

A circular inset image showing a group of business professionals in a meeting. They are gathered around a wooden table, looking at documents and tablets. One person is pointing at a document on the table.

2022 STATE OF DIGITAL AND CONTENT MARKETING

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Executive Summary

In the three years since Greentarget and Zeughauser Group's last *State of Digital and Content Marketing Survey*, an extraordinary period of upheaval has reshaped the world, the workplace and the way decision-makers consume information.

The following report is our 10th iteration of research into what makes effective content stand out — and our first to gauge the attitudes, behaviors and preferences of in-house counsel and top executives since the COVID-19 pandemic, a global racial reckoning, and continued political and social unrest. As such, it might be our most important attempt yet to weigh in on the age of information overload.

“The events of the past three years have changed how legal and executive decision-makers seek out and consume information — and reinforced what they find most valuable about that content,” said John Corey, Greentarget’s president and founding partner. “Our research also uncovered new priorities for those groups, including a strong focus on diversity, equity and inclusion (DEI). That shift is driving demand for additional DEI guidance, which we are excited to explore in a separate report that dives more deeply into this urgent topic.”

When it comes to information that decision-makers value most, this year’s survey of 200 executives found that the clients of professional services firms still look to traditional media and other trusted, editorial-filtered sources to steer their organizations through this extended period of economic and geopolitical uncertainty.

But the pandemic also accelerated the digital shift documented in our previous research, as COVID-19 disrupted in-person networking events and pushed more interactions online. Most notably, LinkedIn’s popularity has surged among the executive decision-makers who are the intended consumers of content from professional services providers. In-house counsel and C-suite members are also increasingly visiting websites and blogs and maintaining heightened interest in webinars and other types of virtual events, a trend many expect to continue.

“The events of the past three years have changed *how legal and executive decision-makers seek out and consume information* — and reinforced what they find most valuable about that content.”

— **JOHN COREY**
PRESIDENT, GREENTARGET

“We’ve experienced **historical upheavals** in how communications are conducted and in the priorities of nearly everyone in business,”

said Mary K Young, a partner with Zeughauser Group. “There are lessons here for marketers and the firms they service that can help them adapt to this changed world, with the ultimate goal of improving returns on their content investments.”

Expectations have been another casualty of the pandemic era. That’s why we’ve again paired this year’s results with practical guidance on how to breakthrough to difficult-to-reach audiences and their changing content needs. As we have in previous iterations, this year’s report also compares the views of in-house counsel and C-suite members with those of chief marketing officers of professional services providers, to identify white space between what content those decision-makers crave and the content creators’ current strategies and tactics.

We hope the findings and analysis will help organizations succeed in an information ecosystem that’s evolving in real time during a period of rapid global transformation. Stay tuned for our subsequent report on how to navigate critical issues surrounding DEI, whose importance for legal and executive decision-makers was made clear in our most recent research.



Key Findings



Executive decision-makers are **looking to trusted editors and outlets for guidance in turbulent times**. Both in-house counsel and C-suite members find traditional media nearly as valuable in 2022 as they did in 2019, with the category ranking No. 1 for the former group, and No. 2 for the latter group, behind publications and websites covering their profession.



LinkedIn is making inroads on two fronts: both as a content source, and as a valued distribution platform for in-house counsel and C-suite members who increasingly see the networking site delivering information curated to their needs and interests.



Both groups **prefer articles above all** other content types. Conferences/webinars and research reports also cracked the top three for each group, with decision-makers favoring content that's educational, relevant, and easy to read and access.



Thought leadership and credentialing activity, done well, are increasingly important to legal and executive decision-makers when researching outside law and professional services firms for potential hire.



Utility remains the most valuable attribute, demonstrating the continued importance of content that tells busy executives what they need to know — and what to do with that information.



Cybersecurity and DEI are the top two topics on which both C-suite members and in-house counsel want more guidance from their outside advisors. Pressing demand for DEI content — and the role senior marketers can play to help meet client needs on that front while also advancing their own DEI initiatives — warranted a separate, in-depth examination in our follow-up State of DEI report, coming later this year.



2022 State of Digital and Content Marketing

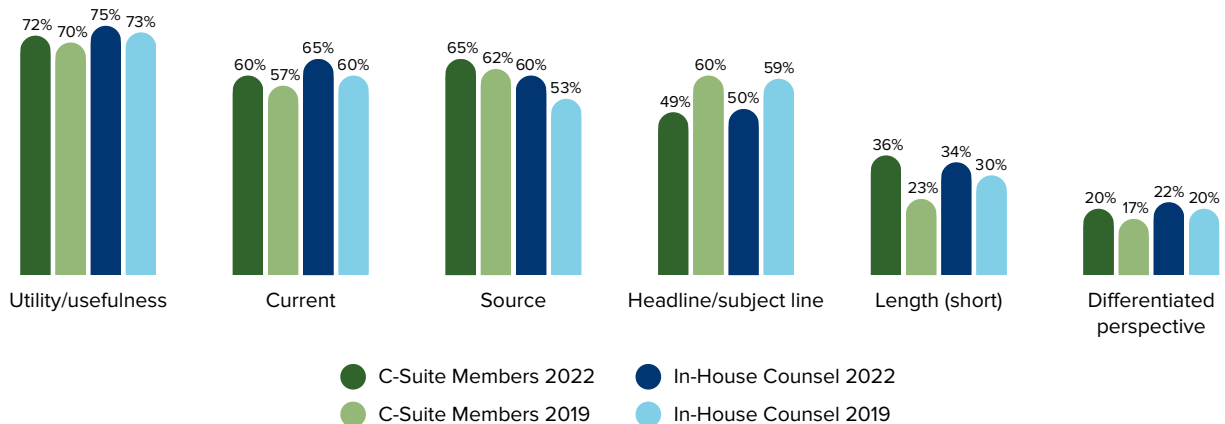
MEETING CLIENTS WHERE THEY ARE

In Volatile Times, Decision-makers Seek Credibility Over Flash

If the world seemed like a turbulent place three years ago, the COVID-19 pandemic and the economic, social and political upheaval that followed have ushered in a new era marked by volatility and a blistering news cycle.

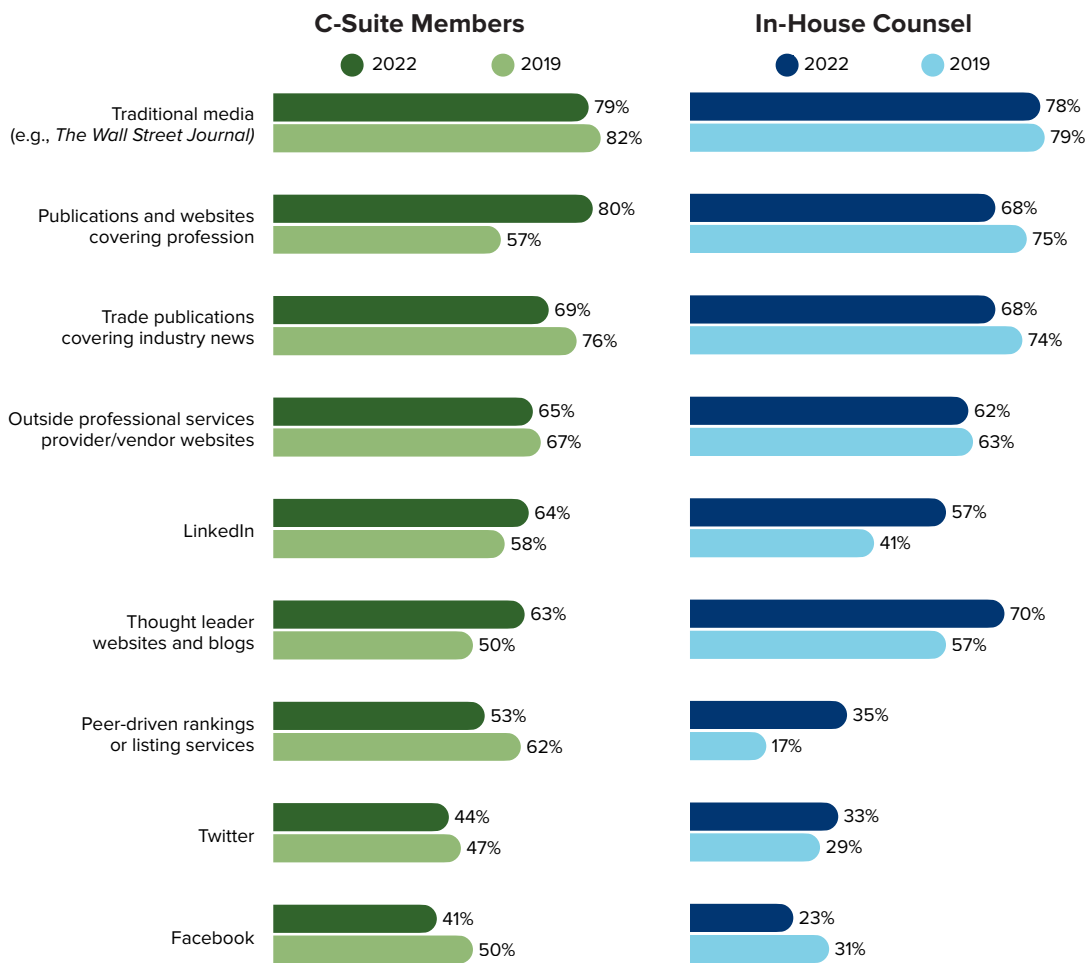
Our 2022 survey found that decision-makers value trusted editors and established outlets that can sift through the noise and tell them what matters most for them and their businesses. In 2022, sources count more, and headlines carry less weight compared to 2019, with utility — defined for this report as how content can have practical applications — once again ranking as the key attribute that attracts respondents to the content they consume most frequently.

What attracts you to the content that you consume most frequently?
(Select all that apply)



C-suite members and in-house counsel both ranked traditional media at or near the top of the list as their most valued content source. And law firm marketers are shifting gears accordingly to meet clients where they are: In 2022, 94% of [CMOs said traditional media](#) was an important distribution channel/source for marketing their firm, up from 67% in 2019.

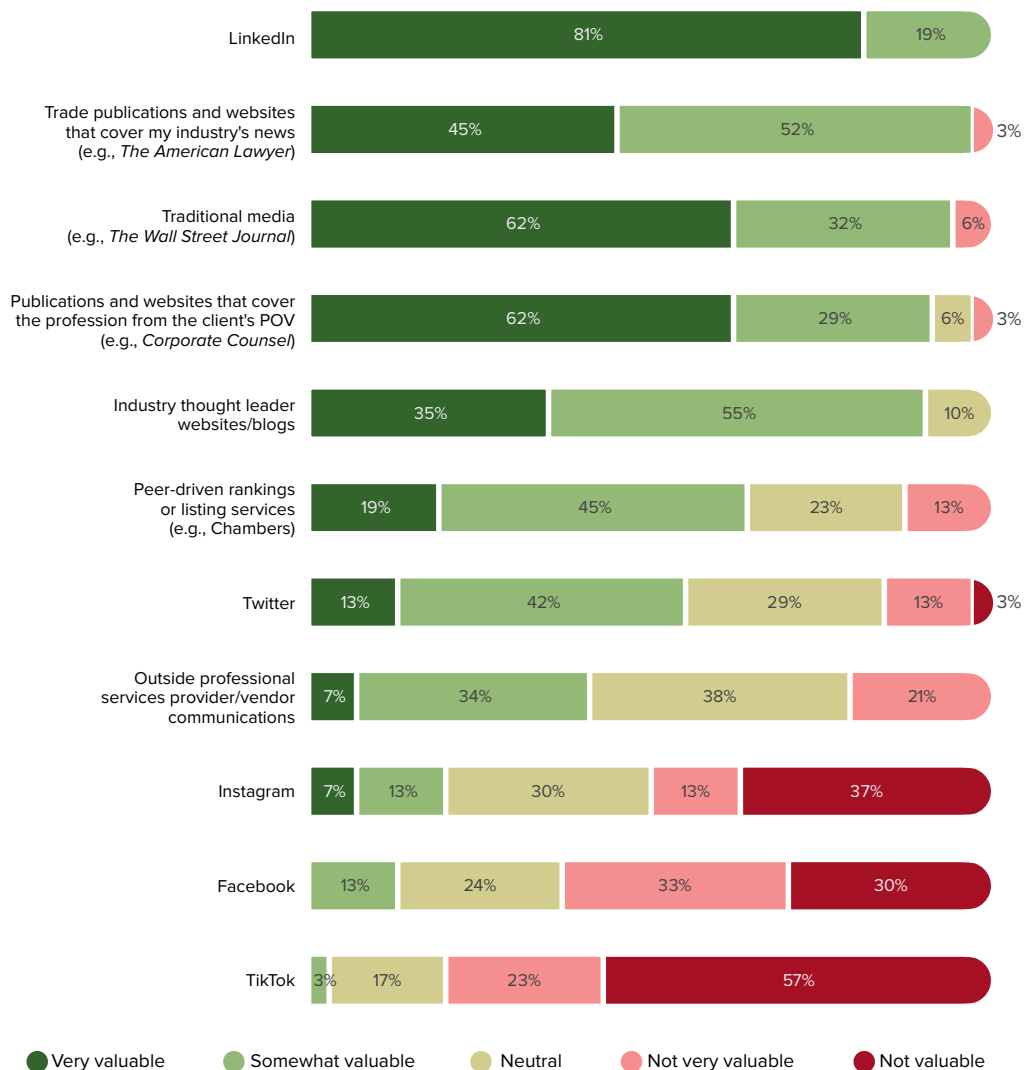
How valuable are the following sources of content for business, industry and/or legal news and information? (Very valuable + somewhat valuable selections)



“Demand for earned media has grown during the pandemic because it is one of the most credible ways to showcase authority to business audiences on important issues,” said Greentarget’s Corey. Despite declining public trust in news media, “when a respected publication seeks out insights from a lawyer or consultant, that implied endorsement carries weight with executives — and demonstrates that you’re a recognized expert on the issue.”

