

# The Digital Dilemma

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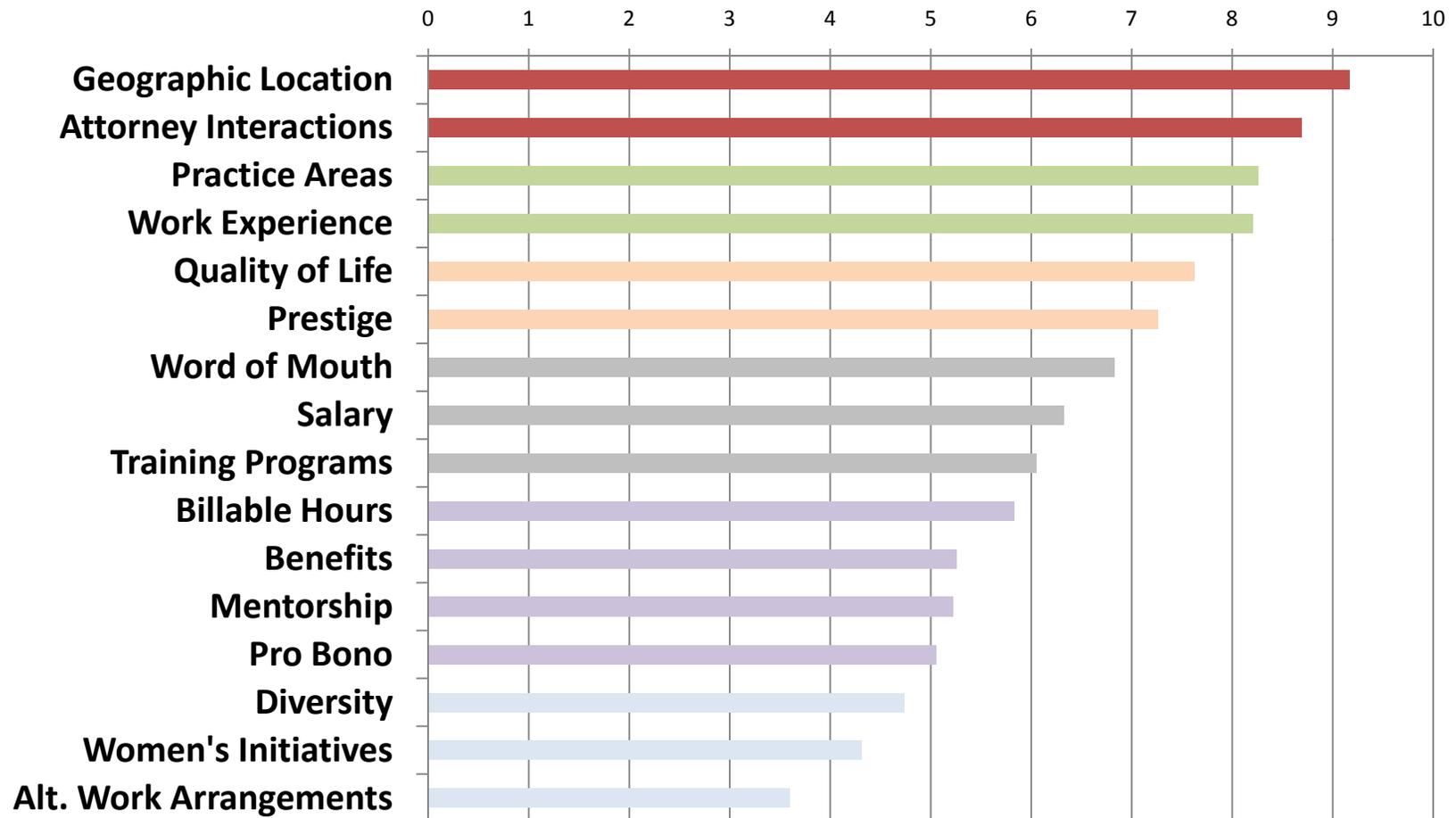
# Agenda

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- Understanding the Audience
- Evolution of Websites
- Video and Brochures
- LinkedIn
- Twitter
- Other Forms of Social Media
- Questions and Comments

