

FOLEY

FOLEY & LARDNER LLP

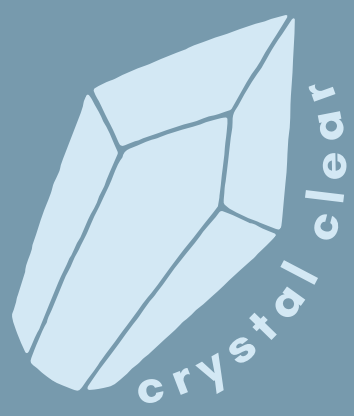
**Campaign Book
Crystal Clear**

Sarah Belasco Allison Manning

Bella Buschette Conor O'Sullivan

Sheila Cavanagh Natalija Popovic

Alejandro LaBoy Renu Venkatesh

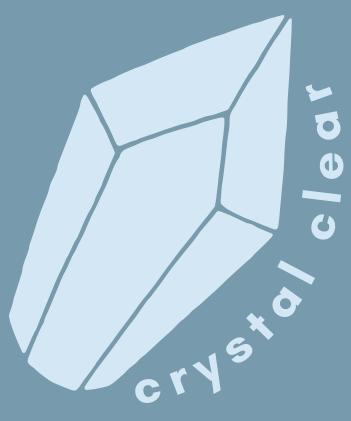


Executive Summary

Foley & Lardner LLP (Foley,) based in Milwaukee, Wisconsin, is an international business law firm focused on the constantly evolving demands facing its clients and its industries. Foley is determined in its vision to understand the issues of its clients and establish long-term relationships with them. The firm is responsible for helping its clients achieve successful outcomes and solve their legal issues through practical business advice and cutting-edge legal insight.

This campaign seeks to build Foley's brand awareness and acceptance in London and to recruit 50 lawyers to its new branch over a period of two years. We will accomplish this by implementing various communication tactics such as interpersonal communication, social media, news media, advertising and promotional media tactics in our campaign.

Diversity is a characteristic that Foley emphasizes in its mission. Crystal Clear seeks to target our campaign to reach a wide audience in order to achieve a diverse range of candidates, with diversity being defined by gender, race/ethnicity, age, physical abilities, sexual orientation, gender identity and veteran status. This will create a more inclusive and equitable environment in Foley's new office in London.



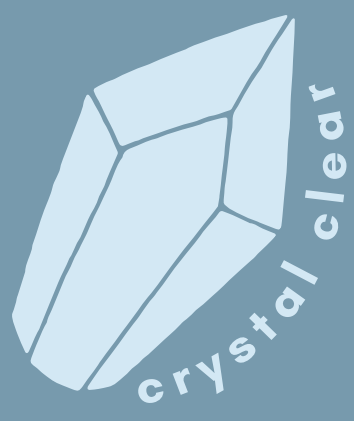
SWOT Analysis



Strengths:

Foley is one of the largest and oldest law firms in Milwaukee, which is not only one of its strengths, but also the source of many of its strengths. Due to its long term establishment, Foley has over 800 attorneys employed across the nation today. This means that it is not limited to just practicing in Milwaukee. The firm has a widespread reach and a reputation throughout the nation. Foley has the ability to make profits across the country and the numbers to sustain a larger workload.

Another strength of Foley is that it is not just a law firm, it also has business advisors. Many of Foley's attorneys come from a wide variety of backgrounds. This gives it an advantage to provide both legal advice to its clients and to assist clients from a business standpoint due to market experience. Foley may be the largest firm in Wisconsin, but it is still focused on giving a midwestern approach to performance. In other words, the firm prides itself on sophisticated talent dedicated to a long-term partnership. Foley wants to build genuine relationships with its clients rather than single deals.