Other content sources are also exerting greater sway among executive decision-makers. Among C-suite members, publications and websites that cover respondents’ professions (e.g., *Corporate Counsel*, *CFO*, *Harvard Business Review*) notched major gains, with 80% of those respondents citing that category as very/somewhat valuable, compared to 57% in 2019. Thought leader websites and blogs also [made significant inroads](#) with both C-suite members and in-house counsel.

[For CMOs:] How valuable are the following distribution channels and sources for marketing your firm?

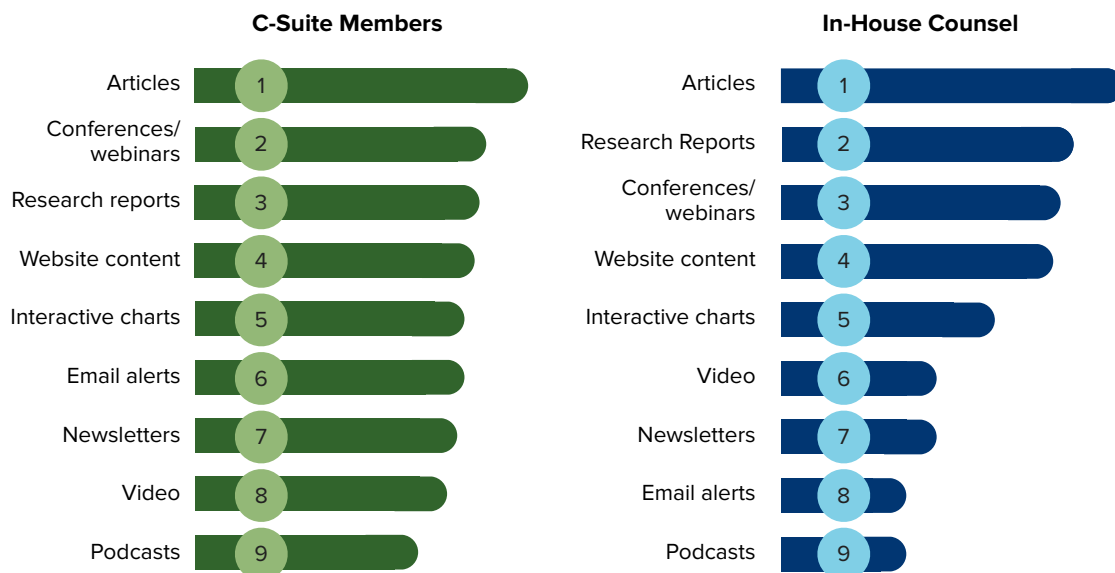


Articles, Original Research and Conferences/Webinars Reign Supreme

In-house counsel and C-suite members consistently [favor articles, research reports and in-person and virtual presentations](#) such as conferences and webinars — and they place a premium on timely, digestible content that advances their understanding of topics critical to their business. Decision-makers in both groups selected “educational,” “relevant,” and “easy to read/easy to access” as the [most-appreciated attributes](#) across multiple content types.



Please indicate your preference level for the following types of content:
(0 to 5, where 5 = highest preference) Results are ranked according to mean scores.



Such preferences are pushing some professional services firm marketers to update their content strategy, for example by publishing more frequently or by distilling more material to fit the needs of busy executives.

“When COVID hit, we couldn’t be in the marketplace with our clients. Pumping content out into the market was a very clear switch, and it hasn’t stopped,” said Casey Foss, chief commercial officer at consulting firm West Monroe. “I’m

looking for ideas on what we could be doing differently to break through that. For example, we’re leaning into this concept of digestible content that can deliver value to a client and tell a story without it being a five-page case study, because nobody has time to read that.”

While COVID-19 temporarily pulled the plug on in-person conferences — traditionally a key forum for gathering business intelligence — it delivered an immediate boost for virtual programming. The pandemic spawned a boom in online symposiums, with many recordings available regardless of live attendance, amplifying their potential reach. In-house counsel rated ease of accessibility a top-three attribute for such

content in 2022, alongside relevance and timeliness. However, law firm marketers didn’t agree. Only half of the CMOs we surveyed said “easy to read, view or listen to” was an attribute their audience appreciates most for conferences, presentations, and webinars, indicating marketers may be neglecting a key factor that [appeals to clients](#) when delivering that content.

C-suite members place more value on video and podcasts than in-house counsel, indicating a greater interest in more varied, accessible and bite-sized content to inform their leadership agendas. Those results come as online videos [increasingly influence business-to-business purchasing](#), presenting an opportunity for professional services providers to repurpose written content [into video soundbites](#) on key topics and issues.

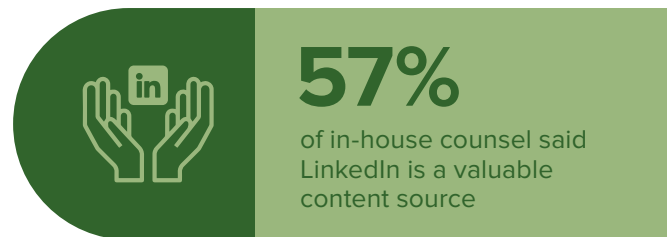


The pandemic also changed what those decision-makers appreciate most about in-person and virtual presentations, reflecting new priorities for time-crunched executives working in largely remote environments. For video, “easy to view” replaced “visual” as a key attribute among C-suite members in 2022, and “brief” replaced “entertaining,” a top attribute in 2019. “Interactive” also emerged as an important feature of conferences, presentations and webinars, replacing “entertaining” among the top three attributes.

LinkedIn Makes Inroads — as a Source for Content and as a Distribution Channel

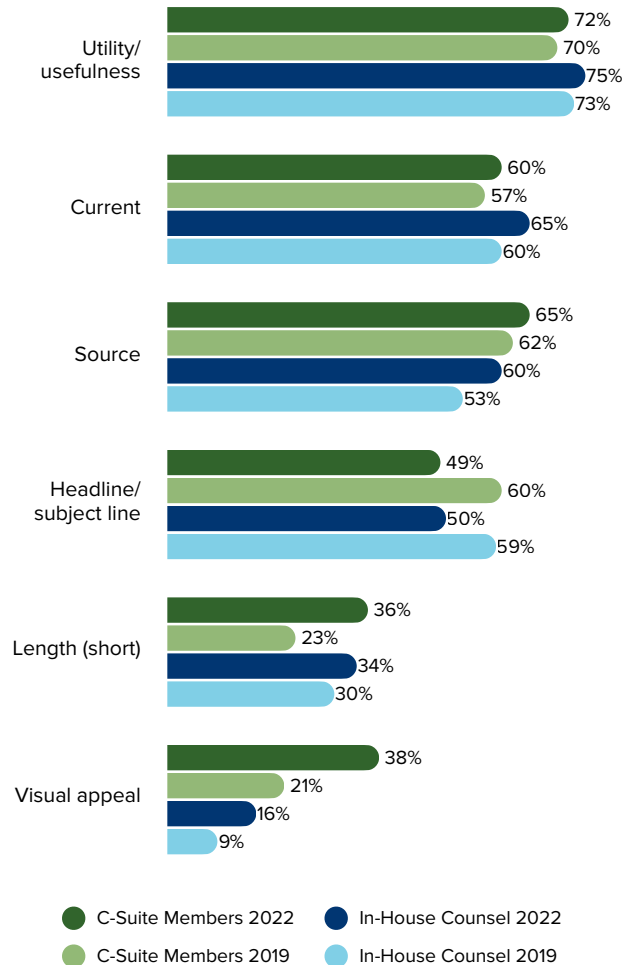
LinkedIn logged significant gains in 2022 as executives and organizations ramped up their use of the platform as a place to seek out insights and disseminate content. The shifts come as the professional networking site has expanded its user base to [more than 875 million members](#), up more than 35% compared to 2019, with nearly 60 million companies listed.

Fifty-seven percent of in-house counsel cited LinkedIn as a valuable content source for business, industry and legal news and information, up from 41% in 2019. C-suite members were already more bullish on LinkedIn than their law department counterparts, as seen in our previous surveys. Still, C-suite members also increased their affinity for the platform, with [64% rating it as valuable or very valuable](#), up from 58% in 2019.



Decision-makers are also placing greater priority on LinkedIn profiles, putting them roughly on par with website bios in importance for helping to research firms for potential hire, along with connections and endorsements on the platform.

Please indicate the importance of the following in helping you to research outside firms/organizations for potential hire:



In addition to seeking out information on LinkedIn, [in-house counsel](#) and [C-suite members](#) increasingly believe the networking site delivers information that is curated to their needs and interests. Both groups viewed LinkedIn [as a leading content distribution platform](#) for obtaining business information, with 68% of both groups citing it as very or somewhat valuable in 2022, compared to 53% of in-house counsel and 63% of C-suite members in 2019.



Law Firm Marketers Take Heed of LinkedIn’s Rise

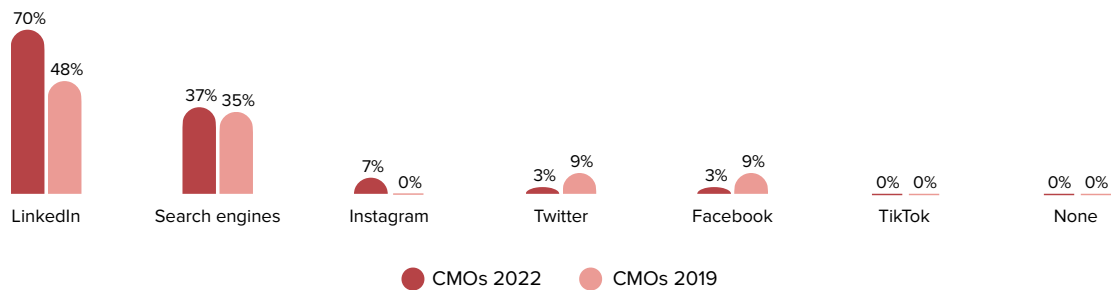
Law firm marketers are paying attention. LinkedIn outranked traditional media and trade publications as the most important distribution channel for content among CMOs — who are going all in on paid LinkedIn campaigns and seeing results, our survey found.

“We’re investing in different ways to package content for social media, including taking advantage of sub-channels like LinkedIn showcase pages,” said Kyle Weidie, global head of digital marketing at law firm Eversheds Sutherland. “We’re encouraging more practice groups to shine using dedicated channels within social.”

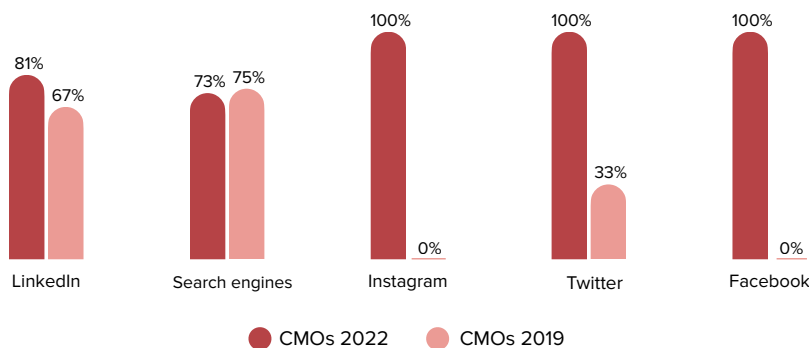
Eighty-one percent of law firm CMOs said LinkedIn was a “very valuable” distribution channel/source for marketing their firm, compared to 62% who said that of traditional media and of publications and websites such as *Corporate Counsel* that cover the profession from the client’s point of view. Trade publications were also seen as important, with [97% of CMOs calling them either very or somewhat valuable](#) (45% called them “very valuable”).

Law firm marketers are also funneling financial resources into LinkedIn — 7 in 10 marketing respondents said they had engaged in paid LinkedIn campaigns over the past year, up from 48% in 2019. And 81% of those who did said those efforts were impactful, demonstrating that law firms are right to value LinkedIn as a distribution tool.

Have you engaged in any paid distribution campaigns in the past 12 months through any of the following platforms? (Select all that apply)



How impactful were the distribution campaigns that you employed on these specific platforms? (Very impactful + somewhat impactful selections)



Clients Want News They Can Use and Prize Content That’s Easy to Read, Timely and Concise

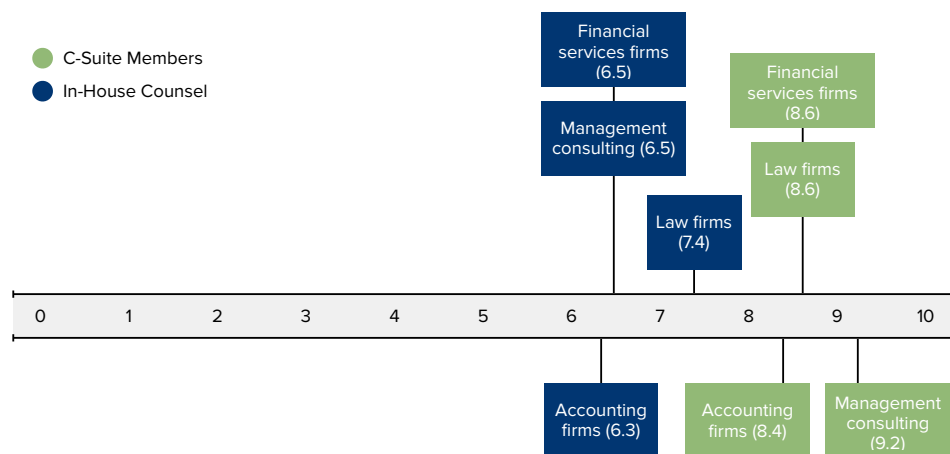
When it comes to keeping decision-makers’ attention, utility once again topped the charts, demonstrating the continued importance of content that tells busy executives what they need to know — and what to do with that information.

