respondents reported spending the most time on these tasks for website traffic and campaigns. Unsurprisingly, given other survey findings, paid social and PPC ranked at the bottom of the list for these tasks.



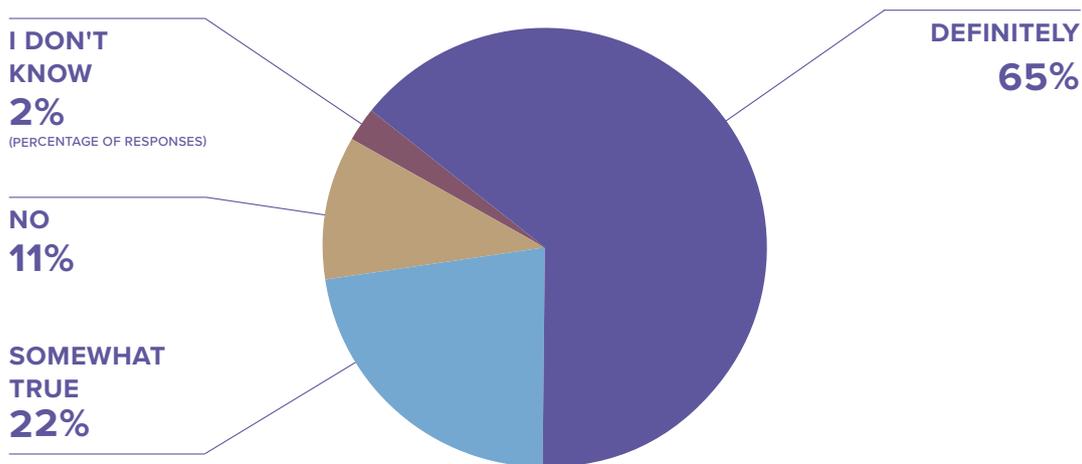
Note: Chart bars represent consolidated ranking scores for each task area

VI. Plans, Policies and Training

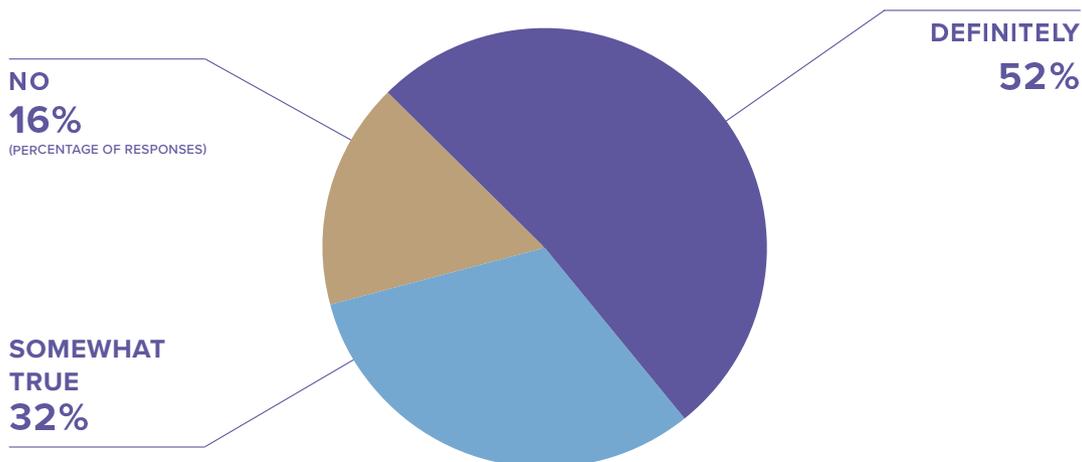
Across industries, according to a [Conference Board study](#), 67% of organizations say they have a social media policy in place; 80% of those companies say they have training for employees on social media use, with over half those respondents making training mandatory for all employees.

Our survey asked firms if they had:

A firmwide social media policy?

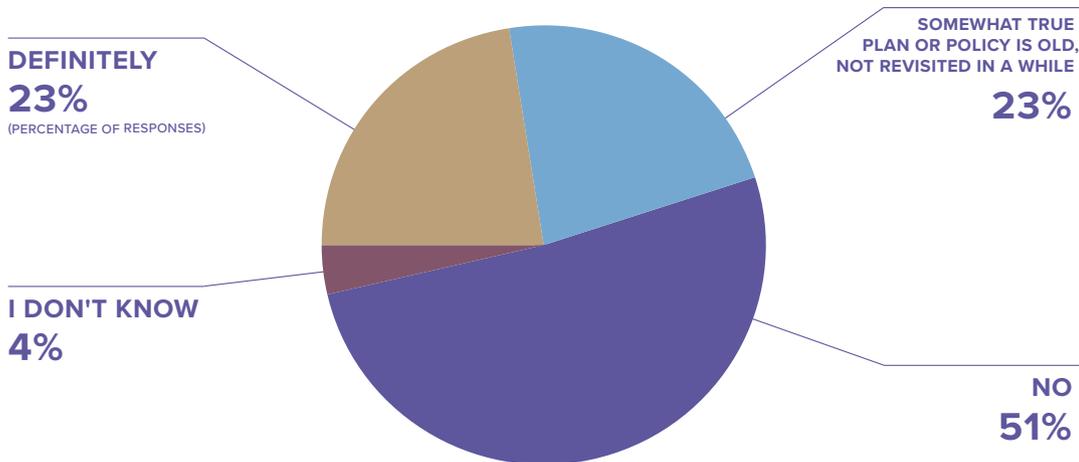


A firmwide social media strategy?



