



# 2015 Canadian Legal Digital Survey

*f*<sup>2</sup>  
(marketing)



# TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
ANALYSIS .....	6
In-House Counsel Survey .....	6
Managing Partner Survey.....	13
CONCLUSIONS.....	15
COMPLETE SURVEY RESULTS .....	17
METHODOLOGY .....	31



# DIGITAL CAN DIFFERENTIATE IN THE CANADIAN LEGAL MARKET

Now, more than ever, it is crucial for law firms to understand the communication habits of their clients. Why? Because of the continued disruption in the Canadian legal market, the trend toward client empowerment, the excess capacity in many firms, and ongoing budget pressures from (and on) in-house counsel, firms need every competitive advantage they can find. Understanding client needs allows law firms to adopt digital policies that can help to improve their bottom line, and, more importantly, keep their clients happy.

Recent years have seen various reports and analyses that seek to understand the needs of in-house counsel. However, the majority of these surveys are initiated by, and focused on, the U.S. market. This implies, perhaps incorrectly, that Canadians both find and consume legal services and information in the same manner as their American counterparts.

## The 2015 Survey

It is time to gather accurate data on the Canadian market, so law firms can better tailor their digital interaction and content strategies to their Canadian clients. *fSquared Marketing* circulated two parallel surveys to identify the digital habits of those who practice law in Canada and the in-house counsel with whom they collaborate.

The first survey was sent to in-house counsel at top Canadian corporations, while the second was sent to the managing partners of law firms in Canada.



The focus of the surveys was traditional digital interaction, web and social media engagement and related areas such as content marketing, client feedback programs, electronic billing, client portals, and directories. We received valuable feedback from those who responded.



## The Results Are In

How much influence does the world of digital have on the legal market today? Are those law firms with a robust digital strategy in place making good decisions? Are firms who have already committed resources to the development of client content being rewarded for their efforts? The answer to all questions points to the increasing importance of digital in law firms.

Our survey found that Canadian in-house counsel do consume legal related information from the internet and the various new media found there. More importantly, however, the data revealed that information gleaned online has enough credibility to influence decisions to hire one lawyer over another.

Lawyer bios make up the majority of the site visits to any given law firm website and our survey confirmed that these bios are a key factor in the decision making process, with almost 80% of respondents noting it as such.

What was also overwhelmingly confirmed by the research is that referrals from trusted sources are the most-important factor considered by in-house counsel when looking to hire a lawyer. Every respondent agreed that referrals were the most important decision making criteria.

## LinkedIn and Lawyer Blogs are Important

A key area that we wanted to explore in our research was the influence of social media on the legal market. Over three-quarters of in-house counsel reported they are using social media in their professional life and more than half of them access content from their outside counsel firms through new media tools.



Of all the social media available, LinkedIn has earned its title as king of the professional network, leaving Twitter and Facebook far behind in the credibility stakes. However, blogs were even more valued; more than half of respondents agreed that lawyer blogs were credible source of information and used them to research potential outside counsel. Of the in-house counsel who responded, more than two-thirds receive information through e-mail alerts.



## Conclusions? Listen In. Keep them engaged.

In-house lawyers may be listening to their law firm counterparts, but they aren't receiving reciprocal treatment. Less than half reported that they were asked for feedback by their law firms and of those, one-third felt that their feedback wasn't heard or acted upon. Neither electronic billing nor client portals were offered, or used, to their full potential.

If you are a law firm participating in web based and social media, you have a good chance of getting noticed. However, that probably won't be enough to get you the client. You'll need to ensure that the content you're providing is of a high quality and interest, and is in a format easy to read and digest. That, plus a really great bio, might just take you places. And if you already have the client, don't take them for granted. Keep them engaged, and if nothing else, ask them how you're doing.

We have one final question we feel the need to ask. Given that so many clients find digital to be a credible source of information, why did so few managing partners participate in our survey? Is it a lack of understanding, a lack of experience or simply a lack of time? We don't know, but we hope that maybe next year they'll participate and can tell us.

“ I WOULD BE PLEASED TO FILL IN THE SURVEY  
– IN PARTICULAR AS OUR OWN [CBA] WORK  
UNDERLINES THE LACK OF DATA CONCERNING  
THE CANADIAN MARKET! ”

– FRED HEADON, CANADIAN BAR ASSOCIATION (CBA) PAST PRESIDENT



# IN-HOUSE COUNSEL SURVEY

## Web is Mainstream

A lawyer can no longer legitimately say that it doesn't matter if he or she has a presence on the internet. When 83% of in-house counsel use the Web to consume legal industry information on a daily or weekly basis this is a medium that must be taken seriously. For those who take the time to inquire where their clients go online for this information, and adjust their content marketing and networking accordingly, there is a huge audience waiting to listen to what they have to say.

## Use of Mobile is on the Rise

Of those who consume information from the web, 37% use smartphones/mobile devices and 20% use a tablet. This means that there is a defined segment that want to receive their information immediately, no matter where they are. If your firm's website was caught by Google's recent "Mobilegeddon," where page rankings were downgraded if they were seen as not being mobile-friendly, then these figures should convince you that mobile responsiveness will reflect on your reputation. Our research also suggests that mobile apps have not yet taken off in Canada yet. Perhaps they are simply not yet as effective for legal services.

## Content Marketing Influences Hiring

With almost 75% of in-house counsel saying that lawyer-authored articles and speeches influence their hiring decisions, it's imperative for law firms to ensure that they provide clients and prospects with the best, most interesting content they can make available. How you deliver content still matters, with e-mail alerts and lawyer blogs used heavily by respondents. Twitter fared less well, with only 2% reporting that lawyer Twitter feeds influenced their hiring decisions.



## ... But Trusted Referrals Trump All

Unsurprisingly, the number one factor considered by in-house counsel when looking to hire a lawyer was a referral from a trusted source, with 100% of respondents noting this as an important decision-making criteria. Word of mouth is still the most important influencer. Client satisfaction, and by default client feedback, are still essential today.



### Bottom-line: LAW FIRM PROFILES MATTER. A LOT.

Here's an absolute truth of today's digital age: a potential client will check you out online before they hire you, even if they have received a personal recommendation. When all else is equal, they will hire the lawyer, or law firm, that has the best profile. For a law firm to be successful in today's market, that profile needs to be robust, encompassing both the online and

offline content marketing of its lawyers. It also needs to demonstrate expertise and hopefully, some personality. A law firm's profile is more than just the firm's webpage. It encompasses their social media exposure, their back-links from traditional and new media, the sum of all the online profiles of lawyers and staff, and also what others may be saying online about the firm.

## Lawyer bios command attention

With 78% of our in-house counsel respondents using lawyer bios to research potential outside counsel, they were the second most important factor in researching lawyers for hire. Add to this the industry statistic that on average 80% of a law firm website's traffic goes to the lawyer bios, and it all makes sense.



### Bottom-line: GET YOUR BIOS IN ORDER.

Bios can be easy to improve! An online lawyer bio is a reflection of both the individual lawyer and their law firm, so getting that content right is critical to success. That doesn't mean sharing everything a lawyer has ever done or

written in their legal career. What is necessary is to understand what your clients need to know in order to make their hiring decision and to ensure that the bio conveys this information.



## New Media Credibility is growing

The most noteworthy new media sources in our survey were the legal news aggregators such as *JDSupra* and *Mondaq*. They received a 93% credibility “thumbs up” from our respondents, almost the equivalent of the 95% given to traditional media sources such as newspapers, television and radio. Wikipedia was viewed as credible by almost two-thirds of the group, while blogs and LinkedIn both ranked near 50%. The remaining social media tools — YouTube, Twitter and Facebook — received less than a 25% credibility rating each.

Given the recent bad press of online lawyer listing services, it was surprising that they ranked as high as 54%. However, it's no wonder that legal news publications — including *Lexpert*, *Canadian Lawyer* and *In-House Counsel* — are considered the most reputable source for legal and business/industry information, with a 98% credibility rating.

## Social Media is Here to Stay...

Based on the survey, over 75% of in-house counsel are using social media in their professional life. Over half of our respondents access content from their outside counsel firms through new media tools, including Twitter feeds, blogs, Facebook pages, firm-branded mobile applications, LinkedIn newsfeeds, updates and discussion groups.

### But Most In-House Counsel Remain “Invisible”

It appears that most in-house counsel respondents are lurkers. Our research indicates that 90% of those who use social media don't post information. Rather, they just listen to stay informed of the latest news, developments and conversations on topics of interest.



**Bottom-line: LET THEM LISTEN TO YOU.**

Just because you don't see your clients online, don't think they're not listening. There is a huge opportunity for lawyers to develop online profiles and build their reputation among clients who have both purchasing power and the ability to influence others. In-house counsel are gathering information from social and new media, and they do consider them credible sources for decision-makings. These are tools that can be used to

reach people quickly, connecting a large pool of professionals who may otherwise not be able to connect. What lawyers and firms do after a digital connection is made is the crucial next step (and that falls back into the face-to-face arena.)