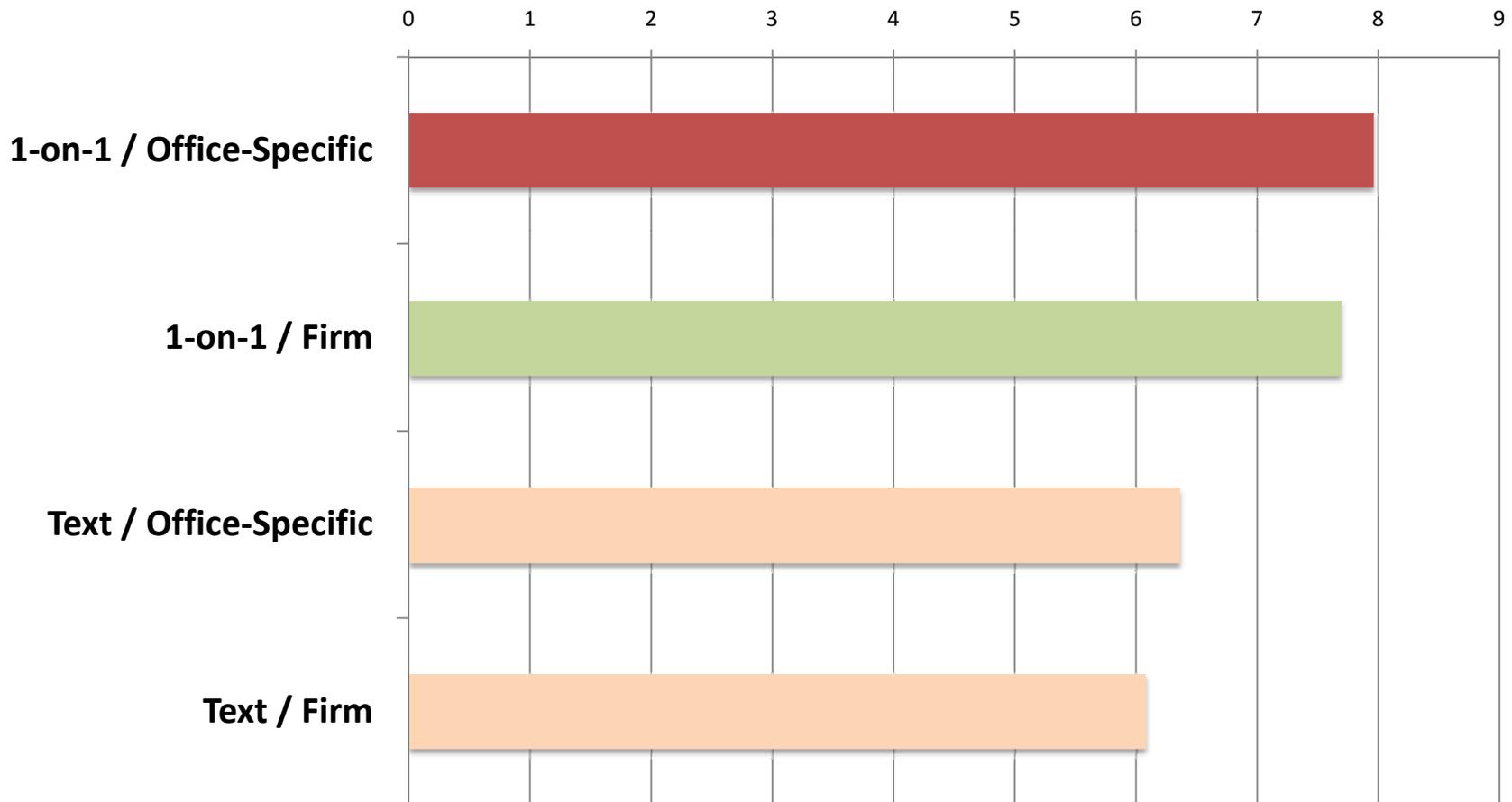
# HLS STUDENT SURVEY RESULTS

What's most important to students when deciding where to work?



# HLS STUDENT SURVEY RESULTS

What kinds of content are most useful to students?

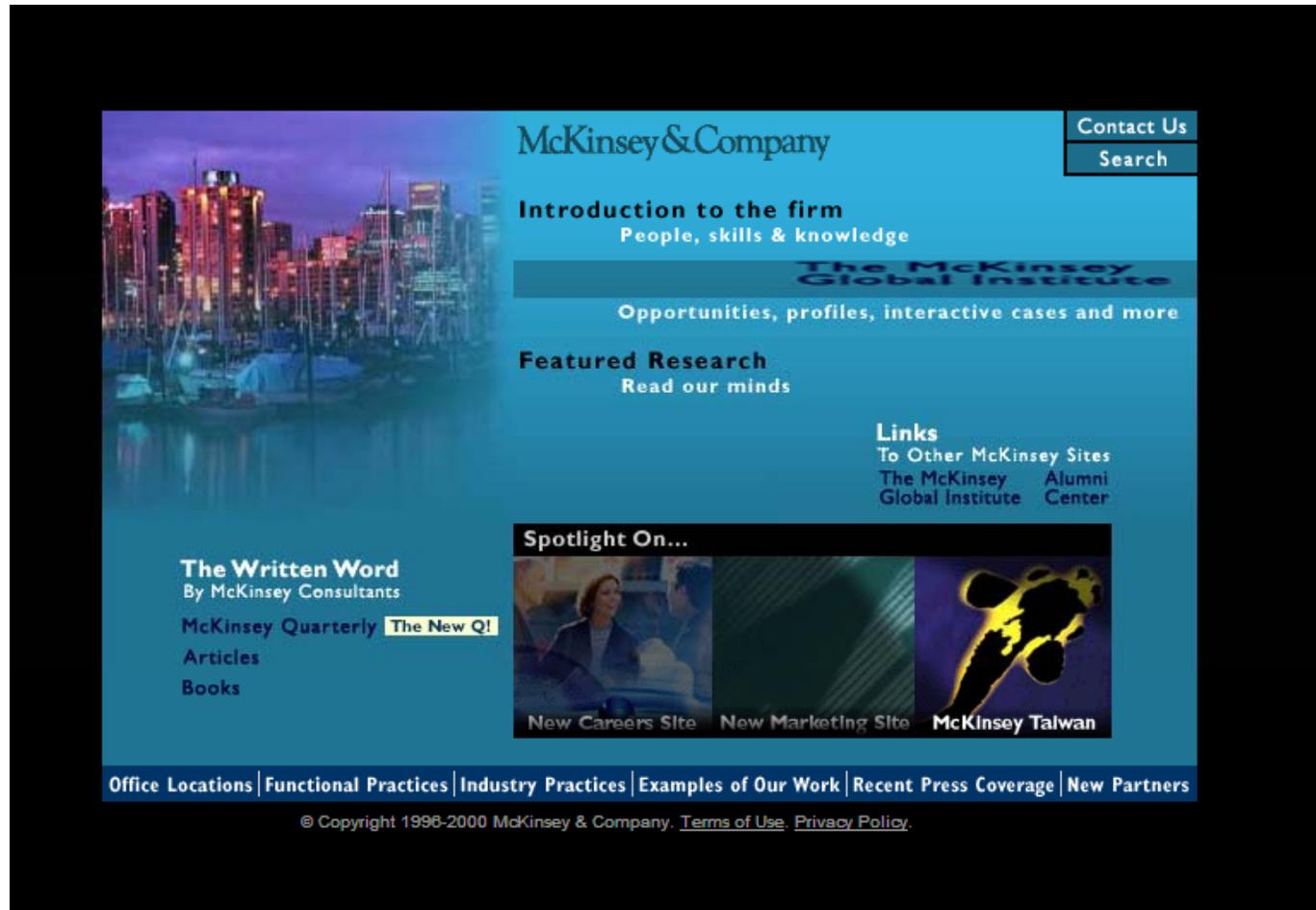


# HLS STUDENT SURVEY RESULTS

How much time do students spend on social media each week?