In 2022, three-quarters of in-house counsel and 72% of C-suite members selected “utility/usefulness” as the most attractive component of the content they frequently consume. Nearly as important: that content be current, and that it comes from a credible source. More than one-third were drawn to content that is short in length — up slightly compared to 2019, as business leaders hustled to stay abreast of fast-moving economic, health and socio- and geopolitical shifts since the pandemic.

C-suite members cared more about visual appeal and graphics than did their law department counterparts. And they said management consulting firms produce better content than law, financial services or accounting firms, though all three were rated above 8 on a scale of 0 to 10 on the overall value of their content (10 being excellent). In-house counsel viewed that output more skeptically, awarding law firms a 7.4 and giving lower marks to other providers.



On a scale of 0 to 10 (10 being excellent), how would you characterize the overall value of the content produced by professional services providers (client alerts, newsletters, blogs, websites, etc.)?



Thought Leadership Gains Traction — Including When Hiring Professional Services Providers

Authorities in fields from epidemiology to economics have gained big followings during COVID-19 as people — including in-house counsel and C-suite members — sought expert guidance in uncertain and volatile times. Our 2022 survey found that decision-makers are paying more attention to content from thought leaders such as lawyers, consultants, and other professionals than in 2019, both for business intelligence and to gather information on outside firms they're considering hiring.

The digital acceleration during the pandemic elevated the value of thought leader websites and blogs for business and legal executives. Seventy percent of in-house counsel said those online outlets were a valuable source of content in 2022, up from 57% in 2019. Among C-suite members, 63% cited them as valuable, compared to 50% before the pandemic.

When it comes to researching law firms and professional services providers for potential hire, more than two-thirds of respondents (71% of in-house counsel; 69% of C-suite members) cited articles and speeches from thought leaders as a critical factor — second only to recommendations from trusted sources. That's an increase of six percentage points for both groups compared to 2019. Sixty-four percent of in-house counsel said thought leader websites and blogs were important tools for researching outside firms — up considerably from 2019, when half of in-house counsel cited them as important.

The pandemic accelerated digital consumption and prompted explosive growth in thought leadership content, including blogs focused on niche areas of expertise. “It’s logical that decision-makers would increasingly identify and value those sources for actionable insights on key topics,” Corey said. “But given the fierce competition for eyeballs amid the information glut, such content must be focused and high quality — or risk a diminishing audience.”





Guidance for Marketers and Communicators

1 Earned Media (Still) the Gold Standard for Credibility and Trust

Traditional media and established outlets continue to be a North Star for law department and C-suite members seeking factual information from business-oriented sources, despite the proliferation of other content and commentary online and erosion of broader public trust in mainstream news. Media outlets that cover decision-makers' professions and trade publications also serve as important sources for business, industry and legal information. Marketers seeking to reach those decision-makers should pay heed.

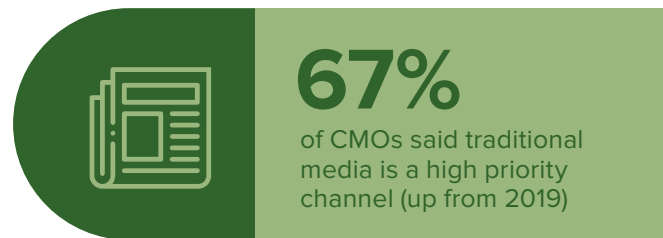
Press coverage of your firm and its achievements still matters, and strategic engagement with credible media outlets can position lawyers, consultants and other professional services providers as authoritative sources. When it comes to researching firms for hire, our survey found that the second most important resource for in-house counsel was articles and speeches by thought leaders (as noted above), with quotes by thought leaders in relevant media outlets cited by 38% of in-house counsel and 49% of C-suite members.

CMO respondents are shifting their strategies accordingly. In 2022 67% said traditional media was a high-priority content distribution channel, up from 55% in 2019.

"CMOs and their teams are drinking from a fire hose when it comes to content," Zeughauser's Young said. "Knowing how much their audiences value traditional media will help them prioritize activities focused on increasing earned media — and they can also repurpose content produced for events, alerts and newsletters to get media attention."

The 2022 findings could also help marketers persuade key lawyers in strategic practices to cultivate the media — something some lawyers are reluctant to do, Young said, because they think they have to take sides or see it as unseemly. **"However, earned media can help build brand faster and more easily than other content," she said, adding, "Priorities should be placed on strategic practices and prestigious practices that help brand the entire firm."**

The heated news cycle may also be contributing to a more cautious approach among professional services marketers when it comes to media opportunities. "I still look to *The American Lawyer* and *The Wall Street Journal*," said Jasmine Trillos-Decarie, chief client officer for law firm Lathrop GPM, but "I don't want my firm to get sucked into sensational journalism."



2 LinkedIn Is an Opportunity — and Challenge

The platform comprises the greatest concentration of lawyers and clients of any social media platform. Since Greentarget and Zeughauser Group’s inaugural report in 2010, LinkedIn usage has more than quadrupled, and the pandemic has expanded those gains, pushing the total number of members up by more than 35% from 2019.

But while legal and business decision-makers increasingly view LinkedIn as a valuable source for business, industry and legal news and information — and as a leading distribution channel — the abundance of noise and competition on the platform presents both a challenge and opportunity for B2B marketers.

Even as data shows that business leaders are turning to LinkedIn for information — and in some cases using the information they find there to [inform purchasing decisions](#) — the channel is not without its risks. While our research did not ask questions that might have uncovered negative sentiments, some business users contend the platform is becoming [too congested, too salesy](#) and too self-serving. Other concerns include allegations of [fake accounts](#) and the [dissemination of misinformation](#).

A key consideration, according to leading marketers we spoke with, is how to calibrate publishing on LinkedIn, which has different dynamics than other platforms, as part of a broader content and social strategy aimed at delivering the right content to the right audiences. Unlike Twitter, where you can diversify content by posting several times a day, more than one post per day on LinkedIn risks cannibalizing your reach, as the algorithm looks to promote the single best post since users last visited their feeds.

For organizations that cover a broad range of topics, such as a law firm with multiple specialties, marketers are using LinkedIn showcase pages to demonstrate expertise and build community around niche industries, topics and issues. That tactic tackles a leading content challenge — the lack of relevance cited by decision-makers — but requires the maintenance of multiple pages on the platform.

Other organizations are leveraging individuals as niche experts, building an audience for a particular topic around a particular leader. Personal accounts are favored on the platform, making it easier to build an audience around a person than a company or showcase page. The risk, however, is losing that audience if the individual leaves the organization.



3 LinkedIn as a Megaphone for Signature Content

Marketers are also leveraging sponsored LinkedIn campaigns to extend the reach and impact of signature content (e.g., branded research, white papers, video, podcasts), which can amplify organic traction. Per our 2022 data, more CMOs are seeing measurable benefits from paid campaigns, which have the added benefit of granular targeting to reach different audiences with different messages. Other marketers are experimenting with newer functions and capabilities, such as using LinkedIn’s newsletter function to distribute content and increase engagement. While initially promoted heavily by LinkedIn, it remains to be seen whether that momentum will continue as the feature matures.



LinkedIn’s growing appeal also amplifies potential hazards. Professional services providers should train users to mitigate the risk of engaging in and sharing misinformation on a platform whose stated purpose is professional networking, said Sarah Collins, Greentarget’s director of social and digital. “LinkedIn users can’t say ‘views are mine and don’t represent those of my employer.’”

It’s also important to be equally thoughtful in providing guidance on how to consume LinkedIn content and contribute to the conversation in meaningful and additive ways. Marketers who want to help their lawyers, consultants and advisors cut through the noise and reach decision-makers will need to offer something more than the increasingly common LinkedIn fluff — the work anniversaries or the pats on the back that don’t register as meaningful to the LinkedIn algorithm. A comment has to have more than three words to “count” as meaningful engagement.

Instead, they should post owned content, share perspective on trends in their space and advance the dialogue in comments. The LinkedIn users who are open to sharing perspective that has utility and is timely and novel will get the most out of the platform that decision-makers are embracing.

4 Understand What Makes Content Miss for In-house Counsel and C-Suites

Decision-makers are busier than ever, so marketers must make sure they’re creating content that aligns with what their target audiences value most. In 2022, our survey found that clients prize material that’s digestible, timely and concise, and while in-house counsel selected “easy to read” as a top three attribute for articles — CMOs ranked it a distant fourth, after “educational,” when asked what their audiences most value.

Clients also want material that speaks directly to their business concerns and presents useful information without coming off like a sales pitch. When we asked decision-makers why content from their law or professional services firms was anything less than excellent, “not sufficiently relevant” was the leading answer, cited by 60% of C-suites and 38% of general counsel.

Sunil Kasturi, chief growth officer for Propeller, said the consulting firm began surveying its clients and broader market this year to gain more insight into their biggest concerns. “That’s also an opportunity to showcase the work that we’re doing,” he said, and ensure marketing materials speak to what clients want.

But marketers do seem to understand the importance of brevity. In cases where content is anything less than excellent, more than three-quarters of CMOs picked “not concise” as the top cause. That aligns with the views of decision-makers.

5 Invest in Research to Grow Reputation — and Revenue

However, sometimes more is more. For example, C-suite members place big value on “in-depth” and “technical” (the latter referring to written or oral communication containing specialized content) as leading attributes of research reports, putting them among the top three attributes in both 2019 and 2022. Similarly, in-house counsel value research reports that are “in-depth,” making research the only content type where legal decision-makers want to go deep. Meanwhile, only 1 in 5 CMOs thought their target audience appreciated research reports conveying technical information.

To better align with what audiences want, consider targeting research reports with a narrow focus so that analysis is granular and subsequent guidance is actionable. Thoughtfully assess the needs of your target audience, including which perspectives will be most valuable to them. Ensure that the research takes a unique perspective — but one that matters to clients, prospects and other key audiences.

6 Personalize, Personalize, Personalize

Savvy marketers can use technology and data to more precisely assess the central challenges, pain points and topics of interest that matter most to stakeholders, using robust website analytics and related tools such as primary, secondary and keyword research. Marketers also have a clear view of the platforms, channels and content vehicles that those key audiences prefer and value.

Yet a lack of sufficiently relevant content remains the top reason that content misses with decision-makers. By truly placing the client at the center, marketers can deliver the right guidance tailored to the specific demands of more targeted audiences.

For example, instead of pushing out a webinar or research report on environment, social and governance (ESG) initiatives — a topic that has generated significant discussion and content over the past few years — focus on how ESG commitments are playing out across a specific sector, such as publicly traded life science companies.

Eversheds Sutherland’s Weidie is looking at ways to better align content distribution with the interests of individual recipients — for example, through account-based marketing plans for clients, or opt-out menus for people who subscribe to firm email lists. “We don’t want to inundate people,” he said.

When it comes to cutting through the noise, personalization matters. [A Greentarget flash survey](#) from 2020 showed in-house counsel preferred phone calls, personal emails and even texts over mass email blasts of client alerts and program invites. In 2022, C-suite members ranked email alerts at the bottom of their content preferences (4.24 on a scale of 0-5, with 5 as the highest preference); in-house counsel valued them even lower, ranking them 4.05, but still preferred email alerts over newsletters, video and podcasts.





Research Methodology

From April through August of 2022, Greentarget and Zeughauser Group conducted qualitative and quantitative research to inform the 10th version of this study.

The firms conducted 10 in-depth interviews and distributed individual surveys to 200 executives (100 in-house counsel and 100 various C-suite members) as well as more than 30 law firm chief marketing officers. Among the C-suite respondents, 60% were CEOs.

Percentages in certain questions exceed 100% because respondents were asked to check all that apply.

Due to rounding, percentages used in some questions may not add up to 100%.