## LinkedIn is King

With over two-thirds of in-house counsel respondents using LinkedIn to connect with business and industry leaders, this social network reigns supreme in our survey. As has been preached by legal marketers for years, LinkedIn is at the forefront of on-line professional communication. 24% of our respondents use LinkedIn daily, while just shy of 50% use it at least once a week. Specific uses include connecting with other in-house colleagues (39%) and connecting with business or industry leaders (41%). Following at quite a distance was Twitter (10%) and Facebook (7%).



**Bottom-Line: YOU NEED LINKEDIN.**

Listen to the legal marketers. LinkedIn is the most important professional social network and having an engaging profile will serve you well with clients.

## If You Write it, They Will Read it

Our research showed that 54% of in-house counsel use lawyer-authored blogs to research potential outside counsel. That's right. More than half of your potential prospects read blogs as they research the outside lawyers they are hiring. In addition, 27% of in-house Counsel looked at a blog for professional reasons over the past week, and 49% of them value law firm attorney-authored blogs as opposed to media-branded and non-legal industry focused blogs.



**Bottom-line: BLOGS ARE RELEVANT.**

Many law firms express scepticism about blogs as a worthwhile content marketing strategy. But the evidence reveals that your clients don't agree. Try a blog and track the traffic. You — and your clients — might just like it.



## Client Feedback Programs are Lacking

More than 50% of the in-house counsel who responded reported that few or none of their law firms had asked them for feedback. More precisely, a quarter of them had never been asked, formally or informally, for feedback in relation to their services at any point during their relationship with their law firm.

Given that 100% of in-house counsel respondents valued referrals as their number one influencer when hiring outside counsel, these statistics are concerning. More worrisome still is that only 68% of in-house counsel who were asked felt that their feedback was heard and acted upon by their outside legal counsel.

As for the timing and medium used to gather that feedback? Almost 50% of general counsel told us that of the firms that do ask for feedback, it is gathered either by face-to-face meetings in the formal sense or as an informal discussion. 16% of participants have been offered an online survey, while none have been asked for feedback via social media.



**Bottom-Line: CLIENT FEEDBACK NEEDS TO BE A PRIORITY.**

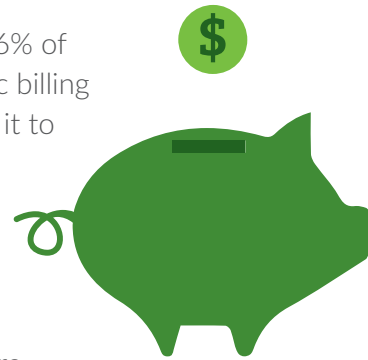
Client Feedback programs are good. They give clients the chance to share their thoughts with their law firms about what's working well and what needs to be improved. When done well, feedback leads to increased client satisfaction, loyalty and word of mouth referral. But what happens when the feedback is ignored? With almost

a third of respondents questioning whether their feedback is being heard, are law firms simply going through the motions? It's not good enough to ask the questions for the sake of it. In fact it can be damaging to ask and then not act on the feedback given and in-house counsel can easily show their dissatisfaction with their feet.



## Electronic Billing is Not the Norm

It is surprising in this world of legal futures to find that 46% of respondents say their counsel offers little or no electronic billing options. Of those that do have the option, 41% only use it to a limited extent. The survey may have recorded lower take-up numbers as a consequence of in-house counsel respondents who work for large organizations, with procurement departments that are limited in the payment options they can use. Nevertheless, this might be an area of investigation for law firms, in order to ensure that they are making payment options as convenient as possible.



## Client Portals Are an Opportunity to Differentiate

Upwards of 44% of respondents say their law firm has never offered a client portal or extranet (sometimes simply termed as “online services”) for reviewing documentation and communicating matters of interest to their clients. Of those who are offered a client portal, 65% will use them. This statistic alone should indicate that the use of client portals, a tool started in the UK market and quickly spread via the Magic Circle to this side of the Atlantic, is of value to clients.



**Bottom-Line: DIGITAL TOOLS WILL BE USED.**

Law firms should be more open to offering their clients the digital tools that make their business lives easier. If the firm isn't sure that it's worth the technology investment, do what we've done here – ask your clients what they need.



## Not All Legal Directories are Created Equally

We asked our respondents to tell us which legal directories influence their decision to retain outside counsel. *Lexpert*, *Best Lawyers* and *Chambers* were all considered top tier influencers. *Lexpert* led the pack with 44% of respondents being influenced “to a great” or “some extent” by their rankings. *Chambers* influenced to the “greatest” extent and with the dedicated *Chambers Canada* launching this year, we’ll see if that number is raised next year.



### Bottom-Line: LEGAL DIRECTORIES MATTER BUT...

Legal directories do not have as much sway with in-house counsel as they do with those within law firms, but they do influence their decisions to a degree.

As directory submissions can be quite time-consuming though, law firms should be mindful about where they commit their efforts.



# MANAGING PARTNER SURVEY

Of the 208 Canadian managing partners who received the survey, only eight decided to participate. Unfortunately this means that there can be no statistical significance given to these findings.

That being said, it is worth noting some interesting differences between the preferences of the managing partners and those of their in-house counsel colleagues.

## Client Feedback Disparity

Every managing partner respondent indicated that they asked their clients for feedback at some level, with 25% indicating that they request feedback from most clients, and 63% noting that they requested it from some clients. Conversely, 25% of in-house counsel reported that none of their law firms ask for feedback on their services.

An overwhelming majority of managing partner respondents —some 87%—felt that they both heard and acted upon the client feedback they received. Only 68% of in-house counsel felt the same way.

“ (I USE SOCIAL MEDIA) MAINLY TO GET INFORMATION NOT TO SHARE IT. ”

– MANAGING PARTNER



## LinkedIn Still Rules

LinkedIn is the social network of choice for managing partners, with 74% using it in the past week. Blogs and Twitter were also of note, with 63% and 38% respective usage. These numbers, especially as regards Twitter, dwarf those of the in-house respondents. This may be indicative that the type of law firm head who took the time to participate had a particular interest in digital media.

Notable, however, is the gap between the number of in-house counsel who use LinkedIn as a platform to receive news and information (54%) versus managing partners who use it to share such information (29%). The result indicates that firms should be looking at improving their LinkedIn engagement.

## Managing Partners Think Differently About Rankings

When looking at the credibility of sources of news and information, managing partners place significantly more weight on blogs and LinkedIn and significantly less on online lawyer listings. None found Facebook to be a credible source.

In relation to researching lawyers for lateral recruitment, peer-driven rankings such as *Lexpert* and client-driven rankings such as *Chambers* held equal weight with lawyer bios: all received 87%. In-house counsel researching external lawyers for hire weighted bios and lawyer-authored articles and speeches significantly higher than rankings or directories. Peer-driven rankings received 59% among in-house counsel, while client-driven rankings received 51%.

The managing partners who responded ranked *Best Lawyers* as the most influential of the legal directories researched, with a 75% rating. This is out of step with in-house counsel respondents, where only 36% reported that directory as influencing their decisions. For in-house counsel, the number one choice was *Lexpert*.

“ THE GREATEST VALUE AND PROMISE IN THE USE OF SOCIAL MEDIA? ASSISTING PEOPLE TO FIND OTHERS WITH A COMMON INTEREST. ”

– MANAGING PARTNER



# DIGITAL CAN BE LEVERAGED TO ENHANCE CLIENT SATISFACTION

Digital is a significant factor in the Canadian legal market and its importance as a marketing and information tool is on the rise. Law firms would do well to query their in-house counsel colleagues about their digital communication preferences and provide them the information they want using those channels.

As can be seen from our report, in-house counsel finds that the new media and social channels are credible sources of information and they have distinct preferences within those categories. What can also be seen is that the use of digital within the Canadian legal market is not the same as other jurisdictions.

## Canadians Think Differently than Americans about Digital and Traditional Media

Consumption of news and information using smartphones was 50% higher in Canada than the United States.\* Two-thirds of our respondents reported that they received information through email alerts, while in the US, the range is closer to 33-42%.

When asked whether they access content from outside counsel using new and social media tools, 54% of our Canadian respondents said Yes, as compared to 75% of their US counterparts. There was also some lag with regard to Twitter and Facebook. Both are at the bottom of that pack.

Interestingly, Canadian lawyers find traditional media significantly less credible than do Americans (46% vs 64%). Canadians also are more sceptical than US lawyers when considering the credibility of Facebook (88% vs 51% not credible), Twitter (80% vs 47% not credible) and YouTube (76% vs 37% not credible). Video still conveys less authority than other information channels, but it will be interesting how this changes as law firms begin to create more thought-provoking, topical and better produced content.