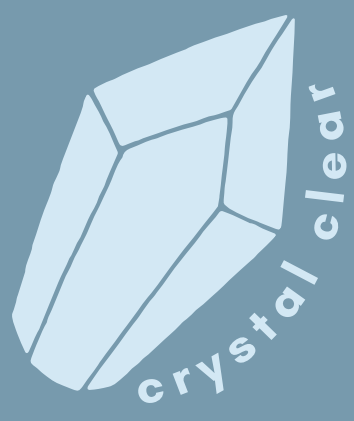
SWOT Analysis

— Weaknesses:

A key weakness at Foley is the predominant nature of white men in leadership roles. This lack of diversity must be addressed because if improved, Foley could become an industry leader in inclusion and continue to distinguish itself from competitor firms. Currently, 24 percent of partners are women and only 10 percent of partners are ethnically diverse. These numbers are not sustainable if Foley wants to continue to attract diverse clients.

Foley's current key strategies for diversity and inclusion are a good base line, but there is little evidence supporting the promotion aspect of the plan. Specifically, the promotion objective states that Foley is to "intentionally identify, train, and promote qualified individuals," yet those action statements are not reflected in the 2020 diversity report data.

Another weakness is the disconnect between the product and PR teams. Because Foley is such a large firm, it's critical that both marketing and PR teams are large enough to effectively communicate and maintain the brand image. All associates (attorneys, M&C, etc.) should be on the same page when it comes to understanding the work that the firm does, what areas should be pursued in the media and what needs more visibility. The PR teams must understand the industry trends within the firm's 60 practice groups in order to appropriately leverage its standout work.



SWOT Analysis

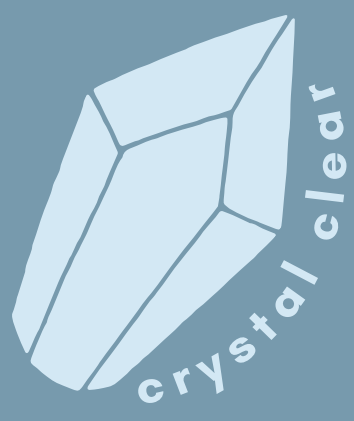


Opportunities:

There are many key opportunities that Foley can take advantage of. International relations have gained interest over the last 10 years and have offered changes for companies to expand upon their work. Foley has intended to expand its offices past American borders which would allow for client and recruitment growth. Currently, Foley only has a few offices abroad between Europe and Asia, making it a perfect opportunity to expand more offices internationally.

Another opportunity is that Foley can shift its focus to recruiting or partnering with different ethnic and identity groups. Diversity is a characteristic that Foley emphasizes in its mission statement; therefore, increasing the amount of representation among employees offers an opportunity for a greater distinction between competitors.

Many industry leaders in the law field predict more work being carried out online rather than in office in the years following the COVID-19 pandemic, especially the adaption of a hybrid model (Jeffreys, 2020). Such workplaces are predicting a similar trend after seeing how much work can be done remotely; there will not be the same expectation of daily commuting to the office as there had been in the past. Foley has the opportunity to have a more seamless transition to online operations by shifting what work that can be done online, remotely. One area where this would be an exceptional opportunity is the possibility of easily collaborating with individuals at international offices.



SWOT Analysis

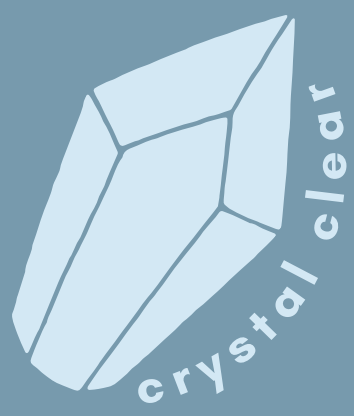


Threats:

Foley's media team did an inadequate job handling the partner who was involved with the Trump Georgia issue. This threat is something that leaves a lasting bad taste in the mouths of many people when they think of Foley. Instead of using the word "concerned," the firm needed to use words such as "do not support." Politics dominate our world today and are the catalyst of many issues. It would be best for Foley to clearly state it is unsupportive of behavior like this and move on. The public will remember news like this and always associate it with Foley.

Another threat based on external factors is a change in laws by the government. For instance, by changing some laws, firms can decriminalize actions from their clients. Firms can easily lose their clients if they are unable to adapt to and manage these changes.