ITEM	No Time	less than 1hr	1-2hrs	more than 2 hrs
Facebook	6.1% 61	20.1% 201	23.7% 237	50.1% 501
Twitter	76.4% 764	13.8% 138	4.4% 44	5.4% 54
LinkedIn	57.4% 574	38.4% 384	3.5% 35	0.7% 7
YouTube	15.7% 157	57.0% 570	15.9% 159	11.4% 114
AboveTheLaw.com	36.5% 365	33.6% 336	18.7% 187	11.2% 112
Other Blogs	25.9% 259	24.2% 242	22.5% 225	27.4% 274
<b>Average %:</b>	<b>36.3%</b>	<b>31.2%</b>	<b>14.8%</b>	<b>17.7%</b>

# McKinsey, circa 2001



# McKinsey, circa 2004

**McKinsey & Company**

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SEARCH  GO

**SERVICES**  
We serve clients through our industry and functional practices.  
( select a service )

**OFFICES**  
We have offices in more than 40 countries worldwide.  
( select a location )

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Original research on critical economic issues  
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Our latest thinking on business strategy  
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**News and Ideas**

**NEW HORIZONS: MULTINATIONAL COMPANY INVESTMENT IN DEVELOPING ECONOMIES**  
**McKinsey Global Institute**  
A new report suggests that both multinational companies and developing economies could find enormous benefits through foreign direct investment. But global expansion has its pitfalls as well as its opportunities, and CEOs as well as policy leaders need to understand them both.  
[Read more >](#)

**IN THE FRAY**  
**Featured Article**  
Music executives are learning that audiences will pay for the privilege of receiving music the way they want it.  
[Read more >](#)

**LEARNING TO GROW AGAIN**  
**McKinsey Quarterly**  
Managing Director Ian Davis contends that companies should ask three critical questions as they shift to expansion mode.  
[Read more on The McKinsey Quarterly site >](#)

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# McKinsey, circa 2008

McKinsey & Company

The McKinsey Quarterly  
McKinsey Global Institute  
Ideas >>

Client Service >> About Us >> Careers

## Highlights and Features

### Preparing for China's urban billion

If current trends hold, nearly one billion people will live in China's cities by 2025. By pursuing a more concentrated urbanization path guided by action to boost urban productivity, local and national policy leaders would maximize the benefits to China's economy and environment.  
[Read more on the McKinsey Global Institute site >](#)  
[View interactive graphic overview](#)

### The case for investing in energy productivity

Additional annual investments in energy productivity of \$170 billion through 2020 could cut global energy demand growth by at least half while generating average internal rates of return of 17 percent. Such outlays would also achieve significant energy savings and cuts in greenhouse gas emissions.  
[Read more on the McKinsey Global Institute site >](#)

### The promise of prediction markets: A roundtable

Although they draw together widely dispersed information, prediction markets face organizational and legal challenges.  
[Read more on the McKinsey Quarterly site >](#)

### The granularity of growth: How to identify the sources of growth and drive enduring company performance

Breakthrough thinking on growth that challenges conventional wisdom. Analysis of hundreds of large companies shows that growth originates in granular parcels and largely depends more on where, not how you compete.  
[Read more >](#)

[Contact](#) | [Site Map](#) | [Locations](#) | [Local Language Information](#)

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# McKinsey, 2011 to now

The screenshot shows the McKinsey & Company website. At the top left, the logo 'McKinsey&Company' is displayed. The main banner features the text 'Big Data' in large, light blue letters, with a network diagram of nodes and lines behind it. Below this, the text 'What's your plan?' is followed by a sub-headline: 'Advanced analytics is defining the difference between winners and losers. Here's how to get started »'. A red arrow points from the search bar area down to a blue circular button with a white left-pointing arrow, labeled 'McKinsey Overview'. Below the banner, there is a section titled 'More from McKinsey' with three featured articles: 'Urban World: New app', 'Rethinking infrastructure', and 'Health International'. On the right side, there is a vertical navigation menu with links for 'Client Service', 'Insights & Publications', 'About Us', 'Alumni', 'Careers', and 'Global Locations'. Below the menu is a search bar with a magnifying glass icon. At the bottom right, there are links for 'Contact us', 'Site map', 'Privacy policy', 'Frequently asked questions', 'Terms of use', and 'Local language information', along with a copyright notice: '© 1998-2013 McKinsey & Company'.

# McKinsey, 2011 to now

**McKinsey&Company**

- Client Service
- Insights & Publications
- About Us
- Alumni
- Careers
- Global Locations

Search

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Our mission: To help leaders make distinctive, lasting, and substantial improvements in performance, and constantly build a great firm that attracts, develops, excites, and retains exceptional people.

[» About Us](#)

**127** languages  
Our consultants come from a remarkable range of cultural and educational backgrounds

**90** percent  
We serve the majority of the world's 100 largest companies  
[» Client Service](#)

**600** thousand hours  
We make substantial investments each year to develop new knowledge and insights  
[» Insights & Publications](#)

Find one of our 102 global offices

**McKinsey in Africa**  
Regardless of location, clients have access to our global network of experts via industry and functional practices that concentrate knowledge and expertise on issues that matter.  
[» View list of global offices](#)

Industry practices      Functional practices

# Websites – Trends

McKinsey&Company

Client Service  
Insights & Publications  
About Us  
Alumni  
Careers  
Global Locations

Search

## Careers

What you'll do | How you'll grow | McKinsey life | Roles | Your background | Apply

### Where McKinsey can take you

"McKinsey has seen more of its alumni go on to be chief executives of other companies than any other firm."

*The Economist*

There are more than 24,000 McKinsey alumni representing virtually every business sector in more than 100 countries. They lead large organizations—more than 230 are CEOs of companies with more than \$1 billion in annual revenue. They create new organizations—more than one in five have started a business—and they head major educational institutions, leading nonprofits, and government agencies worldwide.

#### A growing network

People build relationships here that last long after they leave. They call on each other for expertise and support. They open doors, make connections, and focus on shared interests and opportunities. McKinsey plays a central role in helping alumni stay in touch with the firm and each other.

#### Pursue new opportunities

Many of our consultants go on to be leaders in both business and nonbusiness organizations. Many are entrepreneurs. Others head philanthropic foundations, educational institutions, and other organizations in the social sector. And some are in government or pursuing their passion for inventing, filmmaking, or art.

Alumni Center web site  
See what McKinsey alumni accomplish at the Alumni Center web site.  
[Visit the Alumni Center](#)

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# Websites – Trends

**McKinsey&Company**

- Client Service
- Insights & Publications
- About Us
- Alumni
- Careers
- Global Locations

Search

**Careers**

What you'll do | How you'll grow | **McKinsey life** | Roles | Your background | Apply

[Back to Find a consultant](#)

# Hannah

Role: Associate University of Pennsylvania

"I was immediately struck by how down-to-earth people at McKinsey are, and by the level of connection, both personally and professionally, I was able to make with the leaders here."