\* Based on results from the 2014 State of Digital & Content Marketing Survey conducted in the United States by Greentarget.



## Everyone Cares about Your Bio

The importance of law firm website biographies appears to carry equivalent weight across both U.S. and Canadian surveys. This means it is even more important than ever that firms keep their bios up-to-date, targeted, easy to read and interesting. Think of LinkedIn profiles as an extension of the lawyer bio as in-house counsel use it to connect with outside counsel in both jurisdictions (46% in the US and 53% in Canada).

## Your Reputation Matters

Word of mouth is more important in the Canadian legal market than the US. When surveyed on the importance of “recommendations from sources you trust” 100% of Canadian in-house counsel indicated this was very important, as opposed to 82% of their colleagues south of the border. (Either that or they trust their trusted sources more up here!)

## Digital Tools Can be a Valued Asset

The survey brought interesting results pertaining to the use of digital tools such as client feedback, electronic billing and client portals. Online services can further enhance the client relationship. Our conclusion is that law firms are not offering enough quality, user friendly tools to their clients and if they did, most would use them.

## Knowledge is Power

So what is the final take-away from the 2015 Canadian Legal Digital Survey Report? Law firms need to get information from their clients and then leverage it to their marketing advantage. Talk to your clients more. Find out what communication tools they prefer, what information they want to receive and how they would like to get it. Digital is only going to increase in importance in coming years. The most successful law firms will understand the role of digital in client service and be open to the changes that will need to be made to enhance their client offerings.



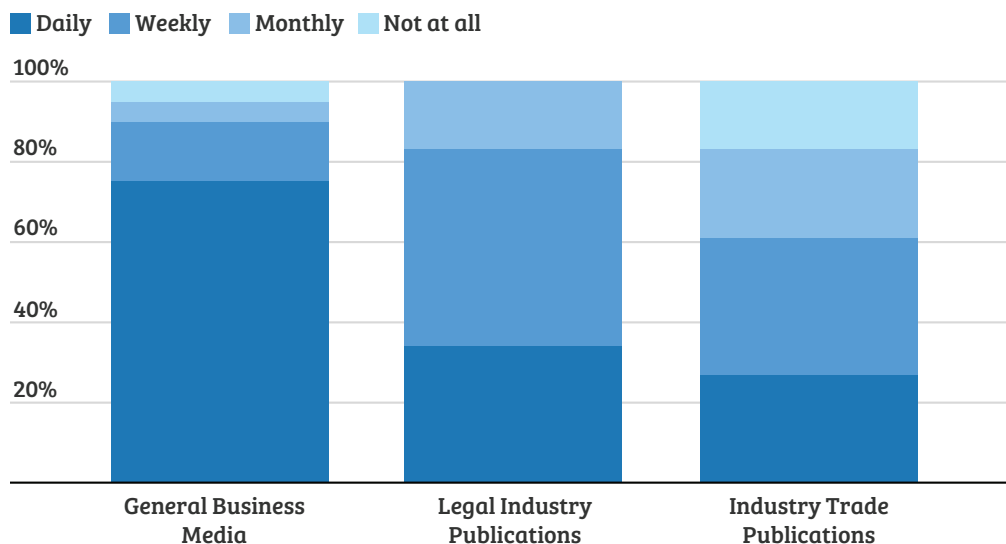


## COMPLETE SURVEY RESULTS

### Web as an Information Source

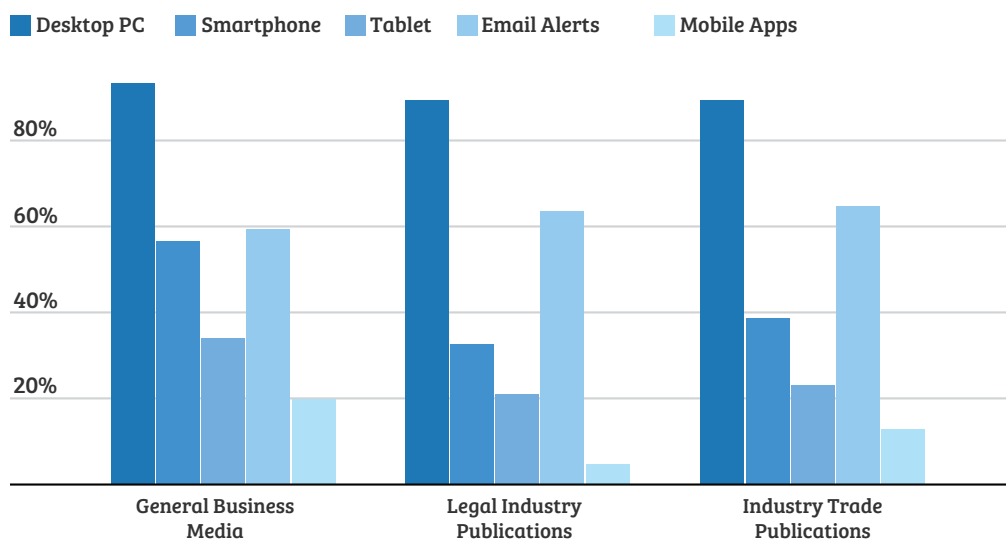
Q:

How frequently do you use the web to consume the following News and Information sources, and through which delivery methods do you consume them?



Q:

How frequently do you use the web to consume the following News and Information sources, and through which delivery methods do you consume them?

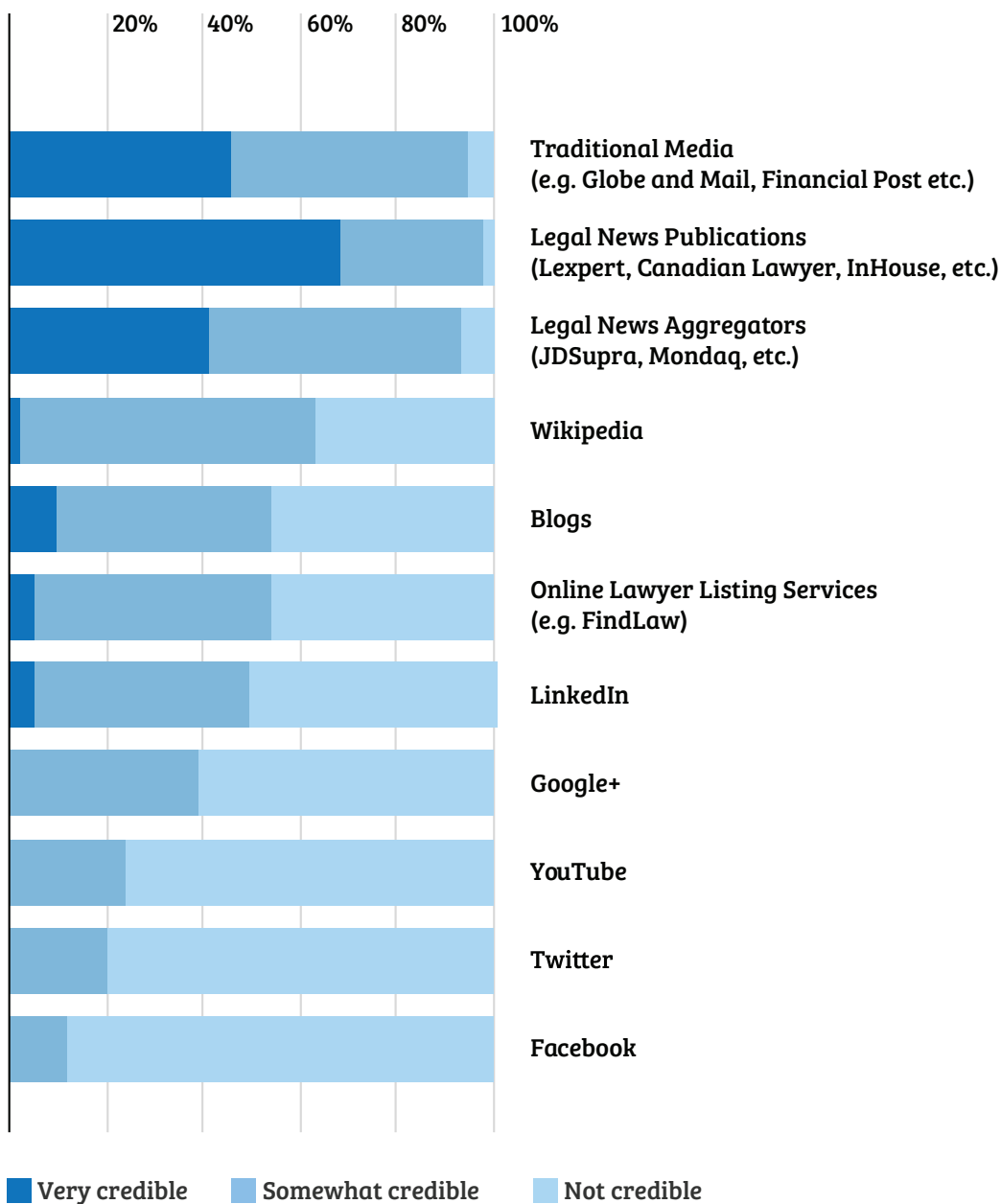


Over 80% of In-House Counsel used the web to consume legal industry publications in the past day or week. While a majority still use PC's, Smartphones play an increasing role in their consumption. Surprising, E-Mail Alerts was a delivery method for approximately 60% of respondents across all categories.