APPENDIX

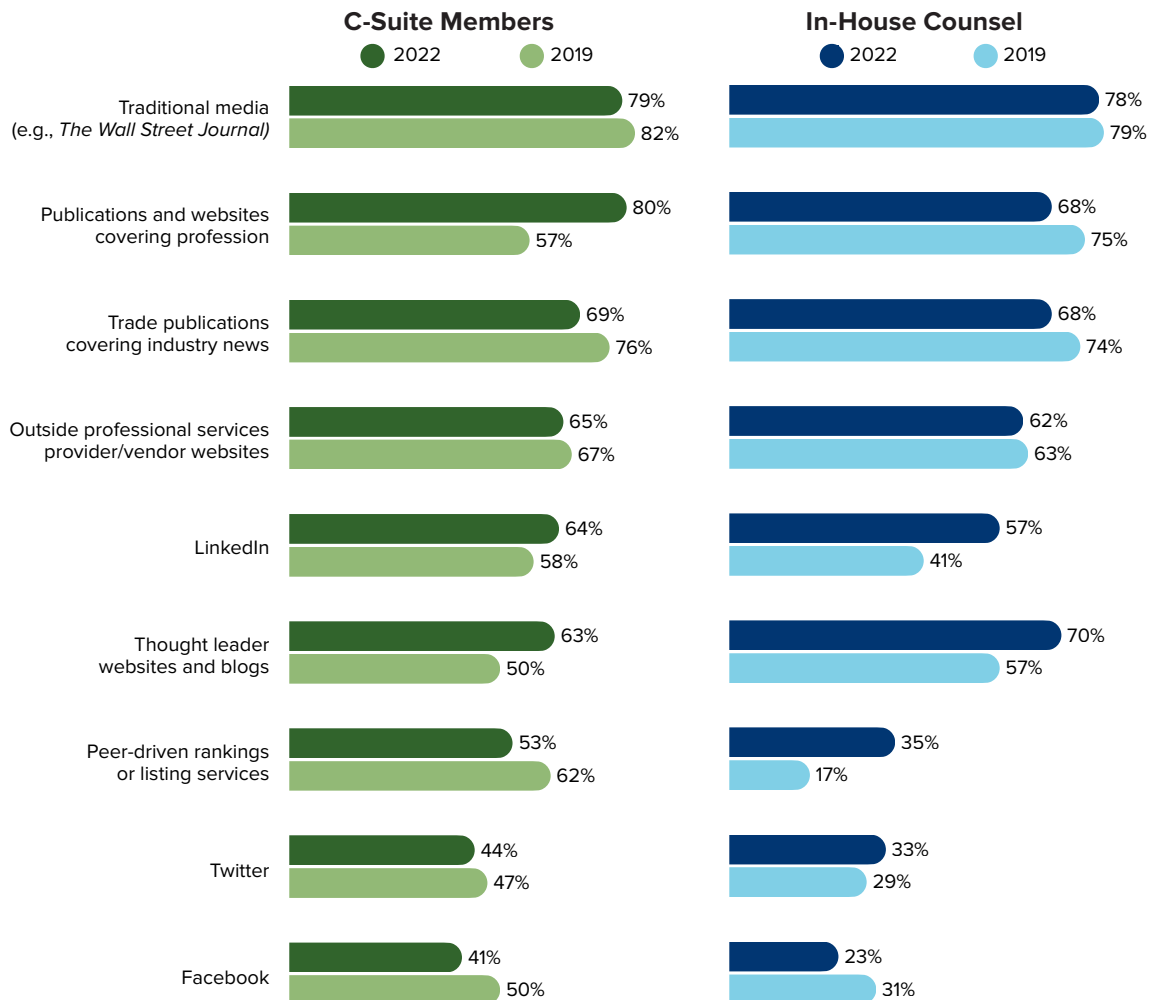
IN-HOUSE COUNSEL & C-SUITE MEMBERS

— SURVEY RESULTS



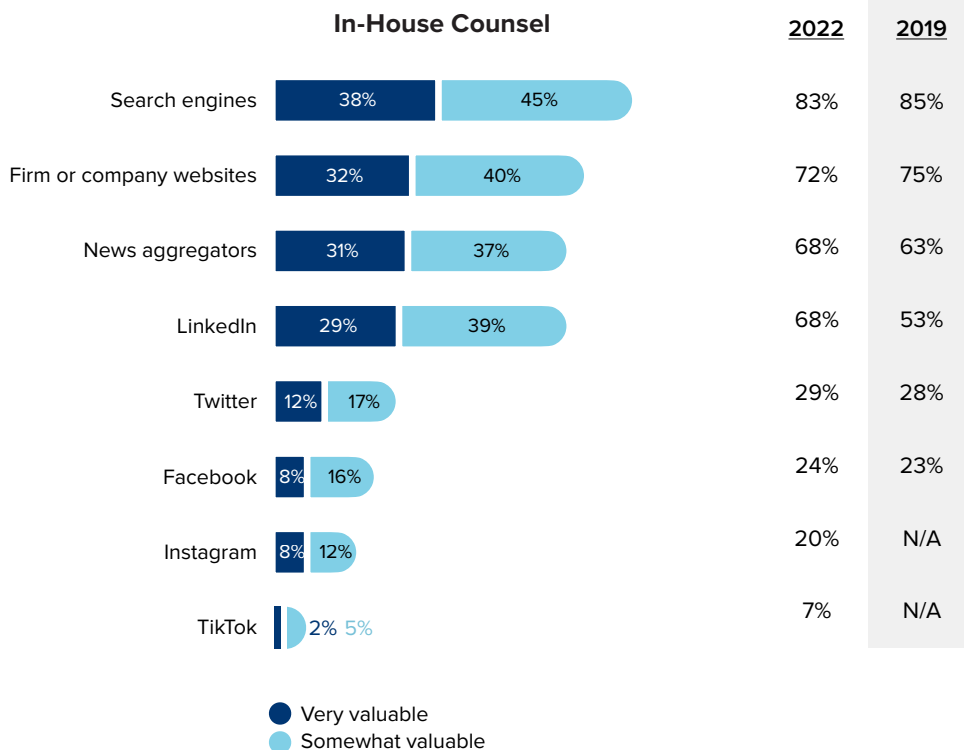
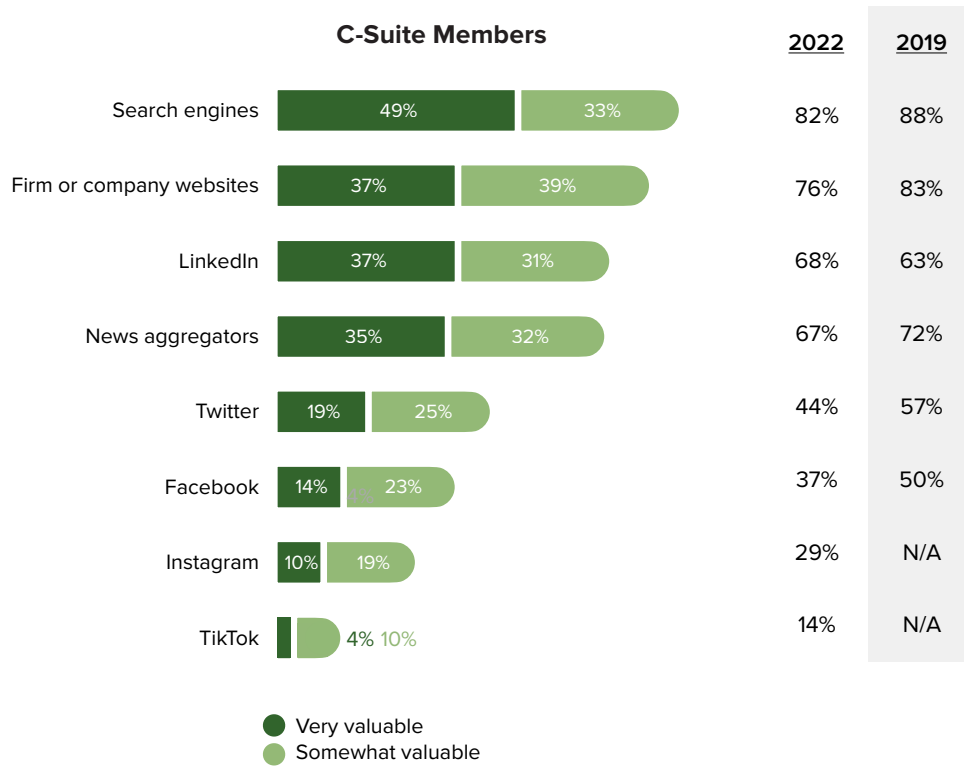
QUESTION 1

How valuable are the following sources of content for business, industry and/or legal news and information? (*Very valuable + somewhat valuable selections*)



QUESTION 2

How valuable are the following content distribution platforms for obtaining business, industry, and/or legal news and information?



QUESTION 3

Select the attributes that you appreciate most when it comes to each of the following types of content:
(Select all that apply)

C-Suite Members

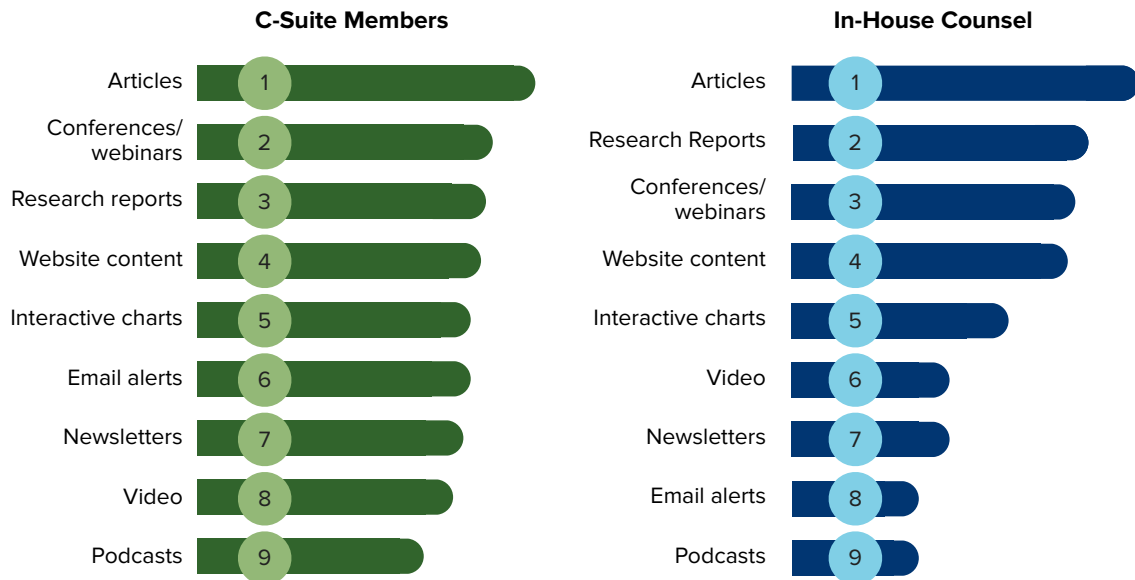
Content types	2022	2019	Change in top three
Articles	Relevant Educational Timely	Educational Relevant Timely	Insignificant change
Newsletters	Relevant Timely Educational	Easy to read Brief Relevant	“Timely” replaced “easy to read” and “educational” replaced “brief”
Interactive charts	Interactive Visual Educational	Interactive Visual Educational	None
Research reports	Educational In-depth Technical	Educational In-depth Technical	None
Video	Easy to view Educational Brief	Visual Entertaining Educational	“Easy to view” replaced “visual” and “brief” replaced “entertaining”
Podcasts	Educational Entertaining Timely	Educational Entertaining Timely	None
Website content	Relevant Easy to access Easy to read	Relevant Easy to read Easy to access	Insignificant change
Conferences, presentations, webinars	Educational Relevant Interactive	Educational Relevant Entertaining	“Interactive” replaced “entertaining”

In-House Counsel

Content types	2022	2019	Change in top three
Articles	Educational Relevant Easy to read	Educational Relevant Easy to read	None
Newsletters	Easy to read Brief Relevant	Easy to read Brief Relevant	None
Interactive charts	Interactive Visual Educational	Visual Educational Interactive	Insignificant change
Research reports	Educational In-depth Relevant	Relevant Educational In-depth	Insignificant change
Video	Easy to view Relevant Brief	Visual Relevant Brief	“Easy to view” replaced “visual”
Podcasts	Easy to listen Entertaining Educational	Relevant Educational Entertaining	“Easy to listen” replaced “relevant”
Website content	Relevant Easy to read Educational	Relevant Easy to read Educational	None
Conferences, presentations, webinars	Relevant Timely Easy to access	Educational Relevant Timely	“Easy to access” replaced “educational”

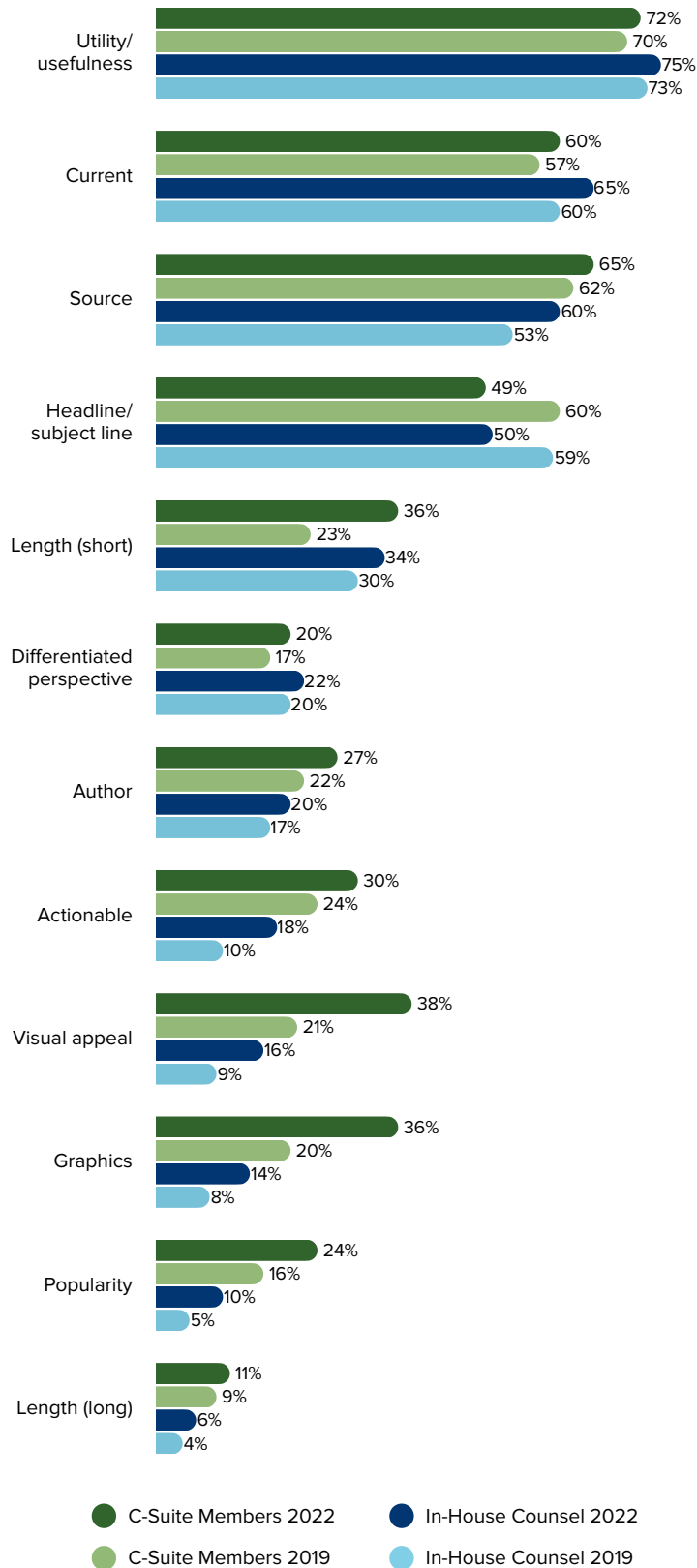
QUESTION 4

Please indicate your preference level for the following types of content: (0 to 5, where 5 = highest preference) Results ranked according to mean scores.