One last major threat to Foley and other law firms is cybersecurity attacks. In 2018, Foley was a victim of a cybersecurity attack. Foley stated that there was no unauthorized access to client data. Cybersecurity attacks are going to be increasingly more commonplace as our world is completely digitized now. Foley must have strong security and not allow cybersecurity attacks to occur again. Clients want their information protected and Foley needs to reassure clients of this.

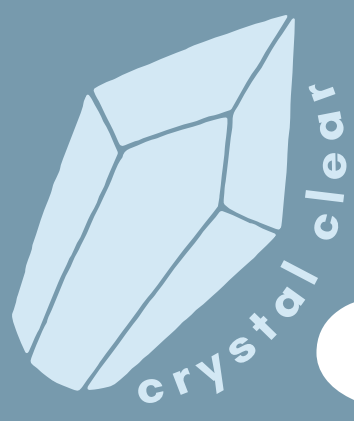


Media Scan

Foley's media presence is primarily a combination of earned, owned and shared media. The firm is well-known and recognized by local media, therefore receiving news coverage often. Blogs written by Foley associates are reposted on legal news platforms such as *JD Supra*. Social media is used to organically promote these blogs to increase audience engagement. Additionally, partners and associates are often quoted in articles on *Law360*, *Crunchbase*, *The American Lawyer*, *BNN Bloomberg*, *U.S. News & World Report*, *Law.com* and other industry-focused media outlets. These are then featured on the firm's website and on social media posts.

Traditional advertising is not what Foley focuses on. Due to a lack of paid media, Crystal Clear recommends an increase in paid advertising when expanding into London in order to achieve its objective of increased awareness and acceptance in a new market. By creating more paid media opportunities, Foley will continue to distinguish itself apart from competitors.

Social media is an effective tool for attorneys to attract new clients. The American Bar Association reports that 35 percent of lawyers who use social media have gained new clients from these channels (Shields, 2019). Foley, as most law firms, tends to be neutral and focuses on its practice, success and what it can offer as a law firm in its use of social media. Foley is doing an exceptional job of staying focused on its clients and partners.



Social Media- Breakdown



Foley's social media presence includes a combination of the following channels:

1. **Twitter (9,613 followers, 10.9k tweets)**

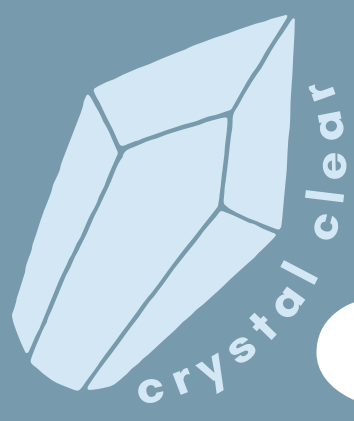
- Types of posts: Legal issues, information about employees and partners, law updates, promotions, thought leadership
- Hashtags used: offices' locations, garage to global, industry names, key words
- Six tweets per day

2. **LinkedIn (16.5k followers, 2.537 employees)**

- Types of posts: Promotions, client features, annual competitions to engage the audience, podcast videos, thought leadership
- Hashtags: FoleyDiversity, Foley
- Posts about nine times per week

3. **Facebook (1.585 likes the page, 1.994 followers)**

- Types of posts: Legal issues, information about employees and partners, law updates, promotions, thought leadership
- Hashtags used: office locations, garage to global, industry names, key words
- Posts are inconsistent
- Used less than Twitter and LinkedIn



Social Media- Breakdown



Competitor media presence:

- **Allen & Overy**

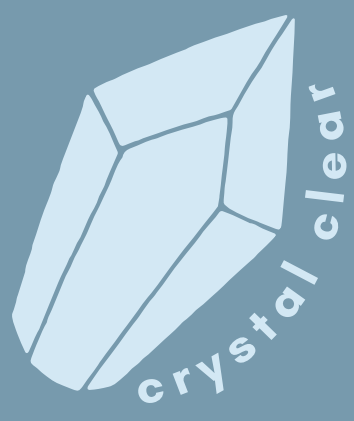
- Twitter (38.6k followers, 3,156 tweets)
 - Types of posts: promotions, new hires, thought leadership, white papers
 - Posts about 10 times per week
- LinkedIn (178k followers, 6,816 employees)
 - Types of posts: podcast features, award announcements, new hires, promotions, written reports
 - Posts about 10-11 times per week