Q:

Please rank the following in terms of their credibility as sources of Legal, Business and Industry news and information.



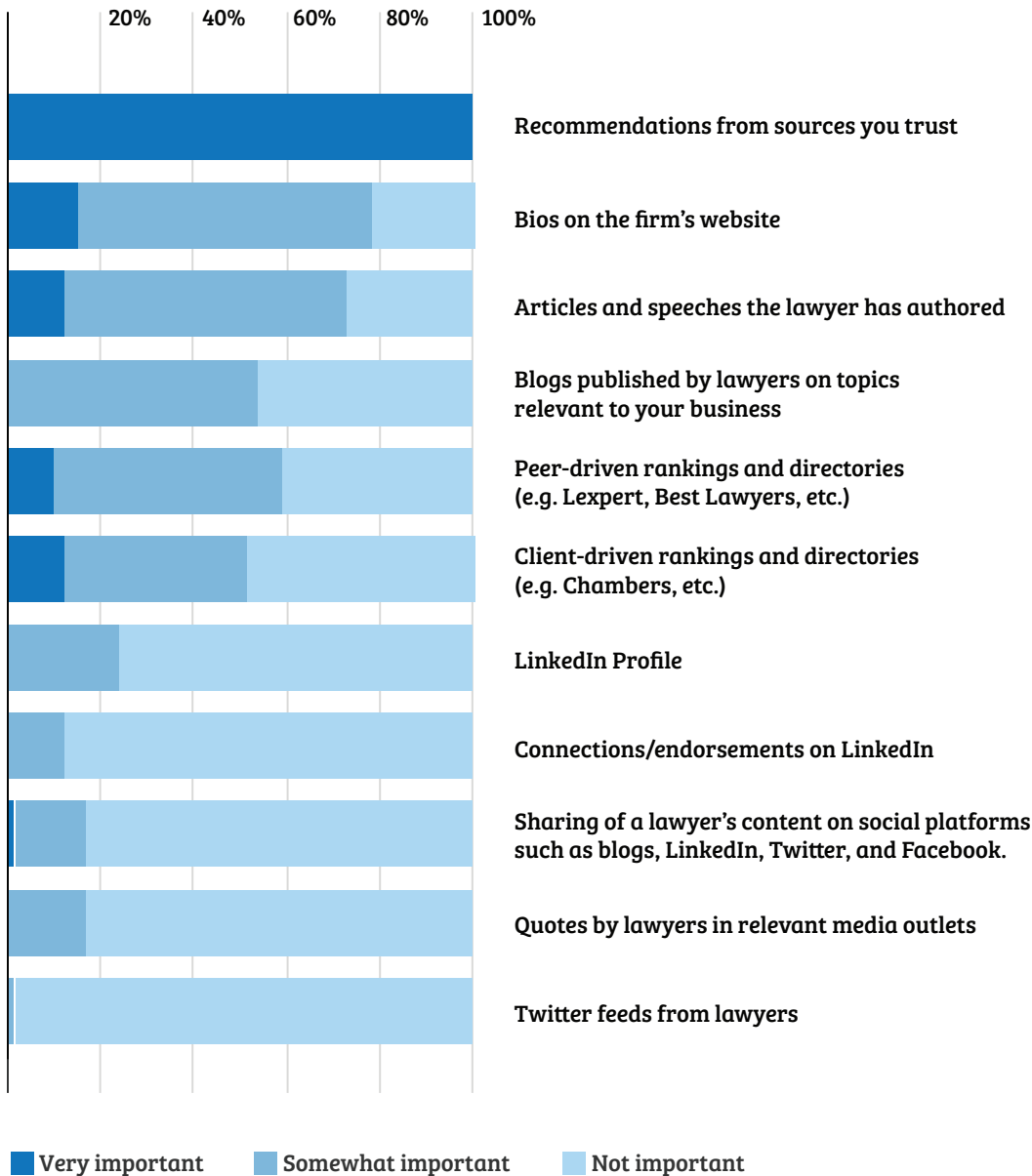
Legal News Publications were deemed to be substantially more credible than other sources including the Traditional Media. Legal News Aggregators fared almost as well as the Traditional Media. LinkedIn and blogs led the new and social media while YouTube, Twitter and Facebook lacked credibility with respondents.



# Web and The Law

Q:

Please rank the following in terms of their credibility as sources of Legal, Business and Industry news and information.

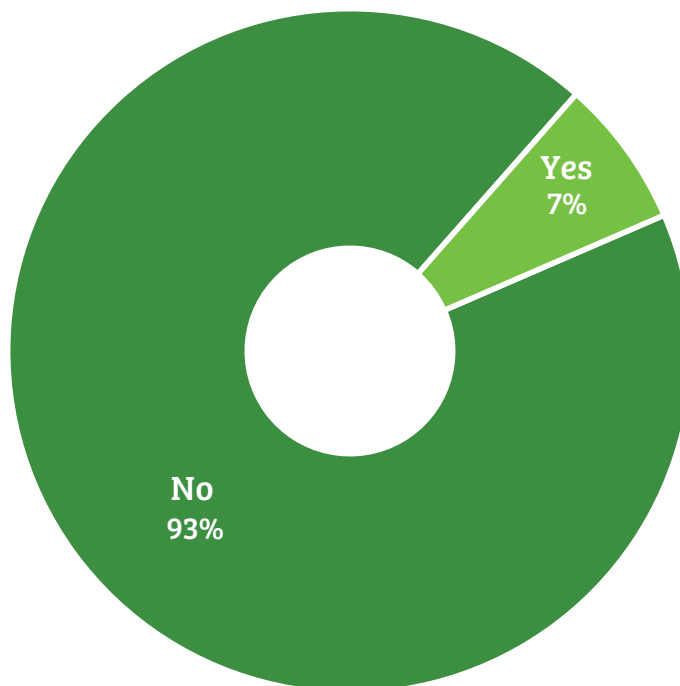


While recommendations from trusted sources swept the board, lawyer website bios, and their content marketing, held significance. More than half of respondents felt that legal rankings were very or somewhat important. Of the social media, LinkedIn held the most importance.



Q:

Have you visited the Wikipedia pages of your current or prospective outside law firms?



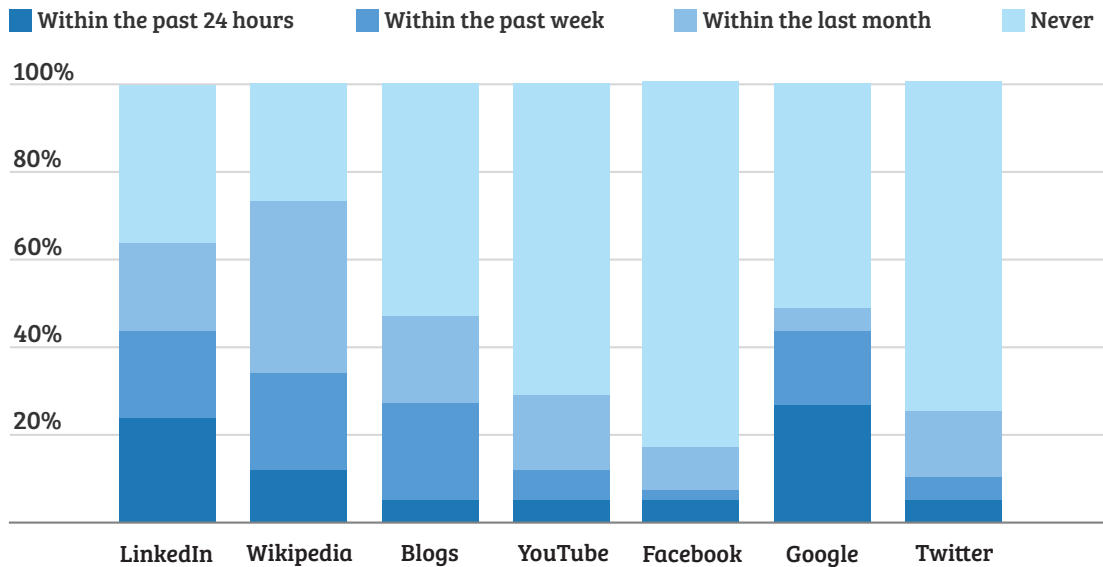
In the US Greentarget survey, 6% of respondents reported they use Wikipedia to research outside counsel. In our survey, 7% of respondents said they had visited the Wikipedia page of their current or prospective outside law firm.