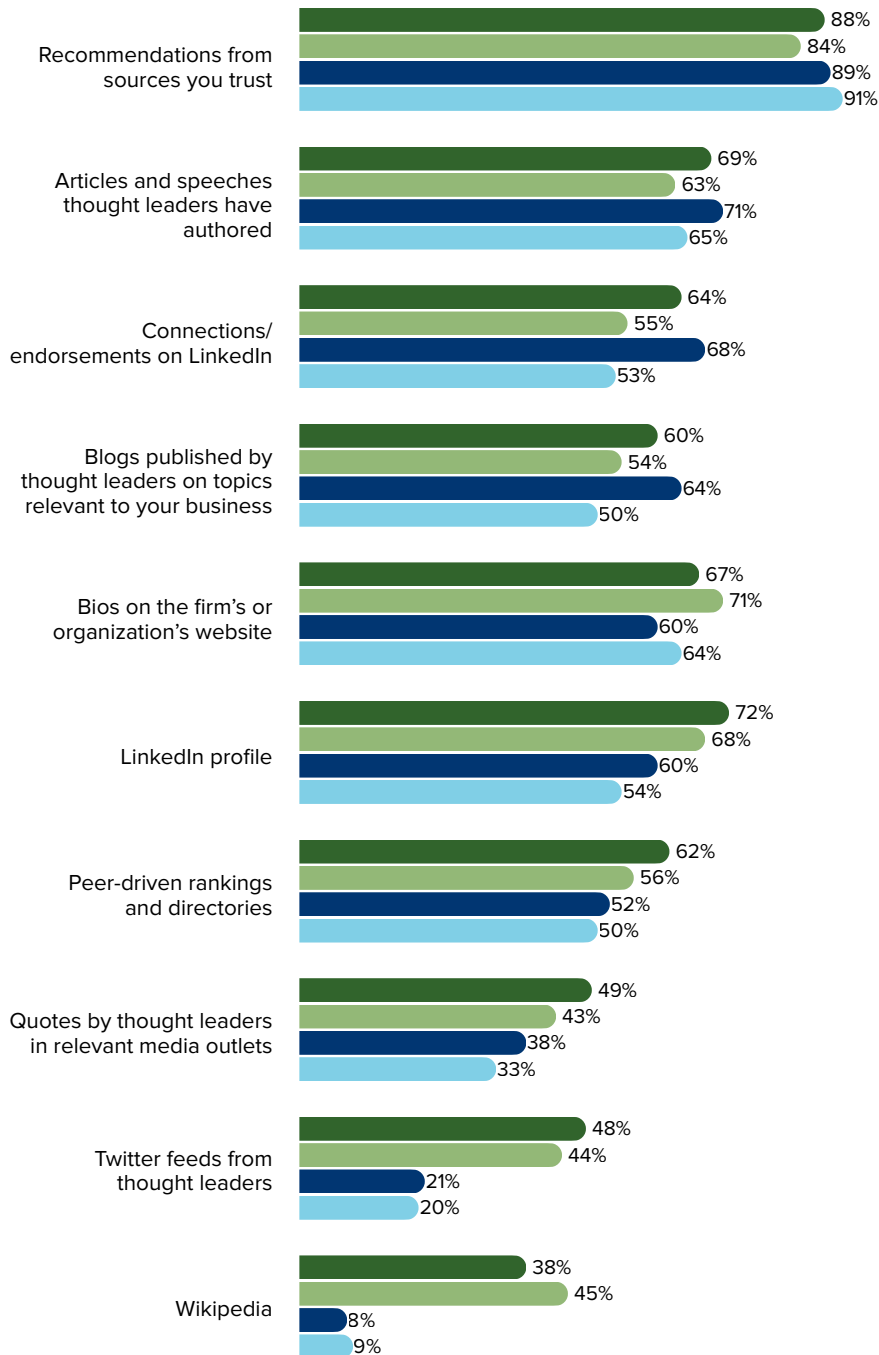
QUESTION 5

What attracts you to the content that you consume most frequently? *(Select all that apply)*



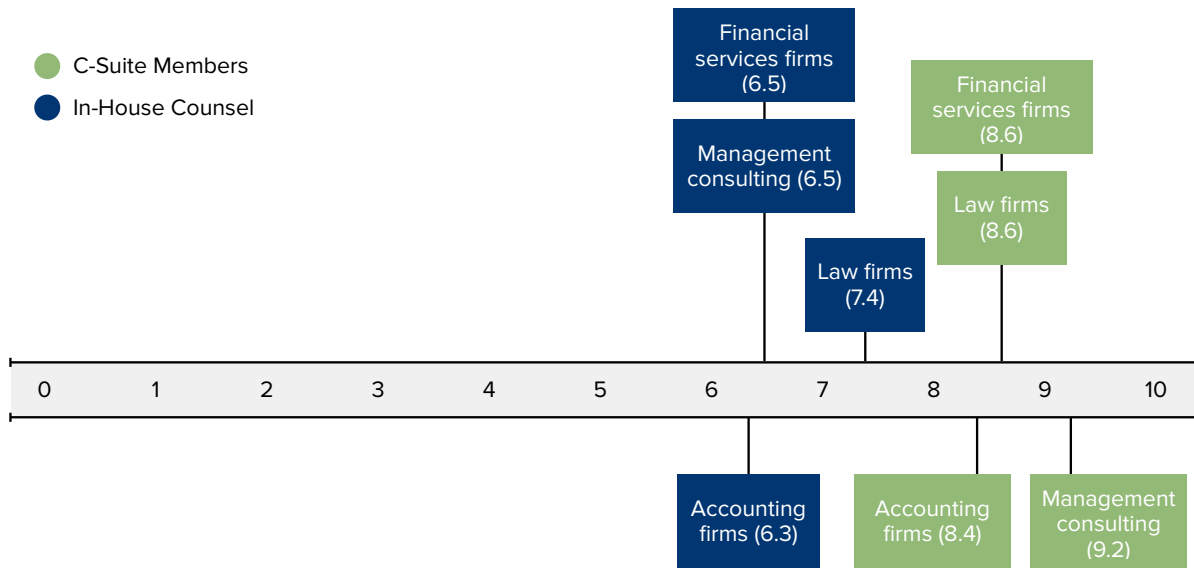
QUESTION 6

Please indicate the importance of the following in helping you to research outside firms/organizations for potential hire:



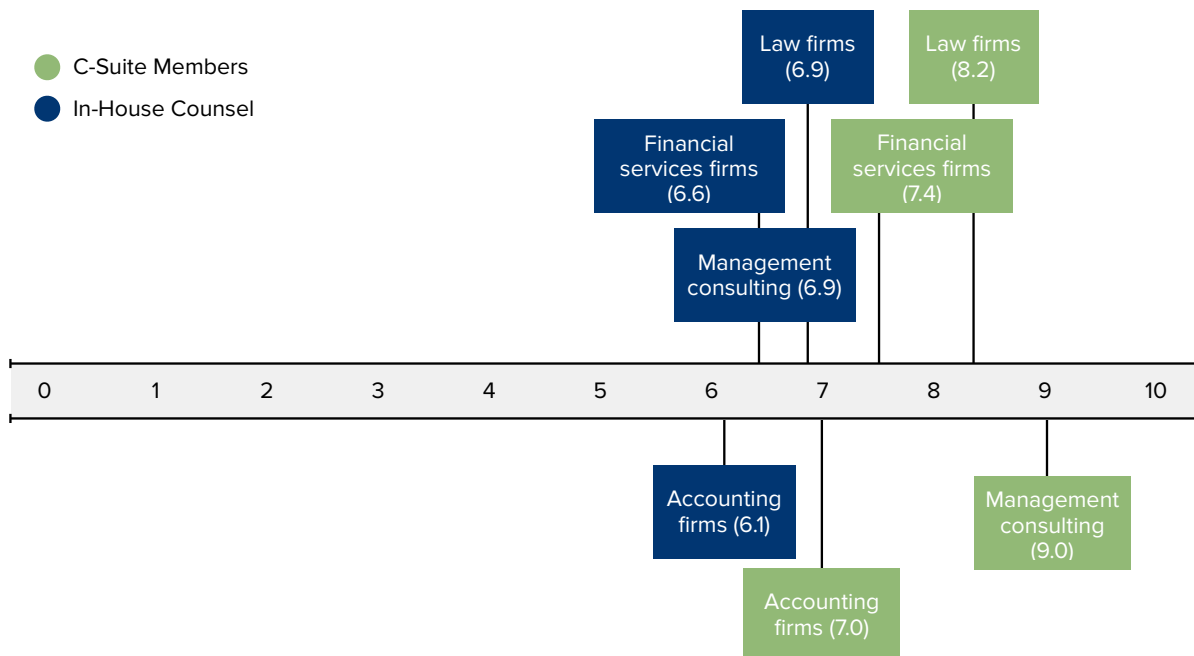
QUESTION 7

On a scale of 0 to 10 (10 being excellent), how would you characterize the overall value of the content produced by professional services providers (client alerts, newsletters, blogs, websites, etc.)?



QUESTION 8

On a scale of 0 to 10 (10 being excellent), how would you characterize the overall effectiveness of how professional services providers are distributing their content (email, LinkedIn posts, etc.)?



QUESTION 9

What would be the top reason(s) you find content from law firms/professional service providers to be anything less than excellent? *(Select all that apply)*

C-Suite Members	2022		2019		In-House Counsel	2022		2019	
	2022	2019	2022	2019		2022	2019	2022	2019
Not sufficiently relevant	60%	51%	38%	36%	Not sufficiently relevant	38%	36%		
Too salesy	49%	41%	38%	51%	Too salesy	38%	51%		
Not concise	45%	N/A	28%	N/A	Not concise	28%	N/A		
Poorly written/poorly executed	45%	N/A	26%	N/A	Poorly written/poorly executed	26%	N/A		
Not timely	40%	39%	22%	37%	Not timely	22%	37%		
Not impartial	20%	37%	20%	28%	Not impartial	20%	28%		
Not actionable	18%	19%	18%	11%	Not actionable	18%	11%		
Not strategic	14%	33%	14%	30%	Not strategic	14%	30%		
Other	0%	0%	0%	3%	Other	0%	3%		

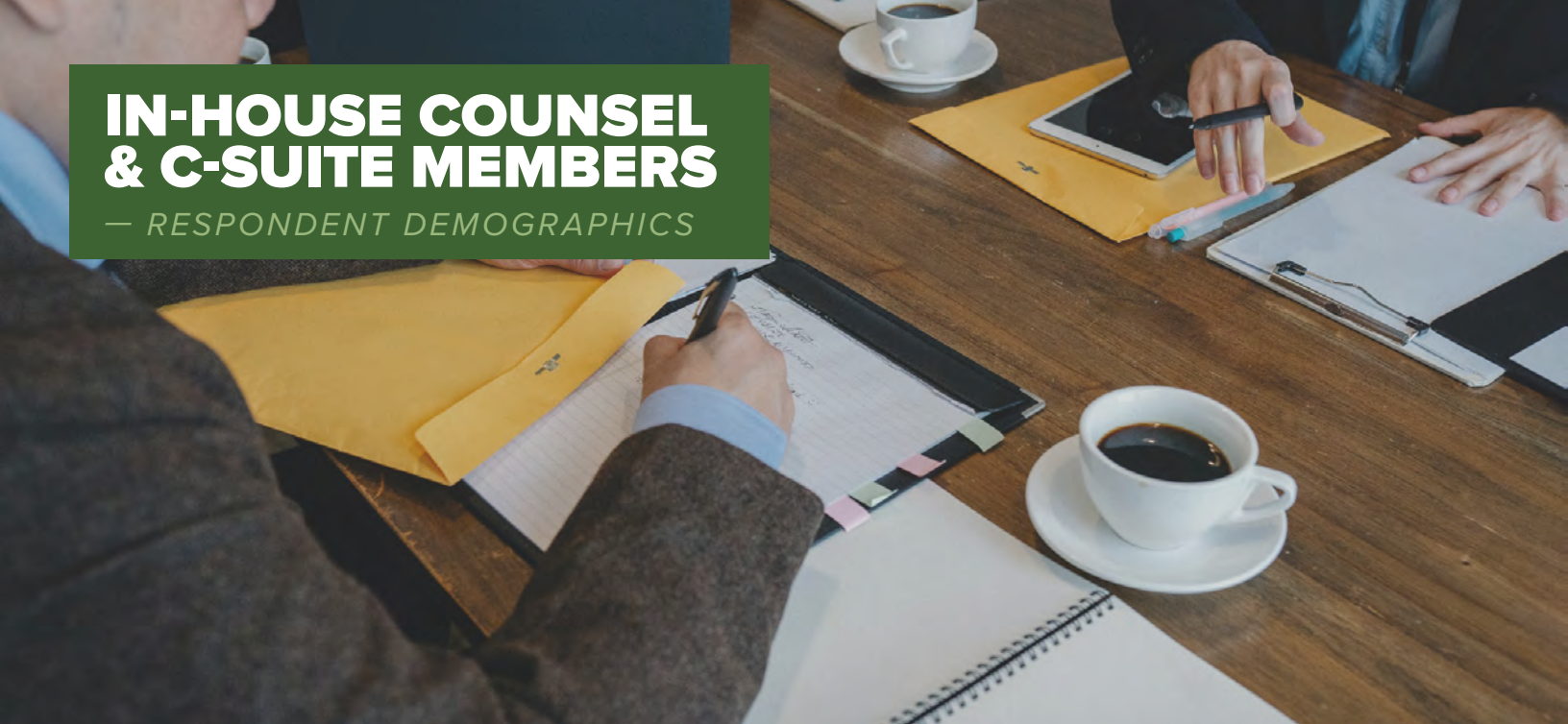
QUESTION 10

On which topics and issues would you like to see more content from law firms/professional service providers? *(Select all that apply)*