- **Linklaters LLP**

- Twitter (28.6k followers, 2,863 tweets)
 - Types of posts: podcast series, CSR announcements, industry updates, thought leadership
 - Inconsistent posting; every once in a while
- LinkedIn (145.9k followers, 6,567 employees)
 - Types of posts: award announcements, podcast series, thought leadership
 - Posts five to seven times per week

- **Slaughter and May**

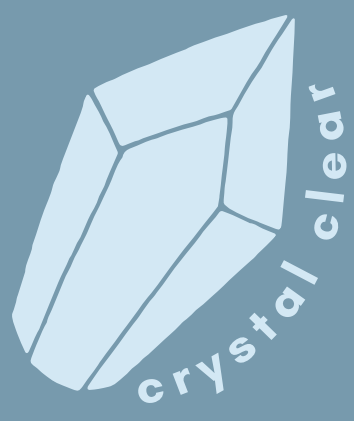
- Twitter (3,202 followers)
 - Types of posts: deal announcements, partnership announcements
 - Posting inconsistent; few times per week
- LinkedIn (48.1k followers, 1,556 employees)
 - Types of posts: podcast series, thought leadership, law student competition, climate change, webinars
 - Posting inconsistent; several days per week



Objectives

Crystal Clear is committed to expanding Foley's international presence by increasing brand awareness and gaining acceptance from Fortune 500 companies as a trusted global business advisor. Over a period of two years, we will establish one new office in London and recruit 50 attorneys, with 50 percent being diverse (gender, race/ethnicity, age, physical abilities, sexual orientation, gender identity, veteran status).

By having more diverse staff represent various backgrounds and identities, there will be more potential to get interest from new clients who feel that they will be fairly represented at Foley. A company's internal environment is how future clients see the company. Instead of having only large clients, we also want to represent smaller businesses owned by minorities to relate with Foley.

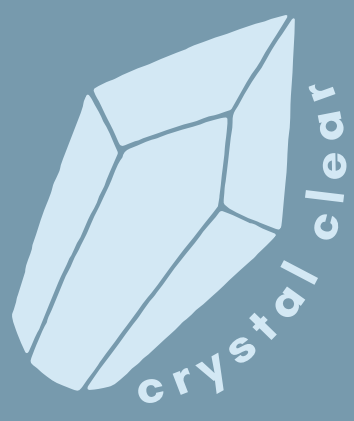


Campaign Goals

Crystal Clear understands the importance of building and maintaining lasting relationships with communities, Fortune 500 companies and publics in England as it expands its presence in London.

Management Goal

Crystal Clear focuses on achieving relationship management goals. These goals will be accomplished by building strong connections with our key publics through brand awareness in order to increase acceptance of Foley.

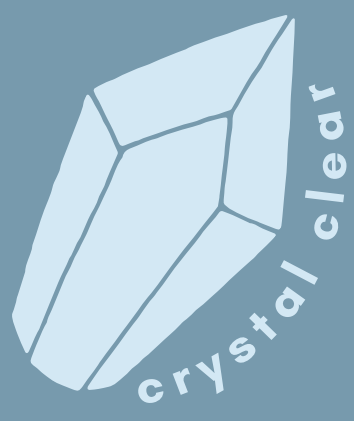


Key Publics

Crystal Clear is focusing its efforts primarily on recruiting individual attorneys in London to work at Foley to expand its international relations. The secondary target audience will focus on customers such as international business clients and Fortune 500 companies in an effort to create a strong international client base.

Foley's website states, "Foley embraces and strives for diversity not only in terms of our people, but also in the unique ideas and perspectives each person brings to the firm. The strength and success of our law firm requires the inclusion of people with different insights and experiences, which results in more creative and innovative solutions to your legal and business challenges. As we work to promote diversity and inclusion at Foley, it all comes together for a single goal: providing you with the highest level of service and innovative legal thinking" (Foley). Understanding that Foley aims to create long-term relationships with its clients, we are committed to diversifying its employees in a new London office to ensure that everyone has the equal chance to work at Foley and feel welcomed and accepted by the company.