## Social Media

Q:

Please indicate how recently you used the following Social Networking and New Media tools for Professional reasons?

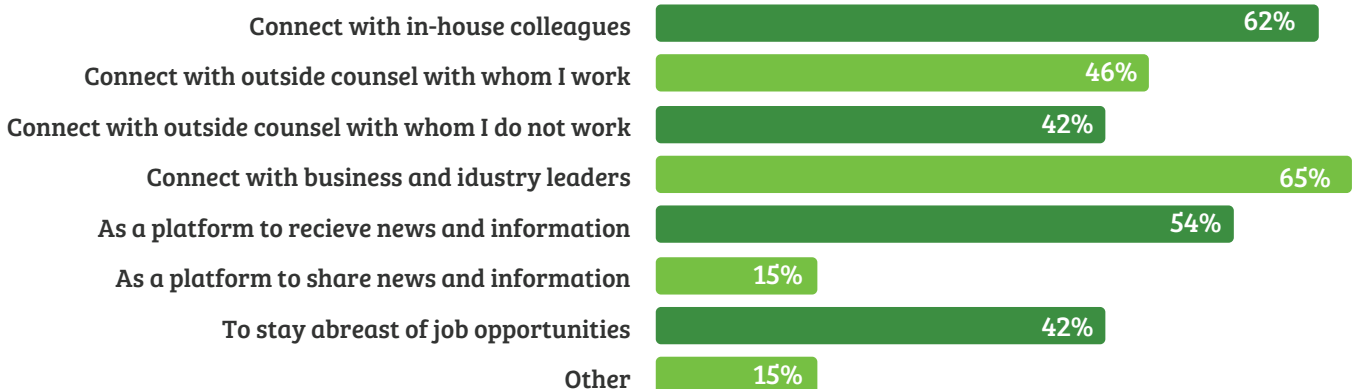


LinkedIn was the most used social media with 25% of respondents using it in the past 24 hours and over 40% in the past week. 10% or less used Twitter or Facebook in the same period.

NOTE: Due to the unusually high skew of Google+, we suspect respondents mis-read and believed they were commenting on their Google search engine usage.

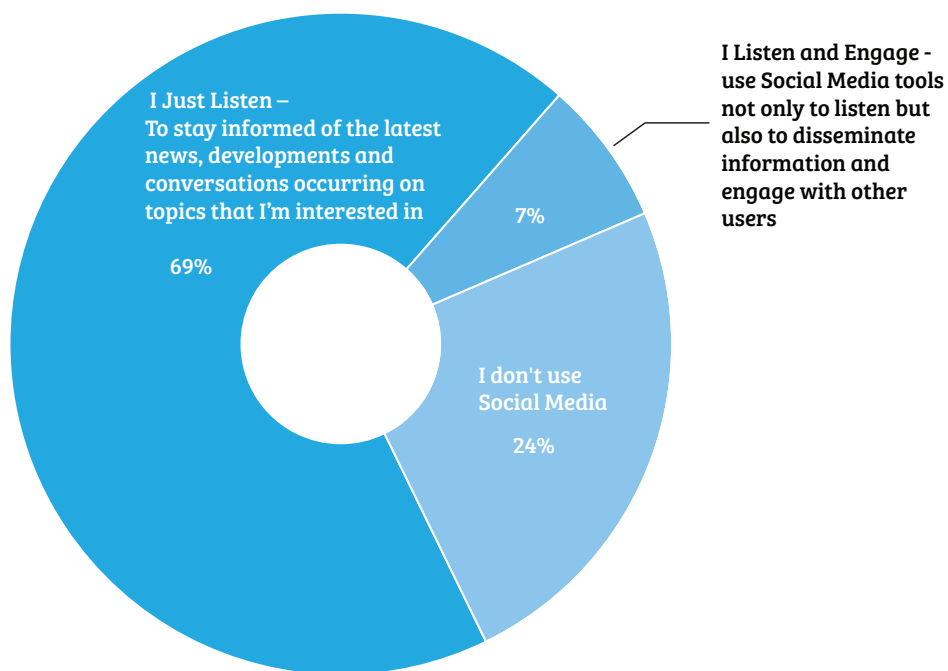
Q:

If you are using LinkedIn for Professional reasons, how are you using it?



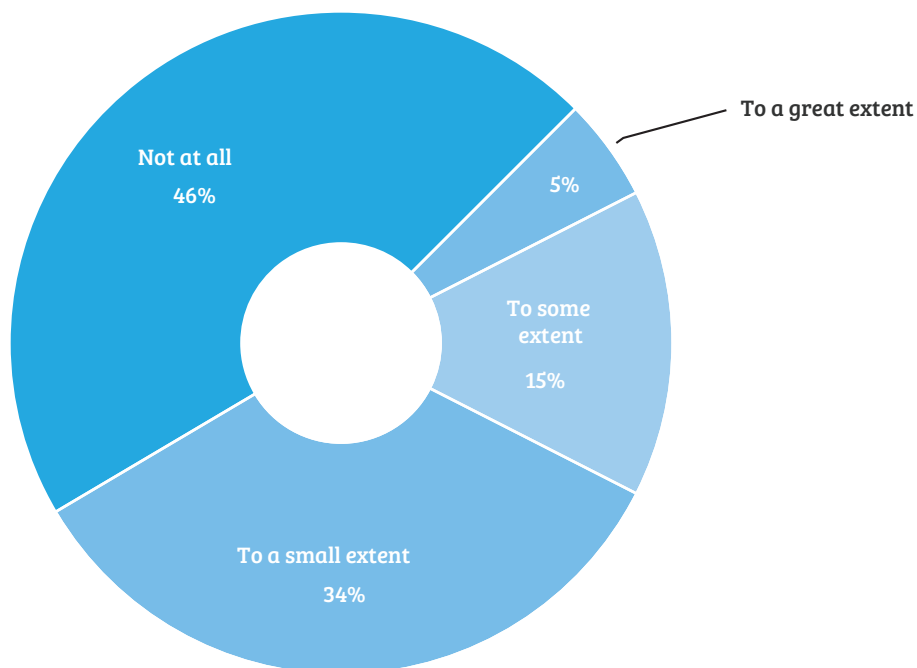
Q:

Which of the following best describes the way you use social media today?



Q:

To what extent do you access content from your outside counsel firms provided through new media tools (including Twitter feeds, blogs, Facebook pages, firm-branded mobile applications, LinkedIn newsfeeds, updates and discussion groups, etc.)?



## Verbatim Responses

We asked in-house respondents the following open-ended questions. Below is a sample of their responses.

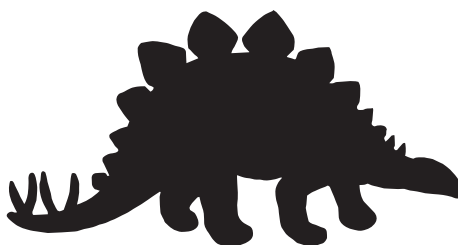
Q:

Please describe the extent to which you use and participate in Social Media.

- “ Mostly for information but now trying to publish more articles. Would like to better define my personal branding and connect with people with similar interests and/or benchmark.”
- “ I read posted content but do not contribute.”
- “ I use social media but I do not partake in it.”
- “ Use LinkedIn passively. Do not participate actively in any.”
- “ I’m active on Twitter (as a means to follow developments in the law and the profession and to engage with others interested in the same); I check in on LinkedIn for information and updates about my field of practice and people moving between jobs.”
- “ Very limited...I do not post anything. I use it to listen to what is going on. I read the legal blogs or newsletters from various outside legal counsel.”

“ PRACTICALLY NON-EXISTENT. I AM A DINOSAUR. I RELY UPON WORD OF MOUTH AND EXPERIENCE.”

– IN-HOUSE COUNSEL



Q:

Where do you think the greatest value and promise lies in the use of social media?

- “ I am not sure yet. I have had some bad experiences with non-credible information, so social media needs to improve from that perspective to become valuable.”
- “ Pushing information to in-house counsel – not leaving it to them to retrieve information.”
- “ Environmentally responsible, real time delivery.”
- “ Communication of more information. More exchanges with people we traditionally would not connect with. Obtain better opportunities to get acquainted with potential suppliers.”
- “ Amongst the young.”
- “ Ability to connect with existing business relationship.”
- “ Ability to reach people quickly and communicate message.”
- “ Lawyers sharing novel approaches to and ideas about the law and identifying worthwhile developments to follow.”
- “ To help 16 year olds keep up with various people that they “heart”.”
- “ Referrals.”
- “ Disseminating information about developments in the law and interesting developments at major law firms (eg. Lawyer has changed firms, innovations in a firms practice).”