2003 HSBC Bank

2008 Summer Intern at McKinsey

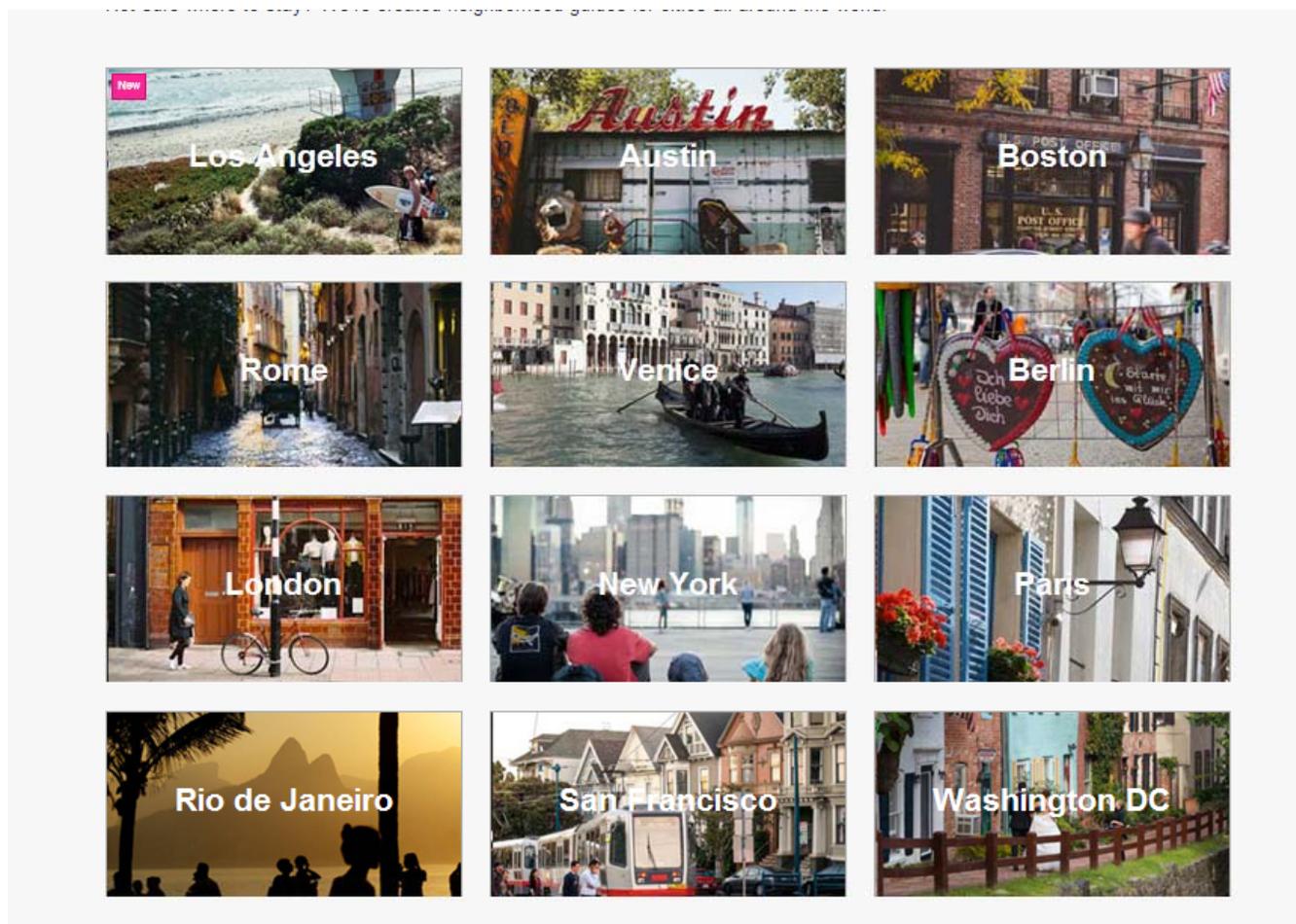
2009 Joined McKinsey as an Associate

2010 **Transferred to McKinsey's DC Office**  
In my first year at the Firm, I'd already had a very broad experience and was interested in doing more work in the social sector.

Contact us  
Site map  
Privacy policy  
Frequently asked questions  
Terms of use  
Local language information

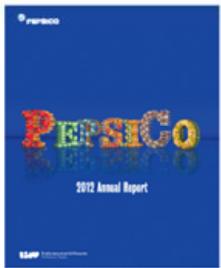
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# Websites – Trends