Strategies

Crystal Clear will develop a proactive, integrated marketing plan using multiple channels to grow awareness among publics in London, gain cultural acceptance within the community and move potential lawyers to apply to work at the firm.

Our long-term focus includes establishing an inclusive and diverse workplace. Foley aims to produce effective and qualified individuals from unique backgrounds. By diversifying its workforce, Foley will increase brand recognition through recruiting individuals in London. In the first year, Foley plans to solidify its presence as a top law firm in London.

Key Messages

Foley is not just a law firm; it is sophisticated talent dedicated to building long standing relationships.

- Using interpersonal-based methods, Foley will cultivate an inclusive environment.

Foley's strength lies in differences, not in similarities.

- Foley is dedicated to creating a diverse environment by building relationships with people of all backgrounds and identities.

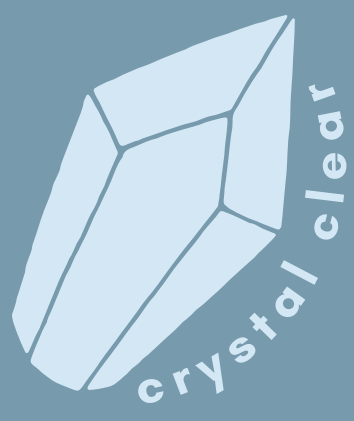
Foley identifies, trains and promotes qualified individuals who are committed to providing the highest level of service and innovative legal thinking.

- Foley commits time to the success of our people by establishing enduring opportunities year round for long term prosperity.

Foley is dedicated to creating success by putting client service first.

- Professional satisfaction is crucial to Foley and it will ensure this by committing time, talent and energy to the clientele.

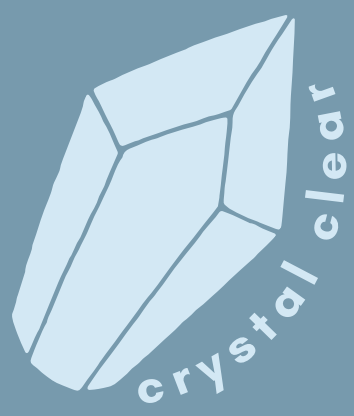
Our goal is to communicate what Foley is as a company in London. The main message we want to get across is that Foley values diversity and inclusion and emphasizes it as the main approach when recruiting attorneys to the new office in London. We plan to emphasize the firm's diversity and inclusion mission statement and to restate its goals: "Foley is dedicated to fostering an environment that embraces differences, promotes equality, and engenders mutual respect, thereby creating a culture of inclusion where everyone has the opportunity to excel. We are committed to recruiting, retaining, and promoting diverse attorneys, thereby resulting in a diversity of perspectives that benefits the firm, our clients, and the communities in which we practice" (Foley).



Tactics

An interpersonal communication tactic that would be applied is a networking event. There will be several held throughout the recruitment period. The first event will take place on Sept. 16, 2022 at 7 p.m. at the Wentworth Club. The Wentworth, located in the Southwestern fringes of London, has an iconic 1920's clubhouse and Burma Bar where potential candidates can meet with recruiters and members of Foley's board. This will help give interested applicants a chance to better get to know Foley. It will in turn help give recruiters a chance to recognize strong, potential hires and set up interviews. Through this event, the goal of hiring 50 lawyers within the initial two years will be met. See flyer in Figure A in Appendix.

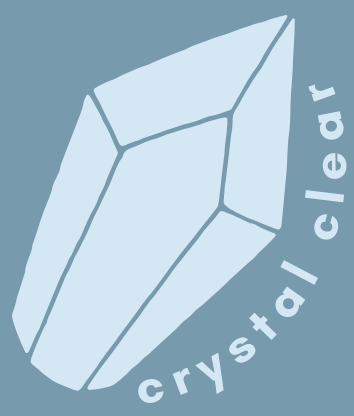
One of the organizational and social media tactics Crystal Clear will use is an Instagram ad. Instagram is the fourth most popular social media platform in London. Over 14 million people use Instagram in England and the platform has a popularity rating in the country of 99 percent (Social Media, 2020). Some of the ads will promote the networking event and list information about it. Other Instagram ads will focus on securing Foley's presence in London. They will feature the news that Foley is expanding to London and looking for diverse candidates. The social media ads will help solidify Foley's presence in London because they will be viewed by millions of users in London. See Figure B in Appendix.