“ CONNECTING A LARGE POOL OF PROFESSIONALS WHO MAY OTHERWISE NOT BE ABLE TO CONNECT. SHARING AND EXCHANGING IDEAS AND BUSINESS REFERRALS.”

– IN-HOUSE COUNSEL

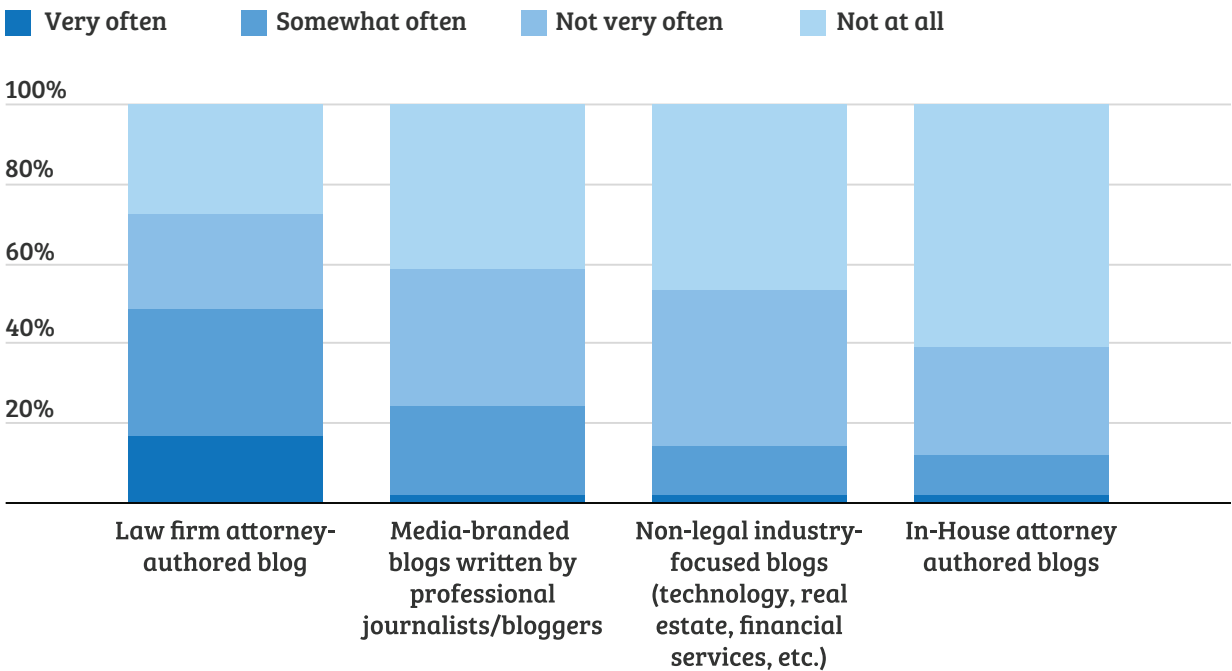




# Blogs

Q:

What types of blogs do you read, frequent and value the most for professional reasons?



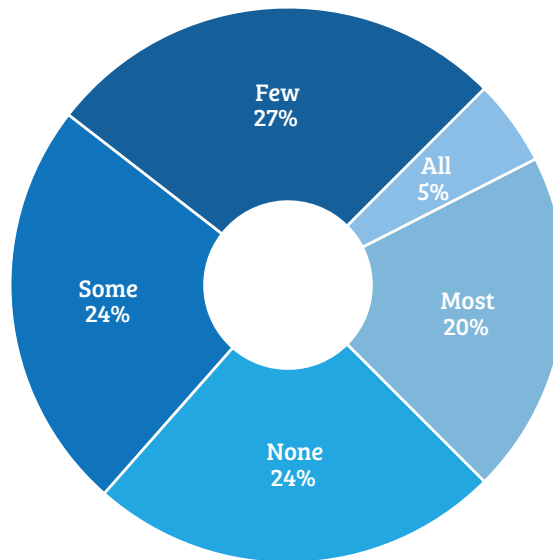
Law firm attorney authored blogs were the most read of the categories with 49% reporting that they “read, frequent and value” them very or somewhat often. Media branded blogs were a distant second with only a quarter of those surveyed responding in the same manner.



# Client Feedback

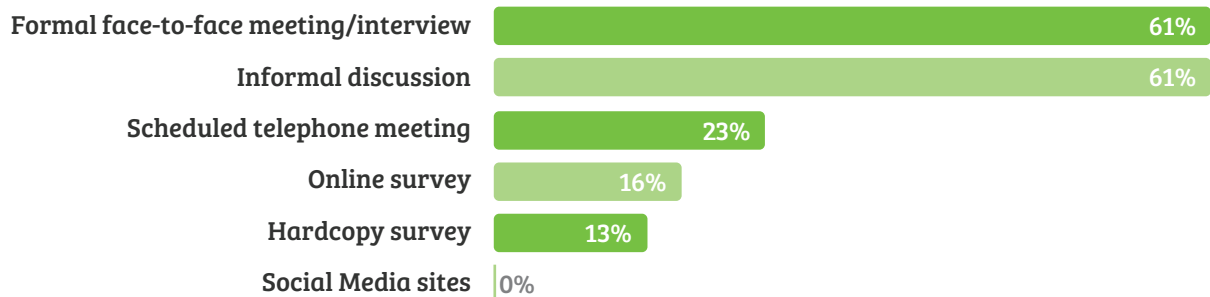
Q:

How many of your outside legal counsel providers ask for your feedback in relation to their services?



Q:

If offered, by what means does your outside legal counsel gather your feedback?

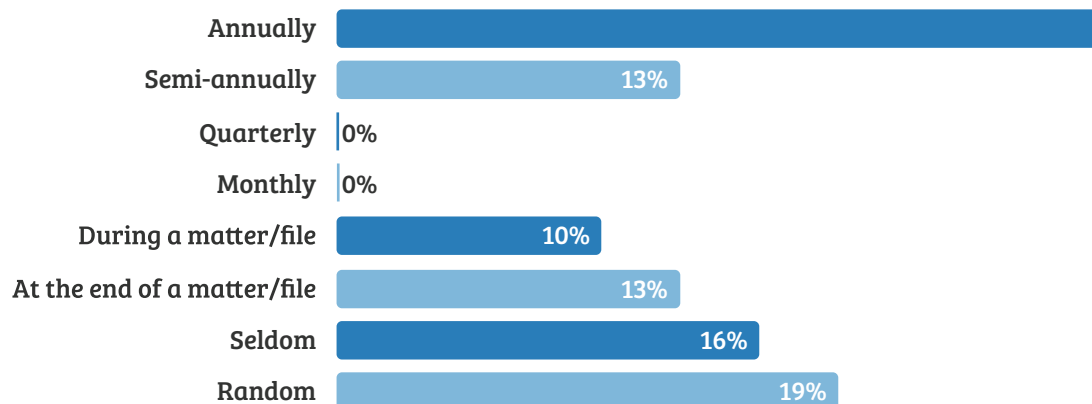


Only 5% of in-house counsel reported that all of their outside legal counsel asked for feedback about their services. Almost a quarter reported that None of them asked for feedback. Of those who reported a client feedback request, over 60% were a formal face to face meeting and the same number were informal discussions. Only 16% reported receiving an online survey.



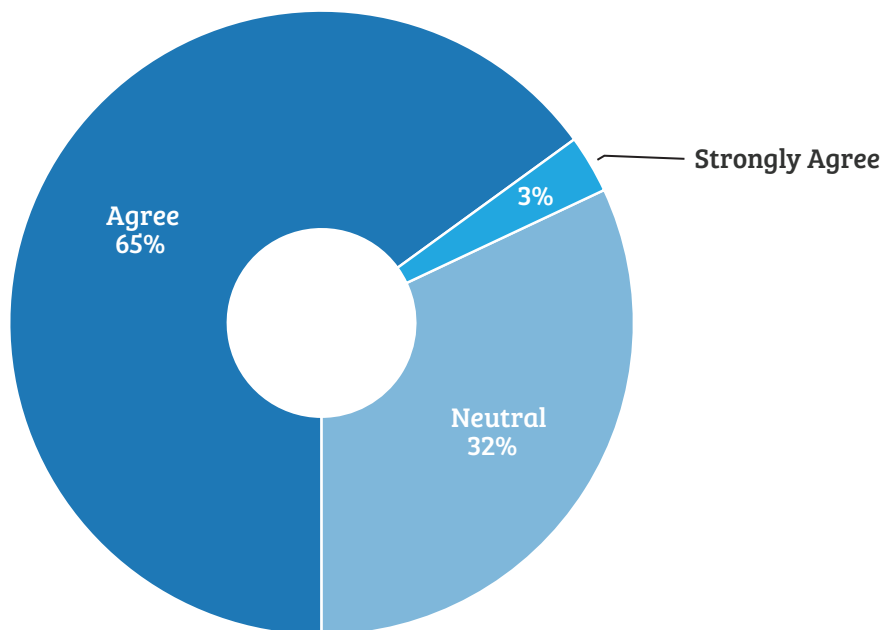
Q:

In general, when does your outside legal counsel request feedback?