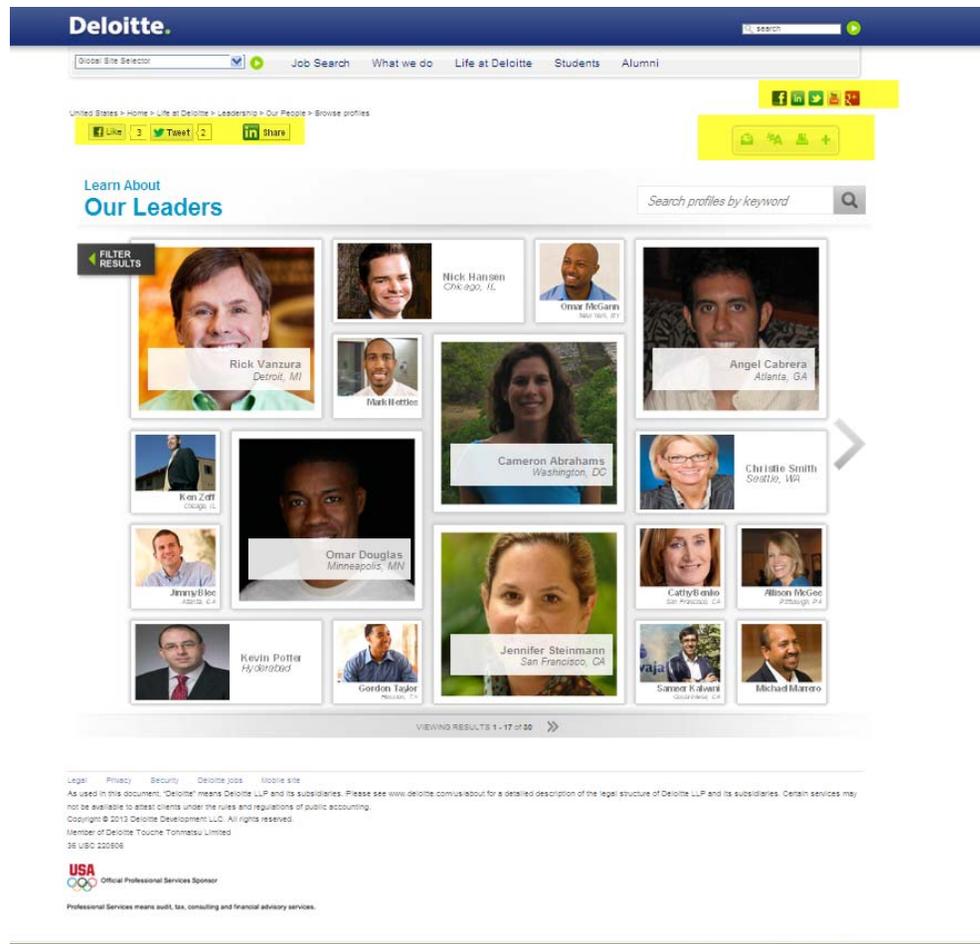


# Websites – Trends



<b>News &amp; Press Releases &gt;</b>		
 Performance		
PepsiCo Announces Q1 2013 Earnings <a href="#">READ MORE &gt;</a>	PepsiCo Q1 2013 Earnings Call <a href="#">LISTEN &gt;</a>	Chairman and CEO Indra Nooyi on 'Mad Money' with Jim Cramer <a href="#">WATCH &gt;</a>
		 PepsiCo 2012 Annual Report Learn more about the company's performance and strategic vision in the 2012 Annual Report. <a href="#">READ MORE &gt;</a>

# Websites – Trends



# Websites – Trends

The screenshot displays the GE Careers website interface. At the top, the GE logo and the tagline "imagination at work" are visible. The main content area features two news articles. The first article, dated April 20, 2013, is titled "GE Opens Thousands of #Patents to #Garage Inventors from the #Quirky Community" and discusses GE's collaboration with the Quirky community. The second article, dated April 19, 2013, is titled "All Roads #LED to #Cleveland: GE's #Nela Park Celebrates Centenary" and features a photograph of streetlights at night. To the right, there is a "SEARCH JOBS" section with a search input field and a "Search jobs" button. Below that is a "JOIN OUR TALENT COMMUNITY" section with a text input field and a "Subscribe" button. A vertical sidebar on the right contains a "SEARCH JOBS" button, a "JOIN OUR TALENT COMMUNITY" button, and an "EMPLOYEE PROFILES" section featuring a profile for Kristi, GE Healthcare's Commercial Leadership, with a small portrait photo.

## GE Careers

April 20, 2013

### GE Opens Thousands of #Patents to #Garage Inventors from the #Quirky Community

For the first time in its history, GE is making thousands of patents available to the Quirky community of garage inventors. GE and Quirky will also launch a co-branded product line of app-enabled consumer devices that can bring the Industrial Internet to the home. [Read More](#)

[READ MORE](#) | [No comments](#) | [Permalink](#) | [Share this](#)

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April 19, 2013

### All Roads #LED to #Cleveland: GE's #Nela Park Celebrates Centenary



GE's Nela Park, America's first industrial park, is 100 years old today. But it keeps churning out innovations like big data software systems to allow cities and towns to remotely manage, monitor and adjust their street lights and alert utilities to power outages.

**SEARCH JOBS**

Finding the right job is never easy, but whether your passion is to change the way people think about healthcare, help inform the world, or create a solution for water scarcity, GE could be just the right place for you to build a great career.

**JOIN OUR TALENT COMMUNITY**

Stay connected by joining our network! Enter your e-mail and tell us a bit about yourself, and we'll keep you informed about upcoming events and opportunities that match your interests.

E-mail

**EMPLOYEE PROFILES**

 **Kristi**  
GE Healthcare's Commercial Leadership

# Websites – Trends

The screenshot displays the Accenture Careers website. At the top, there is a navigation bar with links for 'About Accenture', 'Newsroom', 'Latest Hiring', 'Careers', and 'Contact Us'. Below this is a dark red header with the Accenture logo and the tagline 'High performance. Delivered.' The main navigation menu includes 'Careers Home', 'About Careers', 'Meet Our People', 'Working At Accenture', 'Job Search', and 'Where Do I Fit?'. There are also links for 'Sign In for Personalized Content' and 'New? Start Here'.

On the left side, there are options for 'E-mail', 'Print', and 'Share' (with social media icons for Facebook, Twitter, LinkedIn, and Pinterest). Below these are 'Like' and '+1' buttons. A 'Save' button is also present. A section titled 'Browse our Interactive Map' features a world map with location pins.

The main content area is titled 'Accenture Career Blogs'. It includes a paragraph about ongoing communications regarding technology and careers. Below this are three blog entries:

- Accenture Recruiters Blog**: The Accenture Recruiters Blog offers the personal opinions, experiences and thoughts of Accenture recruiters. Follow this blog for insight into careers at Accenture and our recruiting process.
- Consulting Careers Blog**: At Accenture, we offer greater opportunity, greater challenge and greater satisfaction. Read the personal thoughts and experiences of some of our analysts and consultants as they share insights from their journeys to discover how great they can be with a consulting career at Accenture.
- Consulting Intern Blog**: Meet Accenture interns and learn about their internship experience as they spend a summer working with us and finding out first-hand what life as a consultant is all about.

At the bottom of the blog section, there is a 'Social Media Networks' link with the text: 'Connect with more Accenture employees on our social media channels. Follow us on Facebook, LinkedIn, Twitter, and YouTube.'

On the right side, there is a 'Recently Viewed' section with a plus sign. Below it is a 'Now Hiring in the United States' section listing three job openings:

- Lead Business Analyst, IL - Bloomington**
  - ▶ View Details
  - ▶ Save Job
- Contract Specialist, CA - San Jose**
  - ▶ View Details
  - ▶ Save Job
- Contract Manager, DC - Washington, DC**
  - ▶ View Details
  - ▶ Save Job

A 'More Jobs' link is located at the bottom right of the job listings. Below the job listings is a 'Submit Your Resume' section with the text: 'Apply to jobs, track existing applications and make your resume visible to all recruiters, who can match'.

# Websites – Trends

Goldman Sachs WHO WE ARE WHAT WE DO OUR THINKING CITIZENSHIP

CAREERS INVESTOR RELATIONS MEDIA RELATIONS  
WORLDWIDE LOGIN

CAREERS CAREERS BLOG

## CAREERS BLOG

Stay on top of what's happening, get information, and learn about our people and career opportunities.

### GOLDMAN SACHS 2012 ANNUAL REPORT

12 APR 2013

Our firm continues to help clients grow – providing the capital they need, enabling them to invest, helping them seize opportunities and managing their risks. By helping our clients reach their objectives, we help to support economic progress.

[READ THE REPORT AND WATCH VIDEOS OF OUR WORK WITH CLIENTS](#)

### VIDEO: WORKING WITH OUR CLIENTS

12 APR 2013

In this video from our online annual report, a team of our bankers in Frankfurt and London talk about how they helped our client, Daimler AG, sell a big stake in EADS, the European aerospace giant. The successful transaction and proceeds of over \$2.1 billion improved Daimler's ability to focus on its core business.