Tactics

A news media tactic that will be utilized is a press release. The release topic will be about Foley expanding its presence to London and creating an inclusive workplace by hiring a diverse array of candidates. The press release will also have information about the first networking event that will take place at the Wentworth Club. Crystal Clear will circulate the press release to major news publications in London such as The Sun, London News, BBC, The Guardian and the Daily Mirror. The news release will help introduce Foley to the people of London and solidify its presence there. It will also assist with reaching the goal of hiring 50 lawyers within the first two years by informing people that Foley will be actively recruiting. See Figure C in Appendix.

An advertising and promotional media tactic that Crystal Clear will make use of is a bus station ad. London's iconic red buses are the most popular mode of transport, with endless routes throughout all of London. Over two billion passengers use the red buses each year so the ads will reach a large number of people (Headout, 2019). The ad will feature the news that Foley is expanding to London and actively looking to recruit diverse members. This tactic will help accomplish the goal of hiring 50 lawyers within the opening two years by informing the public that Foley is looking for diverse candidates. See Figure D in Appendix.

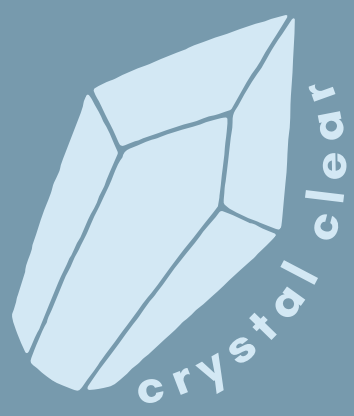


Media Schedule & Timeline

Crystal Clear came to the consensus that the tactics above will be deployed in London to signify the launch of Foley's new U.K. branch and aid in its global expansion. The main launch of the tactics and campaign will take place in January 2022. This is when most recent graduates from law school and prospective employees are looking for employment.

Based on the University College London, its academic terms are split between three terms. The first academic term runs from September through December within a year. The second term runs January through March. The third term starts in April and ends in June. Similar to the academic system within the United States, the first academic term (fall term equivalent) is when a majority of students join. Similarly, students typically have their graduation ceremony at the end of their third term.