Q:

I feel that my feedback is heard by my outside legal counsel and, if applicable, changes are made?



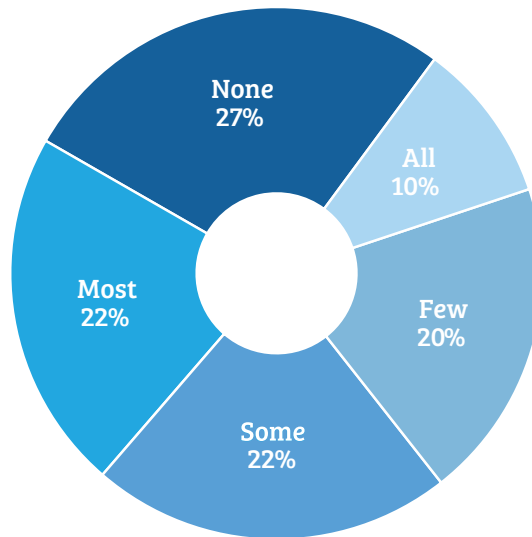
The frequency of feedback requests didn't show a particular trend with Annually slightly ahead of Random in the survey. 3% agree and 65% strongly agree that their feedback is heard, and acted upon, by their outside legal counsel.



## Billing

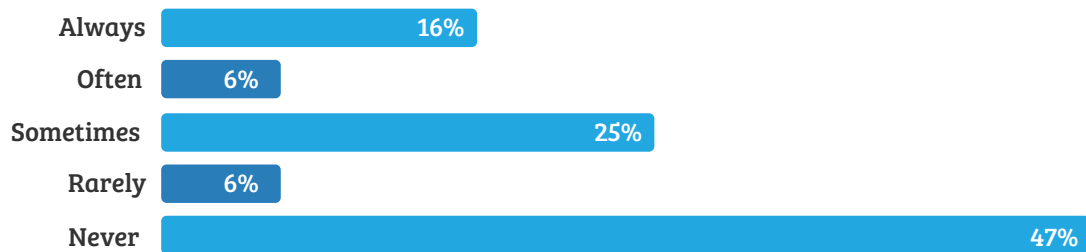
Q:

How many of your outside legal counsel providers offer electronic billing?



Q:

To what extent do you use electronic billing provided by your outside legal counsel?



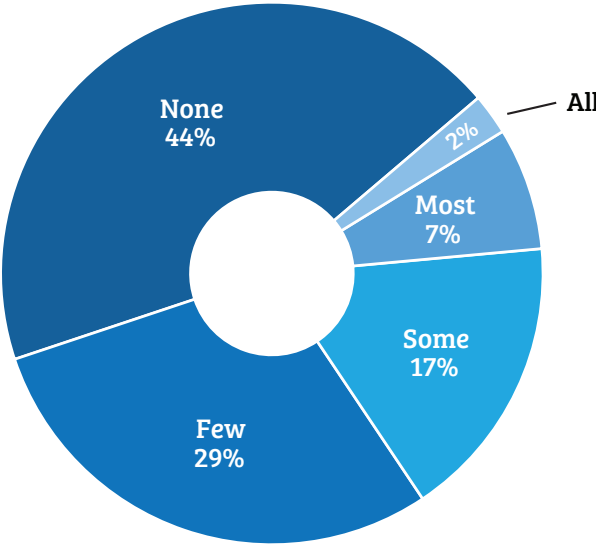
10% of respondents indicated that all of their outside counsel offered electronic billing while 27% indicated that none offered it. Of those who did have access to electronic billing, 53% used it in some capacity.



# Client Portal or Extranet

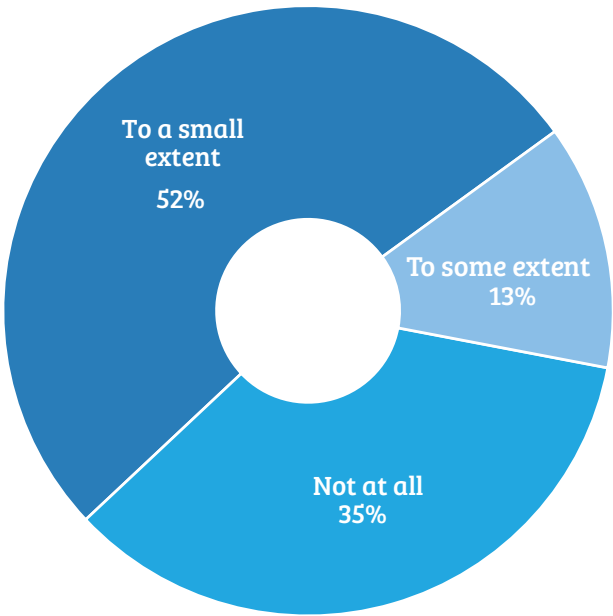
Q:

How many of your outside legal counsel providers offer a client portal or extranet for reviewing documentation and communicating?



Q:

To what extent do you use a client portal or extranet provided by your outside legal counsel for reviewing documentation and communicating?



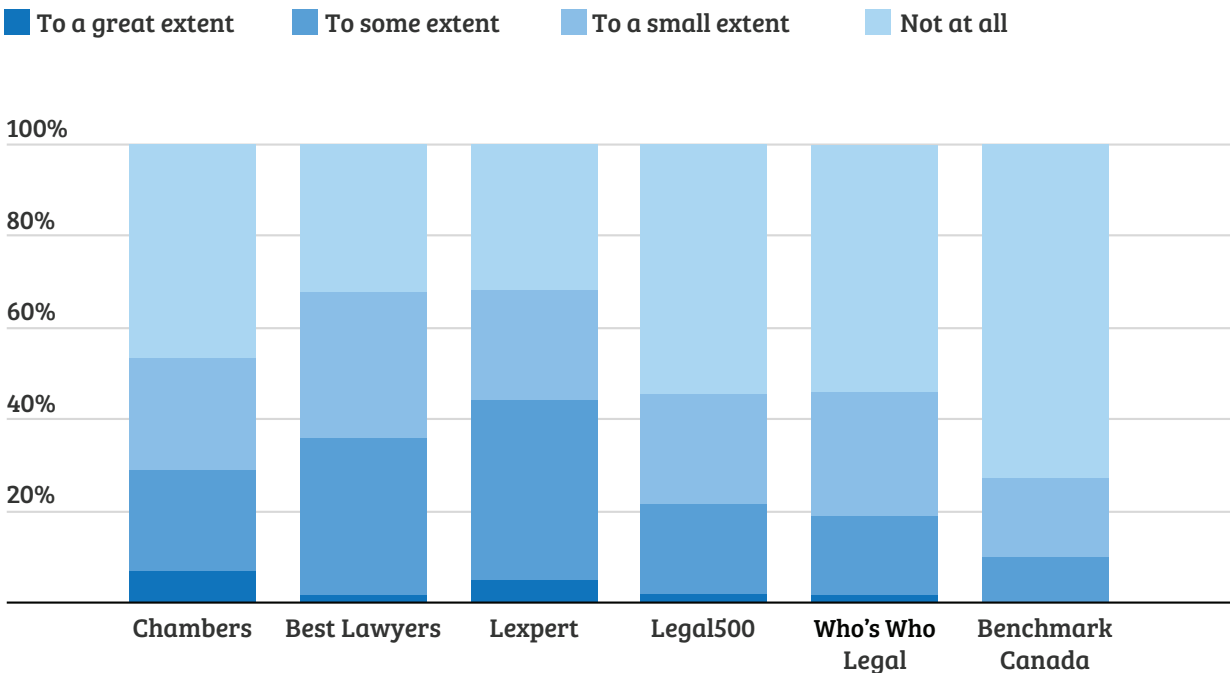
56% of in-house counsel respondents were offered a Client Portal or extranet by any of their law firms. Of those who were offered they on-line services, 65% used them.



# Legal Directories

Q:

To what extent do the following Legal Industry Ranking Services shape your opinions about, and influence your decision to retain, outside counsel?



*Lexpert, Best Lawyers and Chambers led the pack of the legal industry rankings that influenced the decision to retain outside counsel. While Chambers was the one that influenced most "to a great extent" overall Lexpert held the most influence.*



## METHODOLOGY

In late 2014, *fSquared Marketing* distributed the year's survey via email to a group of In-House Counsel at top Canadian Companies across the country. Respondents identified themselves as GCs/Chief Legal Officers, Deputy/Assistant GCs, In-House Counsel, and related titles.