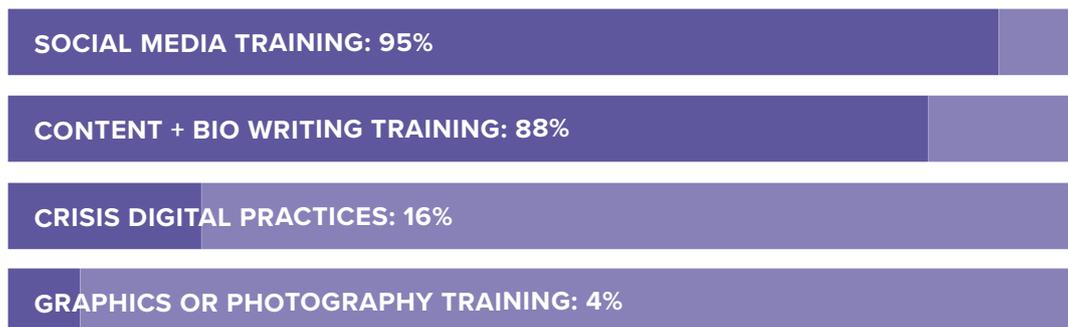
VI. Plans, Policies and Training

A codified plan for the digital marketing department's role in crisis management?



While many respondents report having social media plans and policies in place, most do not have a digital policy relating to crisis situations, and a large percentage of firms state their policies and plans may be out of date. Infinite Global recommends clients review their social media policies every six months to ensure they are updated according to the latest technologies and trends; these guidelines are **followed in other industries**, especially at large B2B companies.

When it comes to training, the vast majority of law firms report providing training to attorneys on social media as well as content and biography generation. Far fewer report providing training for digital practices in the event of a crisis:



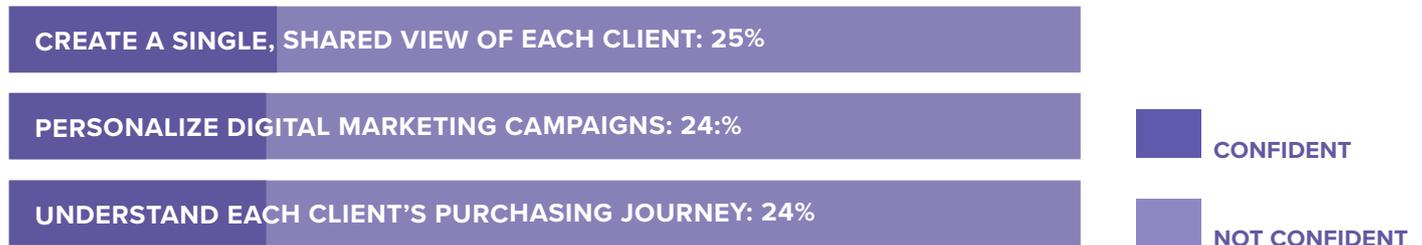
Note: Each chart bar represents the percentage of respondents whose firms spent considerable time and resources on that aspect of training.

VII. Client-Centric Marketing

We asked survey respondents to rate their confidence in their firms' ability to deliver on the fundamentals of client-centric marketing.

Respondents showed a low level of confidence in their firms' ability to deliver client-centric marketing campaigns and programs. Twenty-five percent or less of respondents said they were either very confident or confident in their firms' ability to:

- **Create a shared, single view of each client across practices**
- **Understand each client's purchasing journey**
- **Personalize digital marketing campaigns to create more relevant experiences for clients and prospects**



VIII. Project and Process Management

Nearly three-quarters of respondents stated that they have project and process management skills within their digital marketing teams. However, only 38% reported that they used project management systems, and an even smaller percentage (33%) used work intake systems to manage their work.

Digital marketing campaigns — especially those that are personalized — typically require coordination of multiple deliverables from multiple people or teams. Manual project management approaches do not scale well in a digital marketing world. Firms who have not adopted project management or work intake need to consider this.

In addition to executing major campaigns and projects, digital marketing teams must respond

efficiently and effectively to demands for one-off, routine marketing requests. Infinite Global and Calibrate Legal recommend that teams:

- **Identify core repeatable deliverables for the team**
- **Document process steps for each deliverable (including handoffs between team members)**
- **Embed process steps in a workflow system**
- **Create time benchmarks for completing each deliverable**
- **Create a “single window” intake system for all requests**

IX. Conclusion

The advent of digital marketing has made marketers' jobs infinitely more complex. Marketers are covering more territory than ever before, trying to do a lot with a little.

Unfortunately, it appears that law firm budgets may not be keeping up, as indicated by the responses to one of the last questions on our survey.

When asked for an estimate of the percentage of firm revenue spent on marketing, respondents cited, on average, just 2.1%. This is roughly in line with data from other surveys over the past few years (the [2018 Calibrate Legal/ALM Revenue Enablers Survey](#) reported a median spend of 2.1%, and [BTI reported](#) an average of 2.5% in 2017).

In other words, legal marketing budgets have not grown in response to the larger and more complex mandates driven by the advent of digital marketing.

In contrast, marketing budgets across other industries average about 11% of revenue, according to Gartner's CMO Spend Survey.

While all industries face challenges associated with digital marketing, law firm marketers are asked to do so with significantly less. To compete with each other as well as the cadre of other industries — from technology to consulting and accounting — that have been gradually taking legal market share, law firms must up their game.



INFINITE
GLOBAL



CALIBRATE
LEGAL



infiniteglobal.com
calibrate-legal.com



[linkedin.com/company/infiniteglobal](https://www.linkedin.com/company/infiniteglobal)
[linkedin.com/company/calibrate_Legal](https://www.linkedin.com/company/calibrate_Legal)



twitter.com/IGC_US
twitter.com/calibratelegal



[instagram.com/infiniteglobal](https://www.instagram.com/infiniteglobal)
[facebook.com/calibratelegal](https://www.facebook.com/calibratelegal)