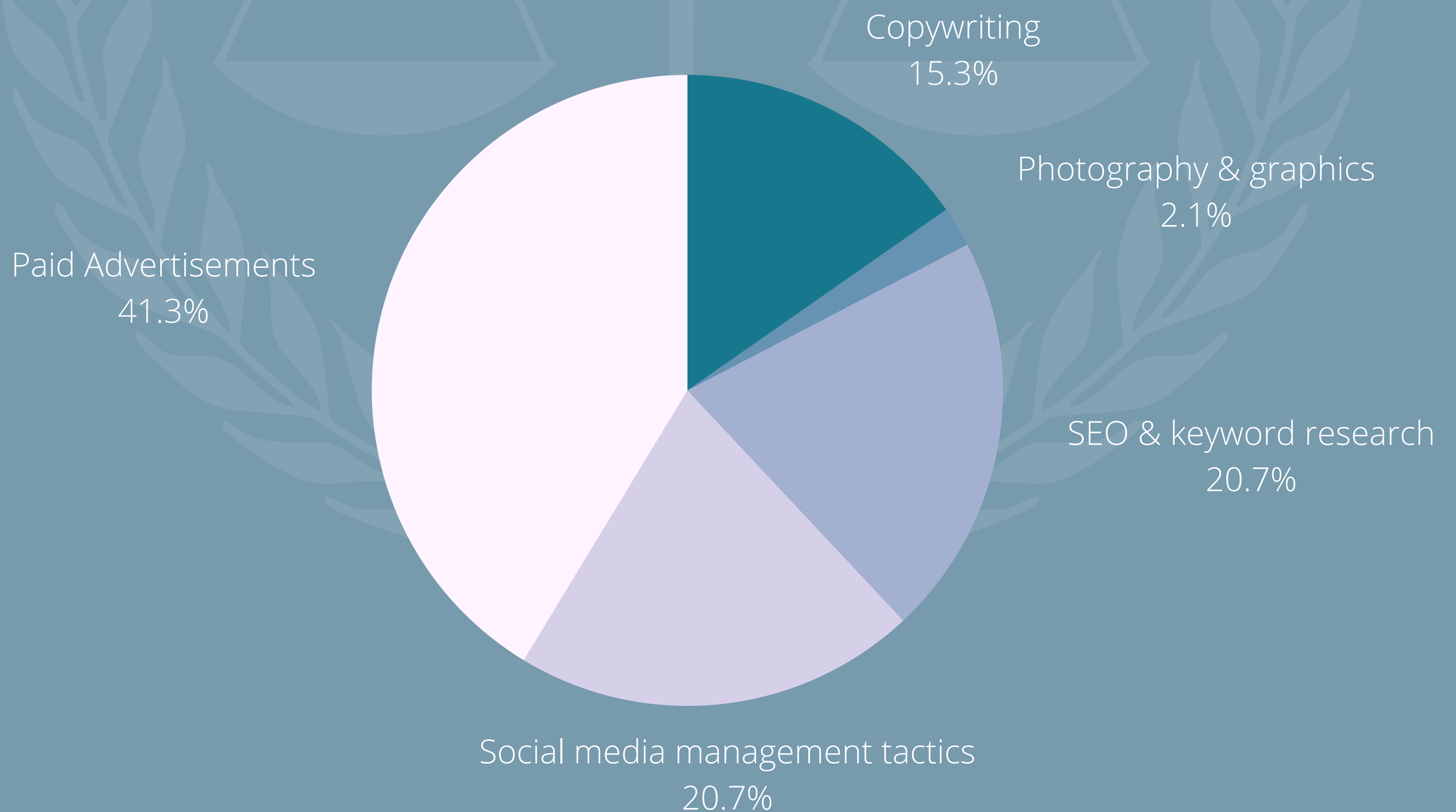
The advocacy and research portion of our campaign will take place in the spring and summer of 2022, beginning as early as January of 2022. Identifying the target audience will take place concurrently, through July. These activities will aid us in identifying our goals and strategies.

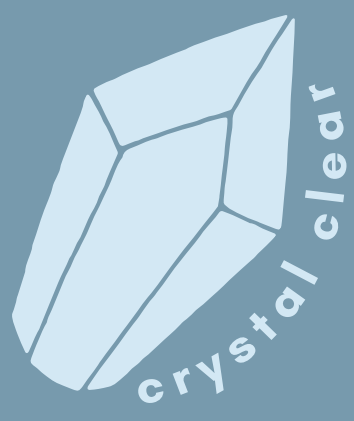


Budget

Crystal Clear plans to utilize a budget of \$400,000 to create a strategic plan to recruit a diverse team for the new London office. This budget does not include allocated funds to purchase the new office space; however, it does include all travel expenses for current leadership to assist with the transition process.

- Copywriting: \$44,400
- Photography and graphics: \$6,000
- SEO and keyword research: \$60,000
- Social media management tactics: \$60,000
- Paid advertisements: \$120,000
- Employee and Management Training: \$109,600
- **Total: \$400,000 budget**

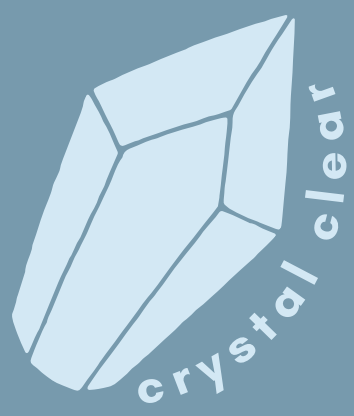




Evaluation

Face-to-face communication is the strongest form of communication and most persuasive. Our objective is to expand Foley's international presence by increasing brand awareness and gaining acceptance from Fortune 500 companies as a trusted global business advisor. We want to recruit at least 50 attorneys with 50 percent of them being diverse over the course of two years (gender, race/ethnicity, age, physical abilities, sexual orientation, gender identity, veteran status). Crystal Clear plans to utilize interpersonal communication tactics such as open houses and networking events to begin the robust recruiting process.