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- OUR PEOPLE
- OUR THINKING
- WHAT WE DO

VIDEO

[Tweets by @GoldmanSachs](#)

Also follow us on [YouTube](#) and [LinkedIn](#)

Featured:

Recruiting Events: 21 March - 23 April



1. Professional.

2. Optimize.

3. Promote.

4. Host.

5. Batch.

KEVIN O'KEEFE'S

## REAL LAWYERS HAVE BLOGS

ON THE TOPIC OF THE LAW, FIRM MARKETING, SOCIAL MEDIA, & BASEBALL

RLHB TOPICS

Social Media & Networking Publishing & Technology Best In Law Blogs Blog Essentials Legal Marketing Talk of the LexBlog Network

Posted in  
*Legal Marketing*

By *Kevin O'Keefe*  
on August 13th, 2007

Comments Print

VIDEO, YOUTUBE

Share

Tweet

Recommend

Email

### Top 5 tips for law firm online video

law firm online video Following our appearance on Lawyer2Lawyer's podcast on [law firm's use of YouTube and online video](#), Technolawyer's Neil Squillante posted his [top 5 tips for law firm online video](#).

Here's Neil's paraphrased list with a few of my comments.

1. Hire a professional. Hire a professional filmmaker, and it could be any film school graduate to create a storyboard, direct, and edit.
2. Optimize for search engines. When you upload your video to YouTube, carefully write your description with Google searches in mind and link back to your site. I've found Google indexing YouTube video's right along with other web content. But unless you create a title that describes the nature of the video, ideally including keywords relating to your niche area of the law, the video will never be found.
3. Promote your video. You must then execute a promotional plan to drive traffic to your video. At the very least, let your clients know about the video and encourage them to send the link to others.
4. Go local. YouTube's embedding code allows you to place the video you have uploaded at YouTube on your own blog or web site. It's free. If you're concerned about the YouTube brand there are other services that allow you to do the same. With the trust factor with Google's YouTube brand running high and most folks knowing you can click on the YouTube video on your site to get the code so it can be run on their blog, I'd use YouTube.
5. Make sequels simultaneously. Leverage your investment by producing several videos at the same time for release at different times.



High performance. Delivered.

[Sign In for Personalized Content](#) [New?](#) [Start Here](#)



## Accenture Careers in the United States

Looking for career opportunities? Start your search here.

**Find**

E.g. project manager, information technology, analyst, city

**Graduates**  
Take your next step with Accenture

**Experienced Hire**  
Work at the forefront of consulting and technology

**Get Referred**  
Put yourself forward with an Accenture referral

**Latest Job Openings**

- Junior Customer Service Representative WA - Seattle**
  - Show Details
  - Save Job
- Underwriter II - Repurchase + TX - Dallas**
  - Show Details
  - Save Job
- [More](#)



**Accenture Alumni**  
Reconnect with former colleagues or explore a return to Accenture.

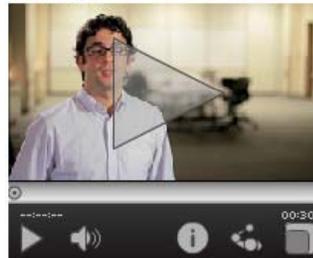


**Inclusion & Diversity**  
Join a company that values individual similarities and differences.



**Employee Blogs**  
Follow the steps of employees on their career journey with Accenture.

### Employee Testimonial



[Media Help](#) | [PDF Help](#)

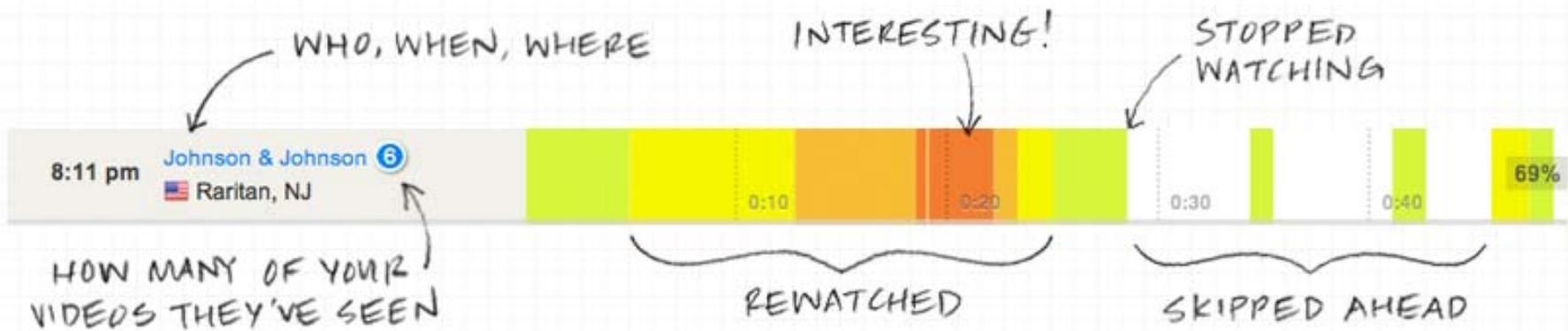
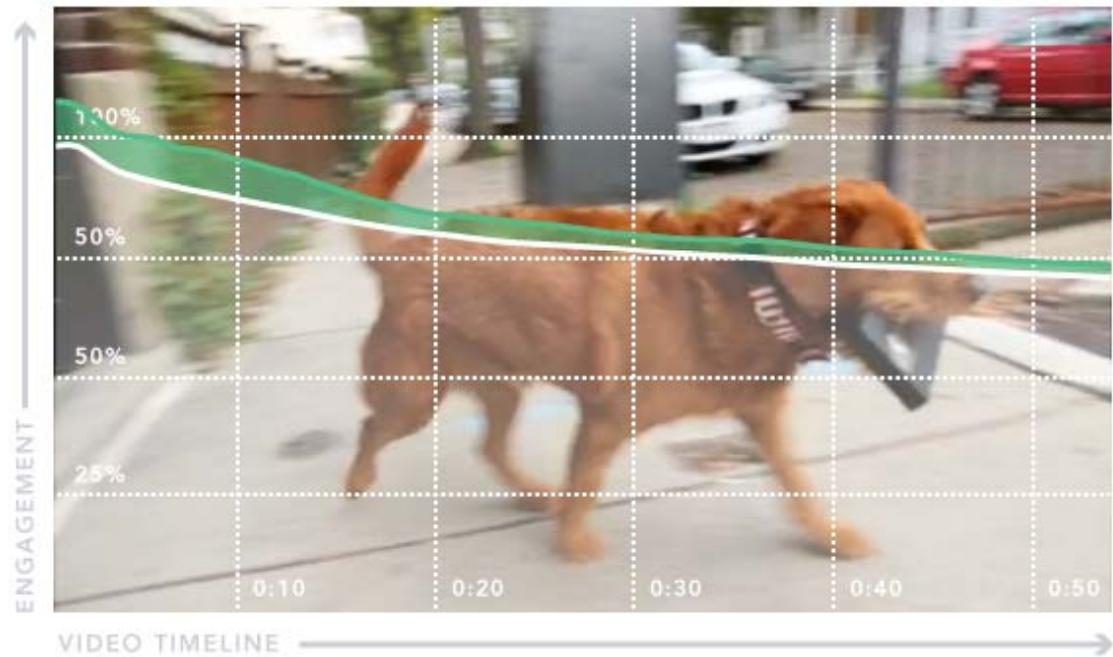
[View the transcript](#)