	C-Suite Members	In-House Counsel
Cybersecurity and data privacy	62%	60%
Diversity, equity and inclusion (DEI)	60%	64%
Environmental, social and governance (ESG)	56%	58%
Practice-specific updates	54%	66%
Sector-specific updates	46%	50%
Racial and social justice	20%	18%

IN-HOUSE COUNSEL & C-SUITE MEMBERS

— RESPONDENT DEMOGRAPHICS



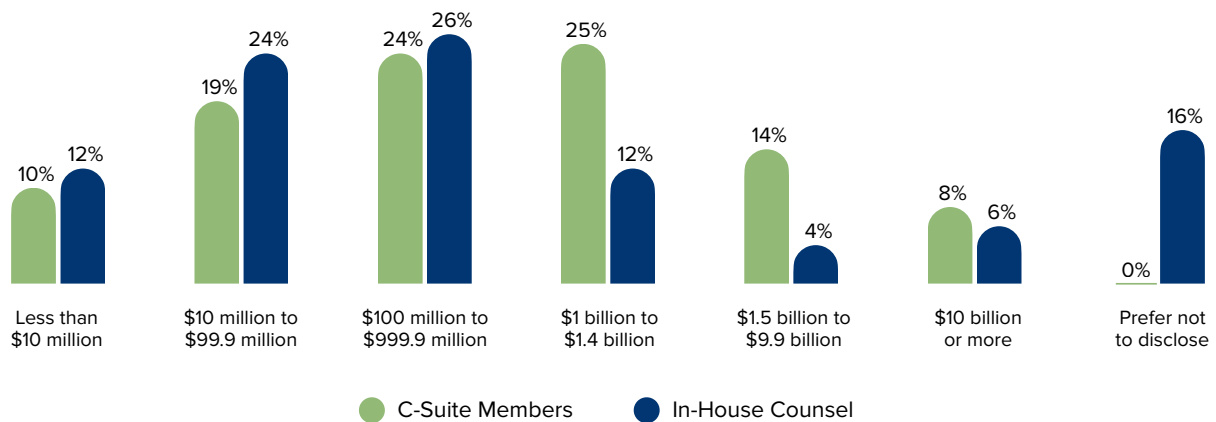
QUESTION 1

Which of the following best describes your title? (Select one option)

C-Suite Members	In-House Counsel
CEO - Chief Executive Officer 60%	General Counsel/Chief Legal Officer 40%
CMO - Chief Marketing Officer 18%	Deputy General Counsel 32%
CFO - Chief Financial Officer 14%	Associate General Counsel 14%
CIO - Chief Information Officer 8%	Senior Counsel 8%
	Corporate Counsel 6%

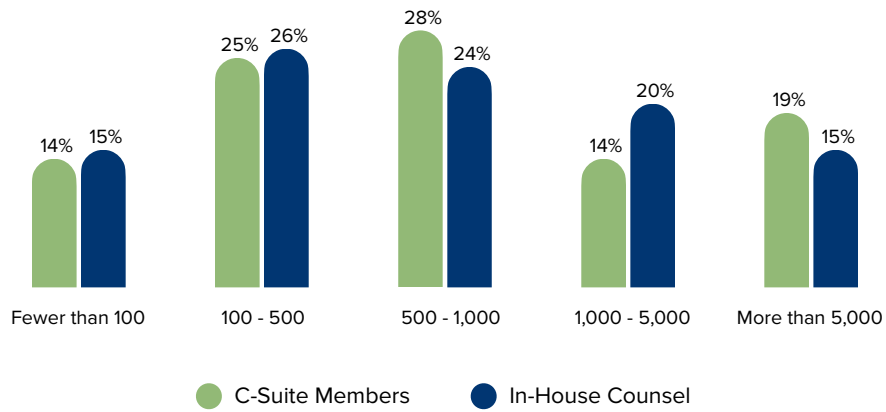
QUESTION 2

What were the estimated FY 2021 revenues of your firm? (Select one option)



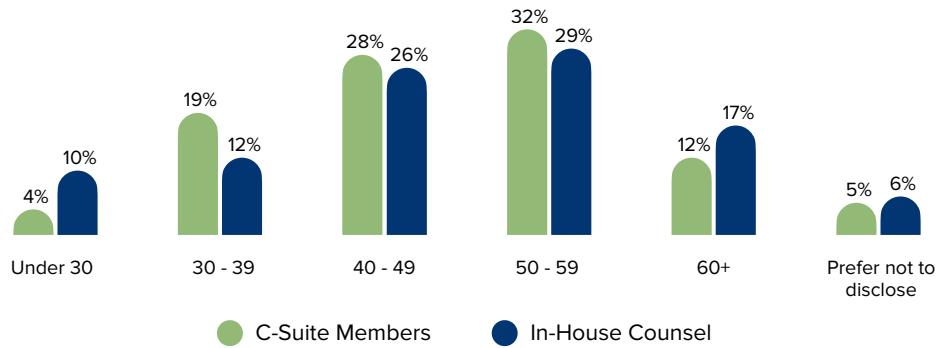
QUESTION 3

How many people does your firm employ? *(Select one option)*



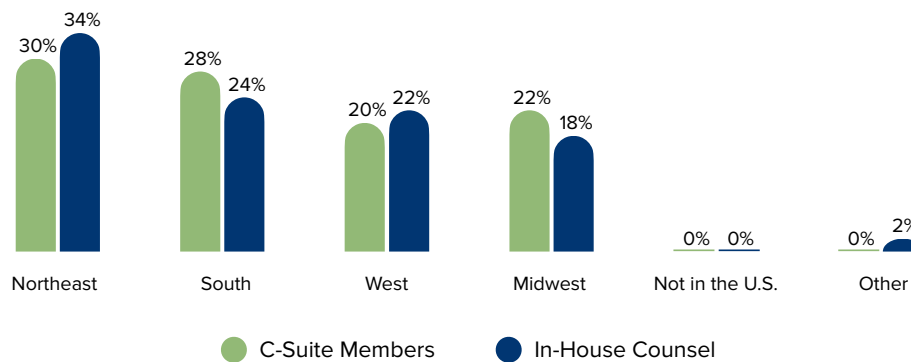
QUESTION 4

Please indicate your age range: *(Select one option)*



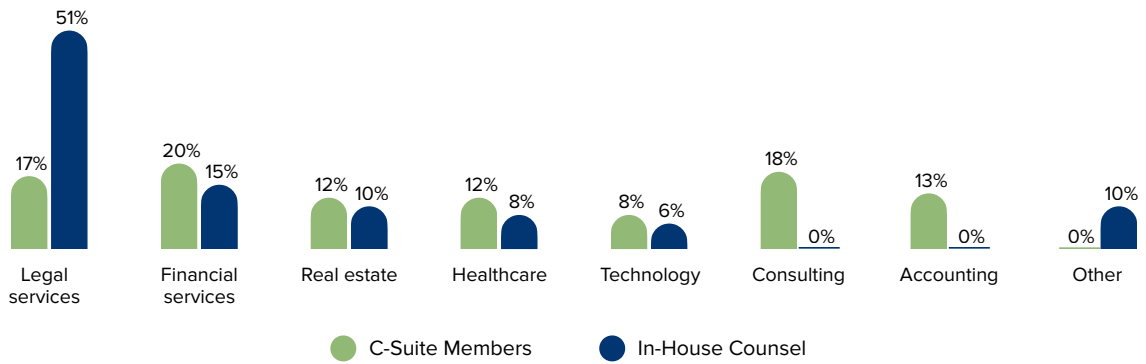
QUESTION 5

Where is your firm headquartered? *(Select one option)*



QUESTION 6

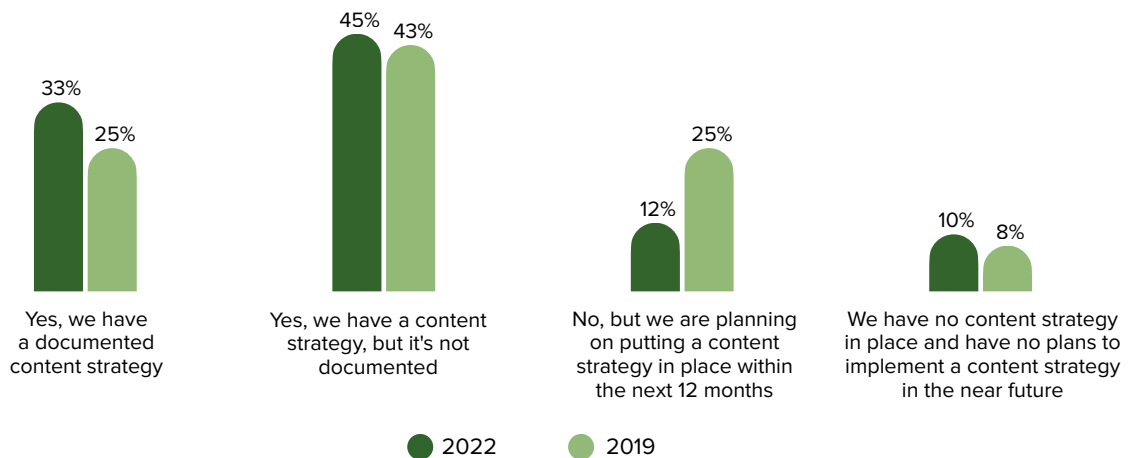
Please indicate the industry in which you are currently working: *(Select one option)*





QUESTION 1

Does your law firm have an overarching content strategy in place? *(Select one option)*



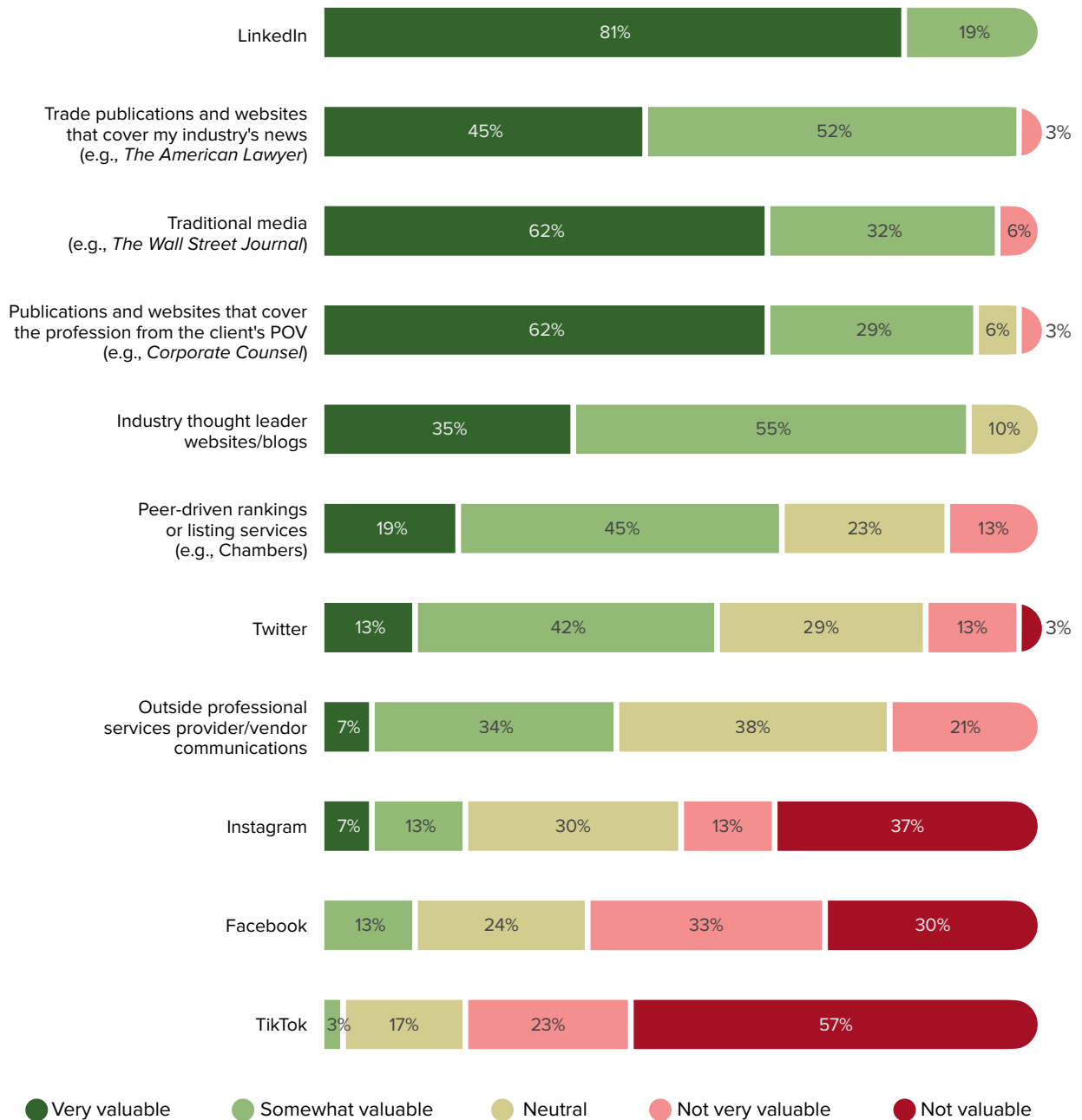
QUESTION 2

Why haven't you documented your firm's content strategy? *(Select one option)*

It's implicitly understood, and content marketing efforts are running smoothly and measurably	50%
We don't have the time to do it	23%
Leadership isn't comfortable identifying priorities due to the risk of alienating "non-priority" areas within the firm	5%
We don't have the skills to do it internally	5%
Other: Have not made it a priority, We have strategies for particular areas of practice only, We have been leanly staffed	18%