We will measure the success of our tactics based on the number of people who attend our events. More people means more opportunities to recruit diverse employees. In turn, we will also measure success based on how much our brand awareness increases through social media. By the end of our campaign, we want a five percent increase in organic search results to Foley's Facebook page. Increasing our social media engagement is crucial to measuring the success of our campaign. Finally, Crystal Clear will measure the outcomes of open houses and networking events. Ultimately, success from these events means not only meeting our desired number of 50 attorneys, but exceeding this number. Most importantly, meeting that 50 percent diverse recruits target.



Appendix

Social Media Tactics



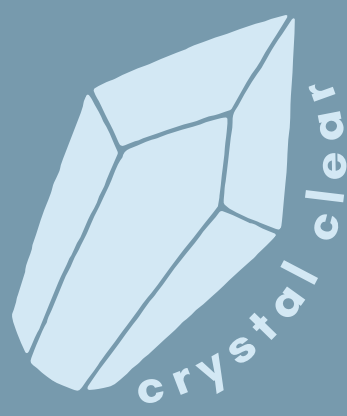
Figure A

Flyer

Instagram



Figure B



Appendix

Press release

For more information:

Crystal Clear
Media Relations
(414) 777-3535
mediarelations@crystalclear.inc



FOR IMMEDIATE RELEASE

Foley Announces Expansion Into the United Kingdom, Opens First London Branch

LONDON - Foley & Lardner LLP announced today that it will open its first London branch in January 2023 as part of the firm's mission to deepen its presence in the United Kingdom. To carry out its commitment of fostering an equitable and inclusive environment where all can excel, Foley will recruit 50 attorneys by the summer of 2023 with 50 percent being of diverse backgrounds. The recruiting process will begin in September 2022.

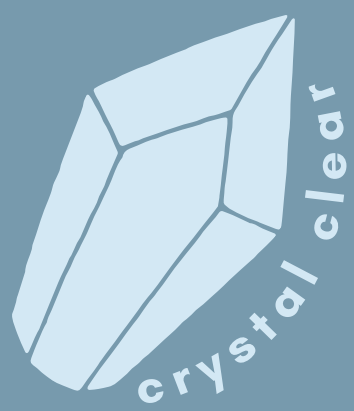
The firm is searching for a diverse range of candidates dedicated to providing the highest level of client service and innovative legal thinking. Diversity, under these terms, includes gender, race, ethnicity, age, physical abilities, sexual orientation, gender identity and veteran status. Foley will host its first networking event on Sept. 16, 2022 at 7 p.m. at the Wentworth Club. The event is open to anyone interested.

"We are thrilled to launch our first London office and take a significant step forward in implementing our strategic recruiting plans," said [Jay Rothman](#), chairman and CEO of the firm. "This clear focus on diversity and inclusion will enhance Foley's capabilities of providing the highest level of service to clients while also growing our presence in such an important market. Our presence in the UK has been long awaited and we are incredibly excited to begin business there."

###

About Foley & Lardner LLP

Foley & Lardner LLP looks beyond the law to focus on the constantly evolving demands facing our clients and their industries. With approximately 1,100 lawyers in 24 offices across the United States, Mexico, Europe and Asia, Foley approaches client service by first understanding our clients' priorities, objectives and challenges. We work hard to understand our clients' issues and forge long-term relationships with them to help achieve successful outcomes and solve their legal issues through practical business advice and cutting-edge legal insight. Our clients view us as trusted business advisors because we understand that great legal service is only valuable if it is relevant, practical and beneficial to their businesses.



Appendix

London bus ad



Figure D