◀ ▶ ⏸ Pause

# VIDEO ANALYTICS

ENGAGEMENT GRAPH:

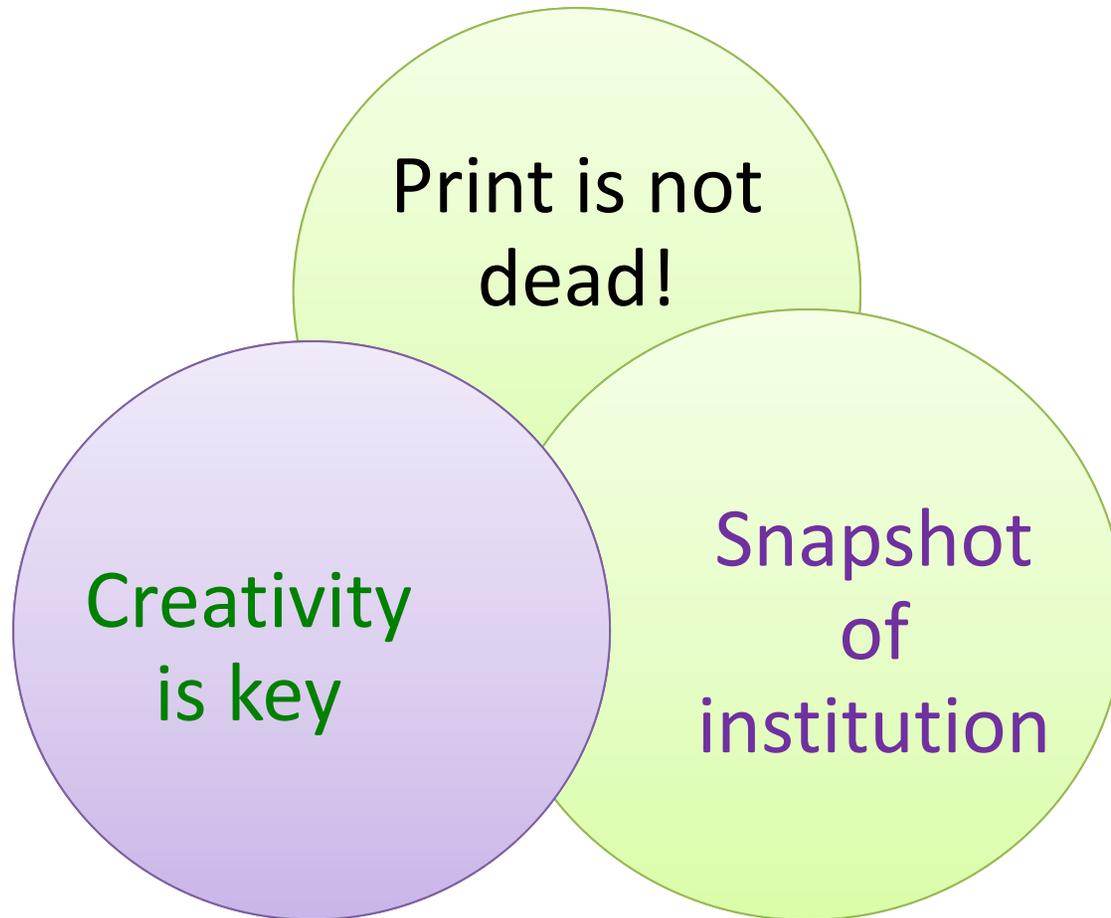
WATCHED  
REWATCHED



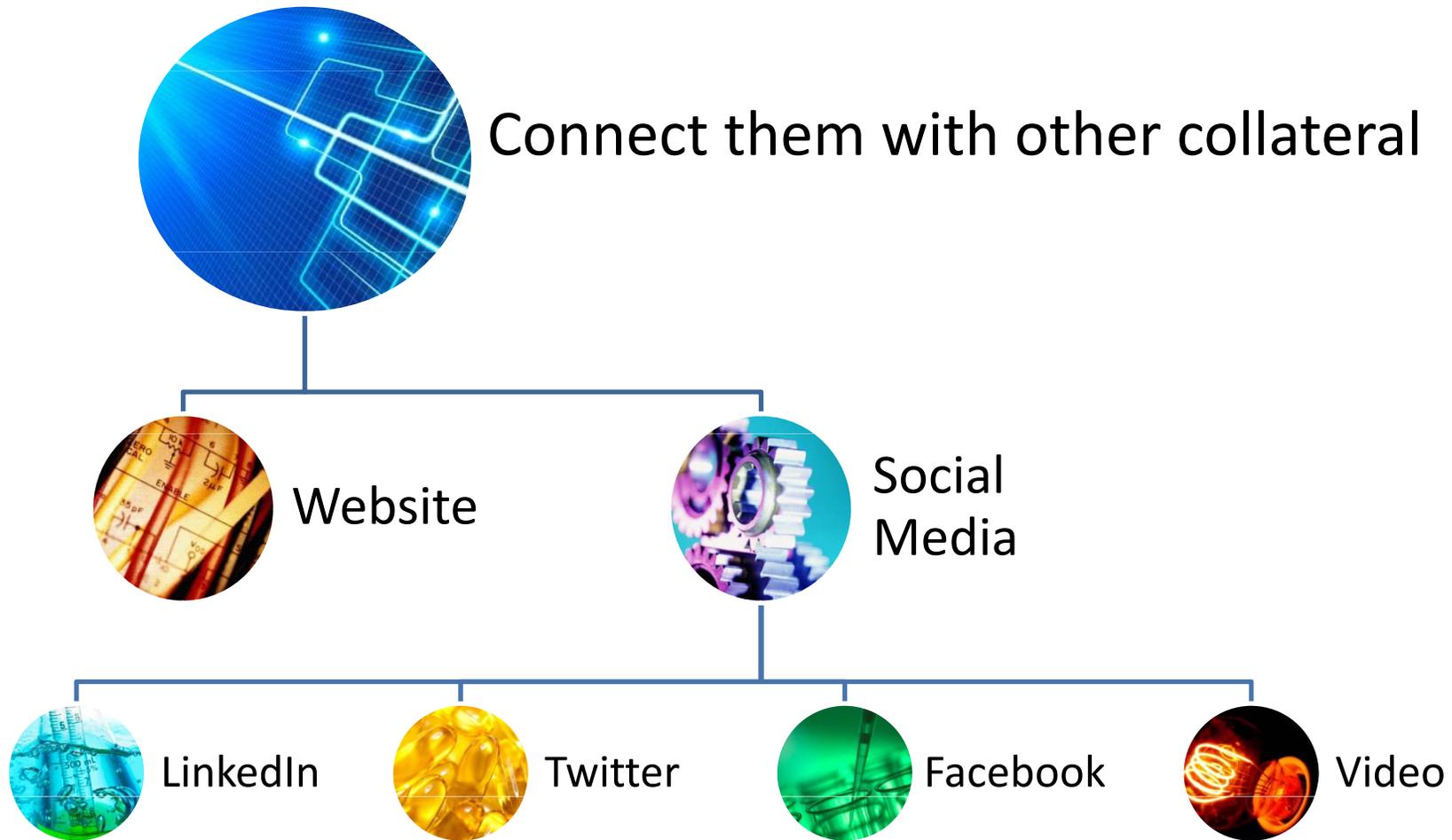
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# Brochures? In 2013?

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# Brochures in 2013



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# Brochures in 2013

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- Repurpose ≠ Regurgitate
- Work with BD, Marketing Department
- Involve Professional Development Team
- Produce professionally
- Small Decision Party
  - The smaller, the better, the faster, the cleaner the process

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# LinkedIn - Introduction

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- Mid-sized firm with limited resources
- Partnered with Marketing for content
- Started posting available jobs
- Increase in traffic happened right away

# Sample Job Posting

## Corporate Finance/Real Estate Staff Attorney

Chapman and Cutler LLP - Chicago Loop (Greater Chicago Area)



### Job Description

Chapman and Cutler LLP is seeking to hire a Staff Attorney to join the Real Estate group in the Corporate Finance Department in the Chicago office. The successful candidate will have a minimum of 3 years of real estate-related legal experience as well as familiarity and/or experience with the following:

- \* drafting and negotiating mortgages and other common real estate documents