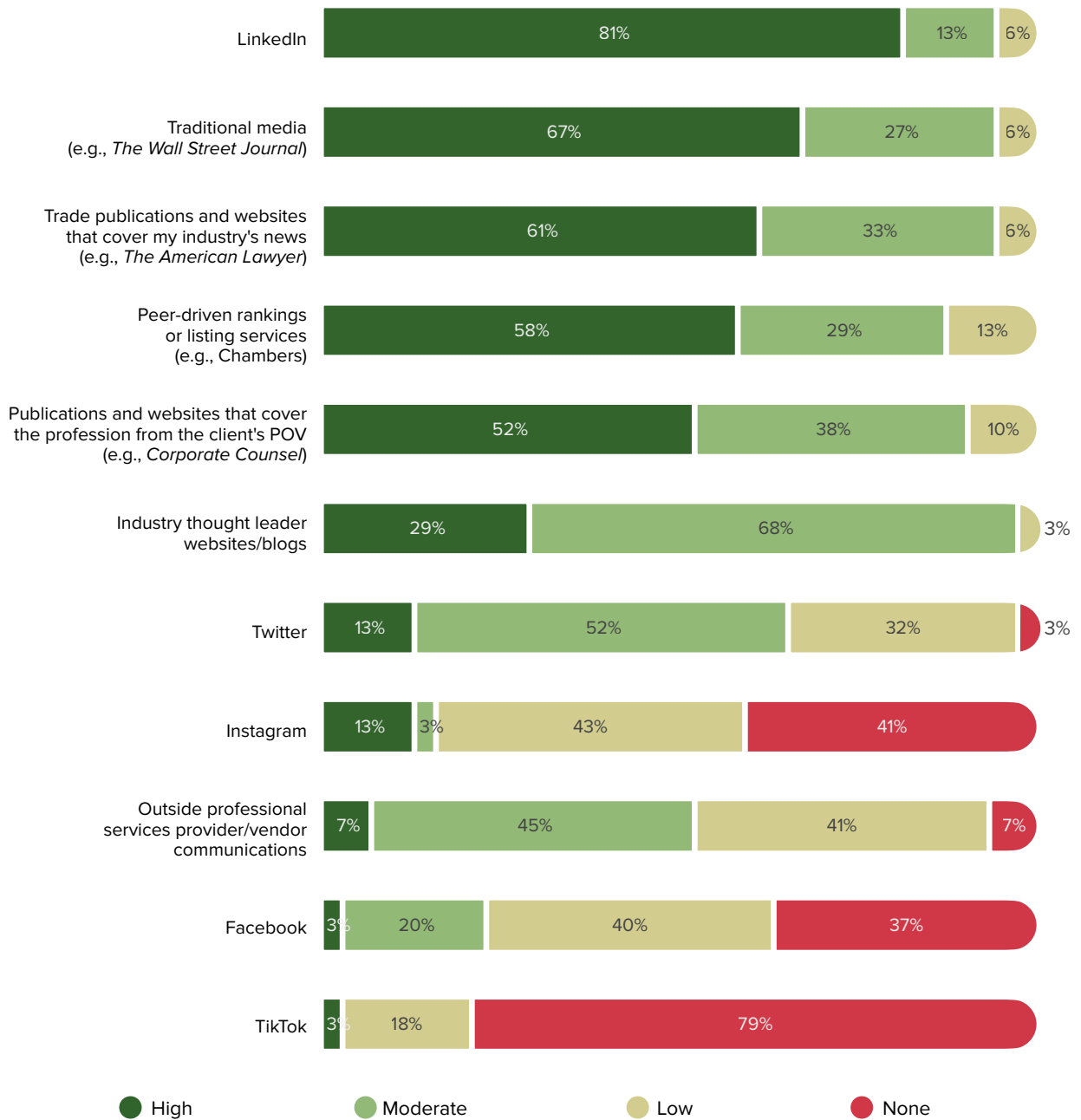
QUESTION 3

How valuable are the following distribution channels and sources for marketing your firm?



QUESTION 4

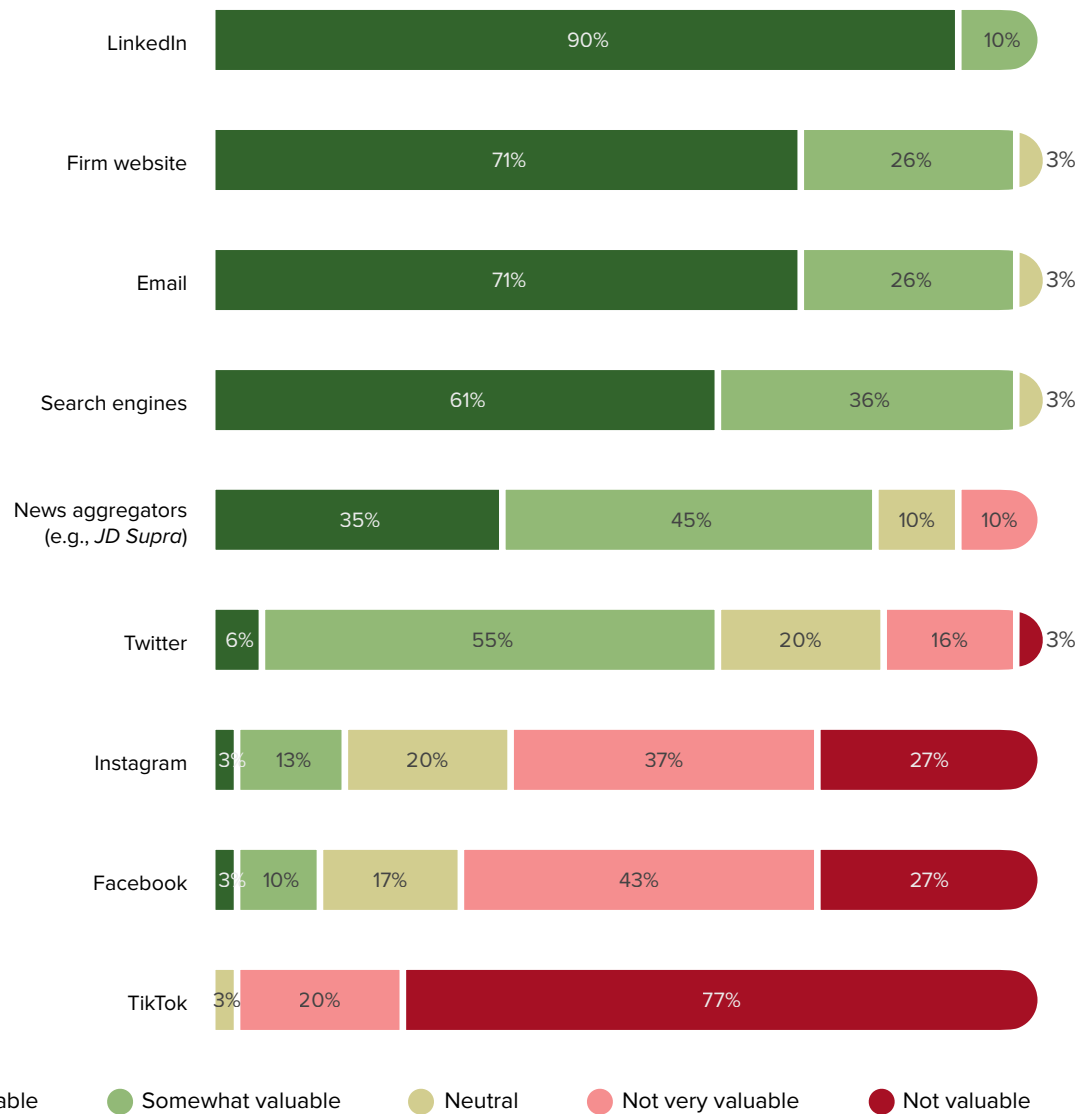
Please indicate the priority your firm places on each of the following content distribution channels and platforms when it comes to resource allocation:





QUESTION 5

How valuable are the following platforms for content distribution purposes?



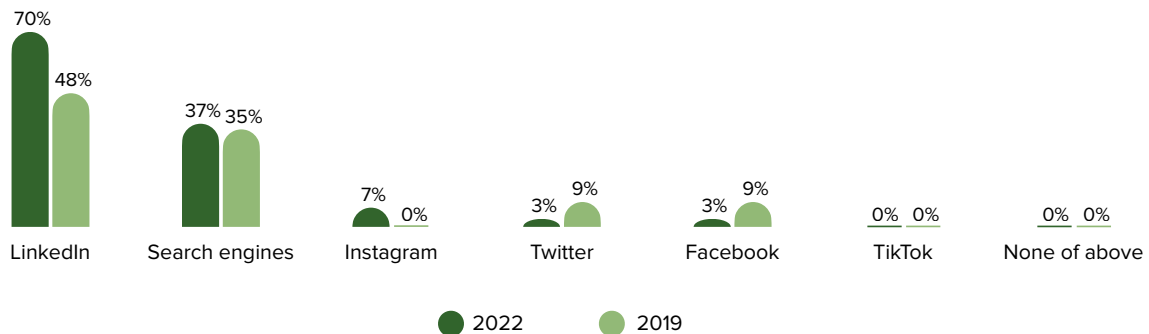
QUESTION 6

Which attributes do you believe readers/audiences appreciate most when it comes to each of the following types of content your firm produces? (Select all that apply)

	Educational	Entertaining	Timely	Relevant	Technical	Easy to read, view, listen	In-depth	Brief	Visual	Interactive	Easy to access
Articles	77%	7%	73%	83%	17%	63%	23%	37%	13%	0%	47%
Newsletters	53%	7%	70%	70%	17%	60%	7%	53%	30%	0%	43%
Interactive charts	47%	13%	20%	47%	3%	33%	3%	20%	53%	27%	27%
Research reports	50%	0%	27%	50%	20%	17%	50%	7%	20%	3%	20%
Video	43%	43%	27%	43%	7%	43%	0%	43%	43%	3%	40%
Podcasts	57%	53%	33%	47%	10%	50%	7%	23%	10%	3%	30%
Website content	47%	13%	33%	60%	10%	47%	7%	50%	47%	17%	43%
Conferences, presentations, webinars	73%	40%	63%	77%	20%	50%	17%	10%	33%	30%	27%
Email alerts	37%	0%	70%	77%	7%	47%	3%	60%	10%	0%	17%

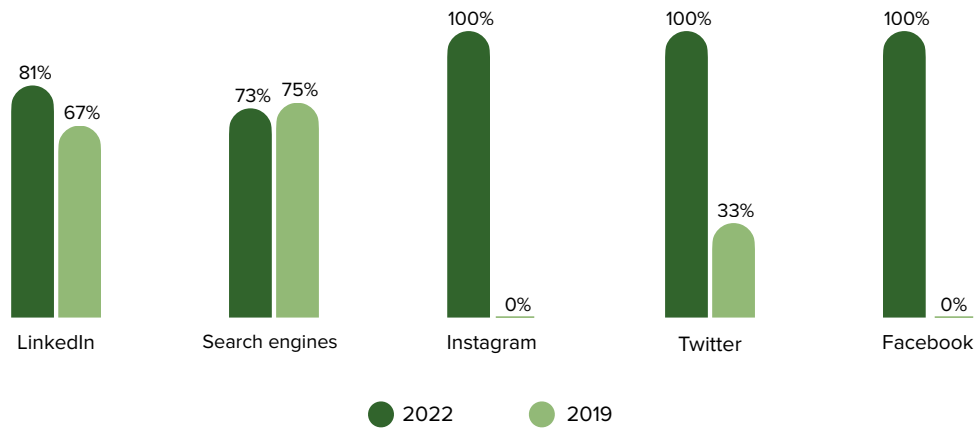
QUESTION 7

Have you engaged in any paid distribution campaigns in the past 12 months through any of the following platforms? (Select all that apply)



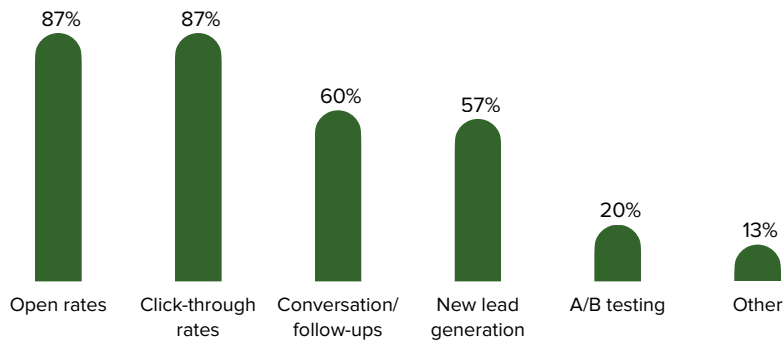
QUESTION 8

How impactful were the distribution campaigns that you employed on these specific platforms?
(Very impactful + somewhat impactful selections)



QUESTION 9

How does your firm measure ROI from content marketing efforts? What sorts of metrics are you using?
(Select all that apply)



QUESTION 10

On a scale of 0 to 10 (10 being excellent), how would you characterize the overall value of the content produced by the following? (Select one option)

	Unacceptable		Very poor			Satisfactory		Very good		Excellent	
Responses and Mean	0	1	2	3	4	5	6	7	8	9	10
Our law firm = 8.2	0%	0%	0%	3%	0%	10%	10%	27%	37%	7%	7%
Other law firms = 7.6	0%	0%	0%	0%	0%	17%	28%	38%	14%	3%	0%
Accounting firms = 8.8	0%	0%	0%	0%	0%	15%	4%	11%	37%	26%	7%
Financial services companies = 8.5	0%	0%	0%	0%	4%	15%	4%	19%	35%	12%	12%
Management consulting organizations = 9.5	0%	0%	0%	0%	0%	7%	7%	4%	21%	32%	29%

QUESTION 11

Are there specific organizations that come to mind when you think of excellent content?