A separate, but similar, survey was distributed to the Managing Partners of Canadian law firms or regional Canadian offices of global law firms. The results of both surveys were tabulated and analyzed by *fSquared Marketing* and the resulting report was released in June 2015.

41 counsel responded to the in-house counsel survey of 500 who were invited to participate (a 8.2% response rate); 8 Managing Partners responded to the law firm survey of the 208 who were invited to participate (a 3.8% response rate).

Within the survey report, percentages in certain questions may exceed 100 percent because participants may have been asked to “*check all that apply*”.



# Demographics: In-House Counsel

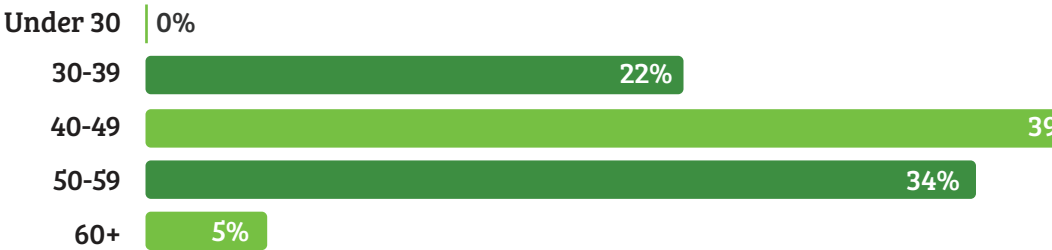
Q:

What best describes your job title?



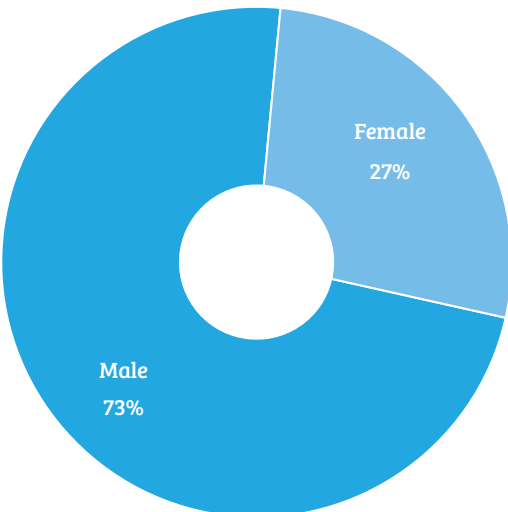
Q:

What is your age?



Q:

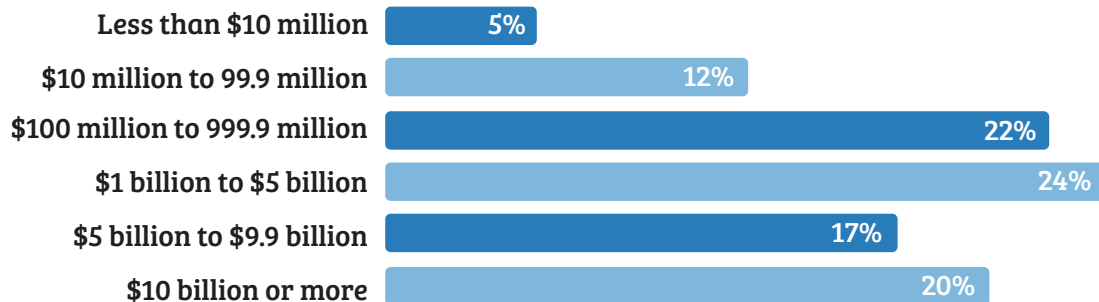
What is your gender?





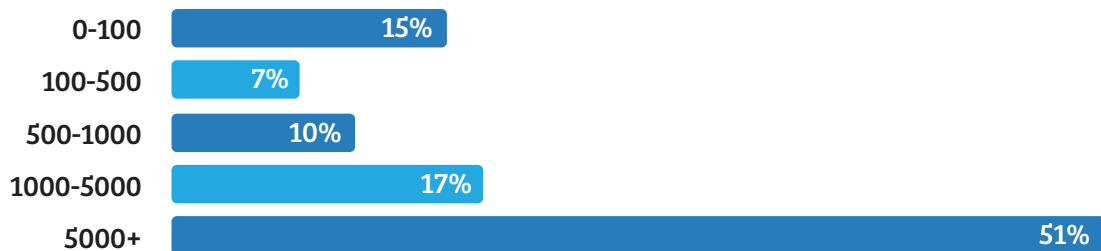
Q:

What were the FY 2013 Revenues of your company?



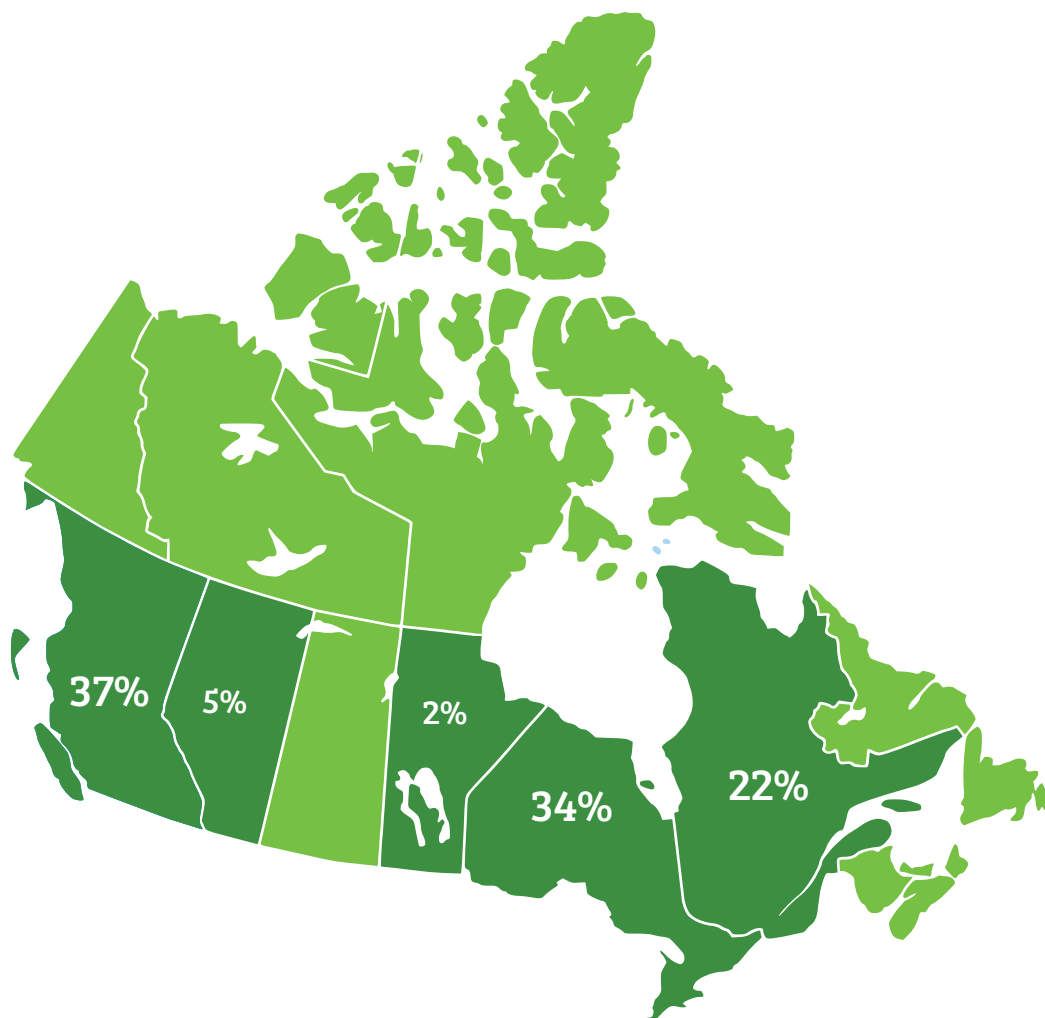
Q:

How many people does your company employ?



Q:

In which province or territory are you located?





## About fSquared Marketing

fSquared Marketing provides strategic consulting and marketing services to law firms. We offer clients a full spectrum of services, including strategic planning, digital strategy, business development, client management, branding, website design and lawyer training.

fSquared Marketing's expertise comes from our thorough understanding of the North American legal marketplace and our detailed knowledge of the particular needs of Canadian firms. We take pride in offering practical, measurable and proven solutions to the challenges our clients face. The team at fSquared Marketing can both develop strategic plans and implement them with a focus on growth. We know law firms and we get results.

To learn more about fSquared Marketing and the services we offer visit [fsquaredmarketing.com](http://fsquaredmarketing.com).