Deloitte. *ERNST & YOUNG*

Gartner. **KPMG**

FORRESTER **Harvard Business Review**

pwc **BCG**

McKinsey
& Company

QUESTION 12

On a scale of 0 to 10 (10 being excellent), how would you characterize the overall quality of how law firms are distributing their content (email, LinkedIn posts, etc.)? *(Select one option)*



QUESTION 13

What would be the top reason(s) you find content produced by law firms to be anything less than excellent? *(Select all that apply)*

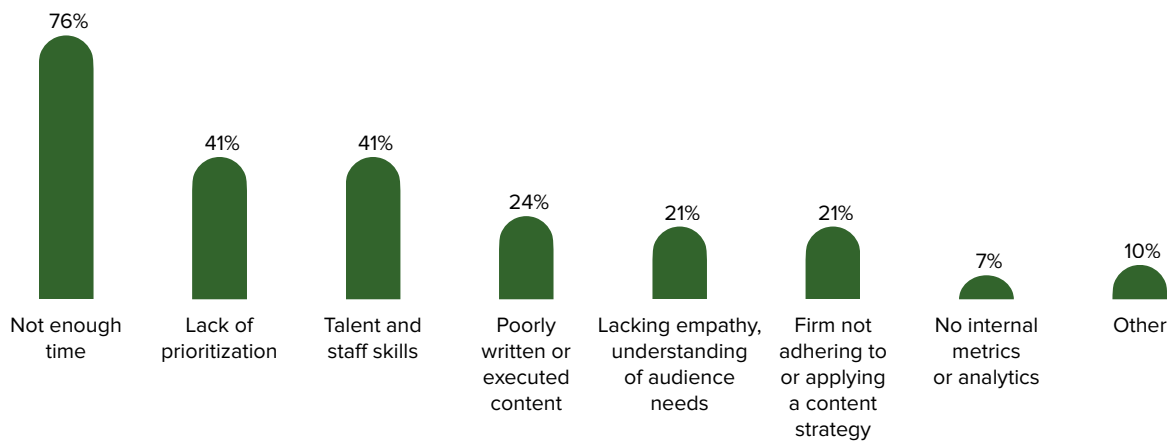
	2022	2019
Not concise	76%	N/A
Not actionable	69%	55%
Not sufficiently relevant	48%	38%
Poorly written	45%	N/A
Not strategic	41%	50%
Not timely	34%	53%
Too salesy	14%	33%
Not impartial	10%	8%
Other	14%	28%

Other responses:

Ironically, most are not salesy enough
Too much legalese
It's frequently off-point
Too much usage of industry cliches

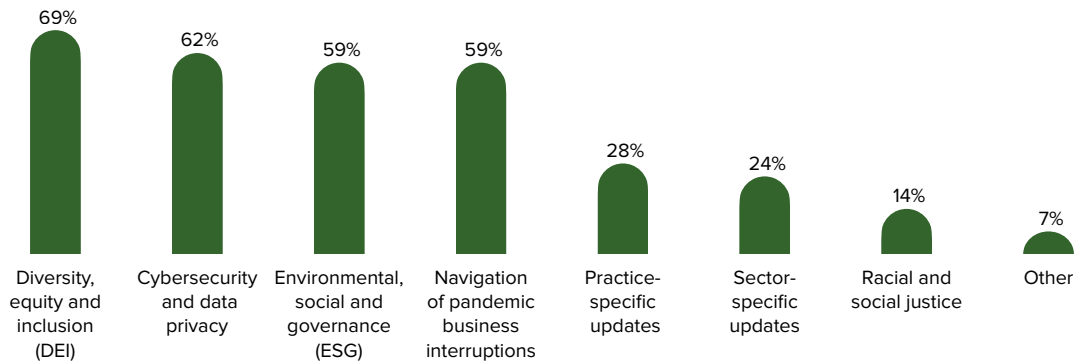
QUESTION 14

Please indicate which of the following are key internal content marketing challenges for your firm? *(Select all that apply)*



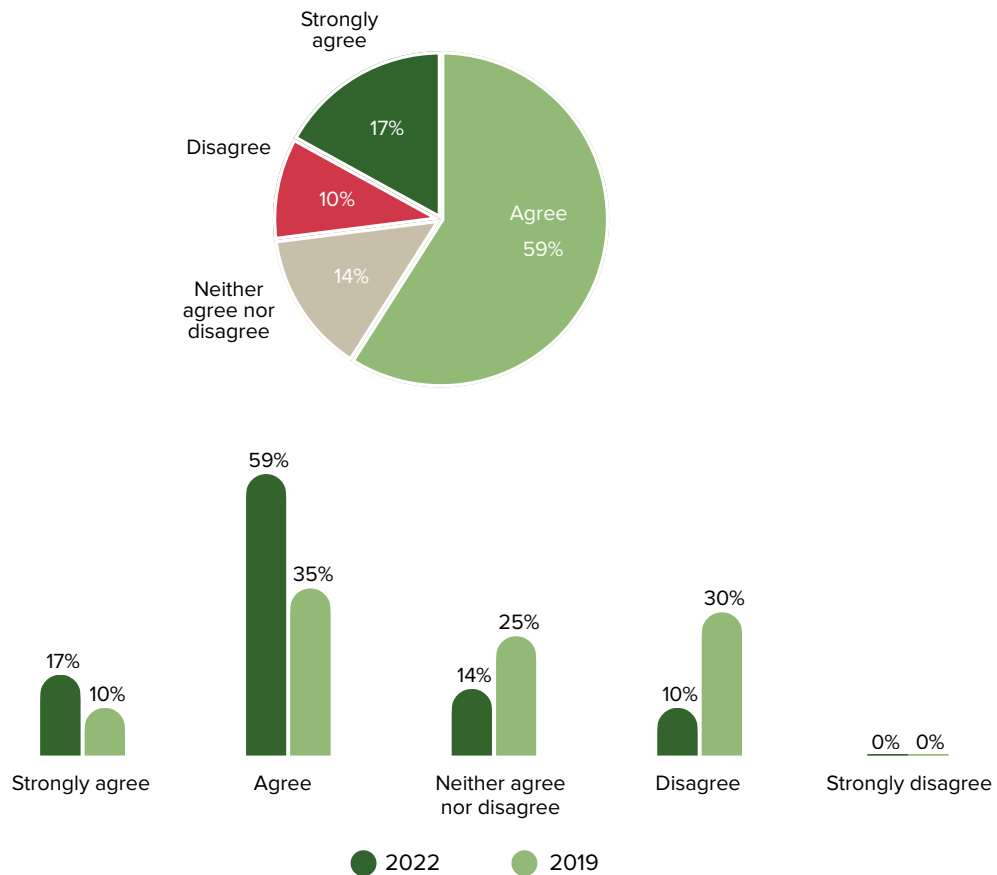
QUESTION 15

On which topics did you see the highest level of demand from clients for additional content, or increased frequency of content over the past year? *(Select all that apply)*



QUESTION 16

Please indicate your level of agreement with this statement: *“I believe that our law firm is developing its best, most differentiated content around the practices and industry groups that are in direct alignment with firm strategy.”*



Note: Question differed slightly in 2019:

“I believe that our law firm is developing its best, most differentiated content around the practices and industry groups that are in direct alignment with-what is most important to the firm.”

QUESTION 17

Please select the single greatest external content marketing challenge from your perspective:
(Select one option)

	2022	2019
Breaking through to audiences that are difficult to reach	34%	33%
Prioritizing strategic content	24%	N/A
Personalizing content for the buyer journey	10%	30%
Changes to search engine algorithms	7%	5%
Updating and documenting a firmwide content strategy	7%	15%
Changes to social media algorithms (especially LinkedIn)	3%	3%
Preparing content for voice search	0%	N/A
Other	14%	15%



CMO

— RESPONDENT DEMOGRAPHICS



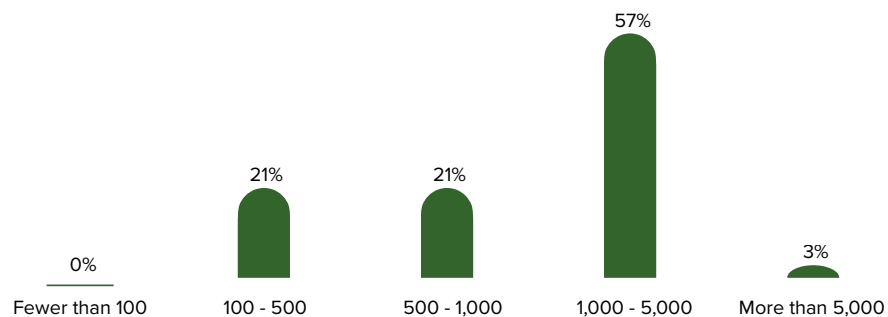
QUESTION 1

Which of the following best describes your title? *(Select one option)*

Title	
Chief Marketing and Business Development Officer	50%
Chief Marketing Officer	25%
VP or Director of Marketing	11%
VP or Director of Communications	0%
VP or Director of Business Development	0%
VP or Director of Public Relations	0%
Chief Communications Officer	0%
Other	14%

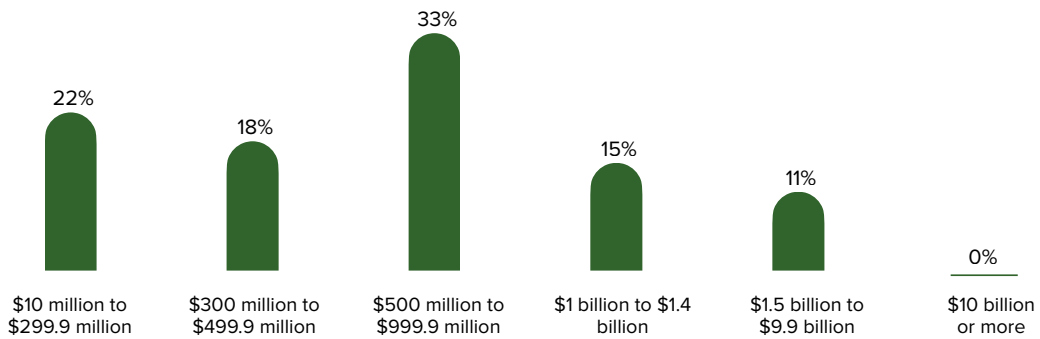
QUESTION 2

How many people does your firm employ? *(Select one option)*



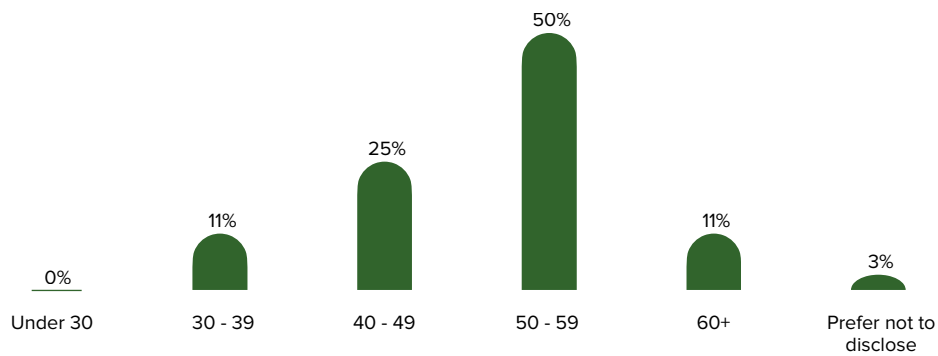
QUESTION 3

What were the estimated FY 2021 revenues of your firm? *(Select one option)*



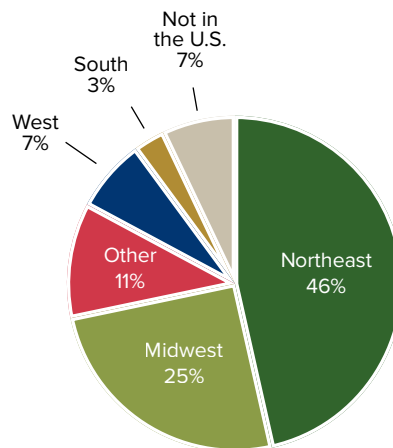
QUESTION 4

Please indicate your age range: *(Select one option)*



QUESTION 5

Where is your firm headquartered? *(Select one option)*





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