- \* reviewing, drafting and negotiating commercial leases
- \* title and survey review
- \* real estate closings
- \* working knowledge of environmental issues in real estate transactions

The ideal candidate will be well-versed in the above issues as they relate to the perspectives of banks and institutional investors as well as developers, landlords, credit tenants and real estate investors.

Candidates must be admitted to and members in good standing of the Illinois bar.

The ability to simultaneously handle multiple transactions is essential. The ideal candidate will have strong interpersonal, analytical and writing skills as well as solid academic credentials.

To apply, please submit your cover letter and resume using the link provided. All applicants will be considered; however, the hiring decision will be made based on qualifications for the position.

Chapman and Cutler LLP is an Equal Opportunity Employer M/F/D/V/SO.

Apply on Company Website

24 people have clicked

Save job | View saved jobs »

Share job [in](#) [f](#) [t](#)

★ Stop following

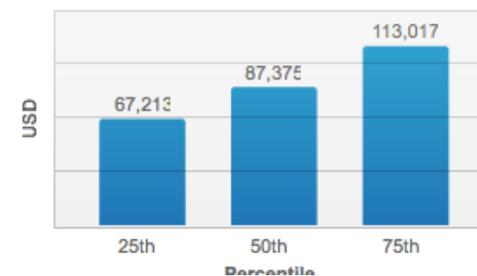
### Posted By



**Katie Smith** (YOU)  
Legal Recruiting and Professional Development Coordinator at Chapman and Cutler LLP

### Salary Range for Jobs Like This

Salary Bonus Total Cash



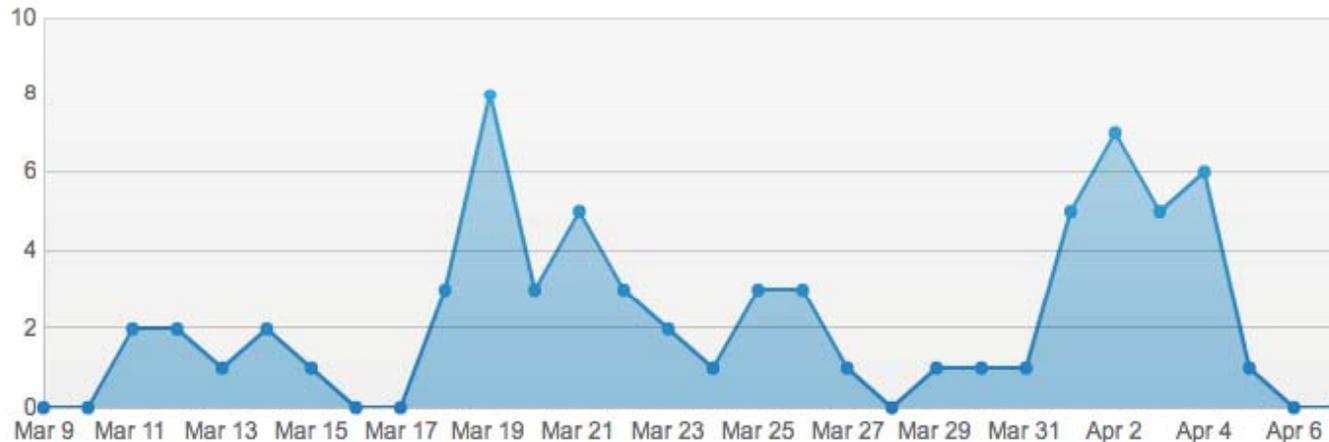
# Job Postings Analytics

## Job Analytics *Beta*

Total ▾ Last 30 days ▾ 

Summary Views **Apply Clicks** Shares

70 apply clicks from 2 jobs

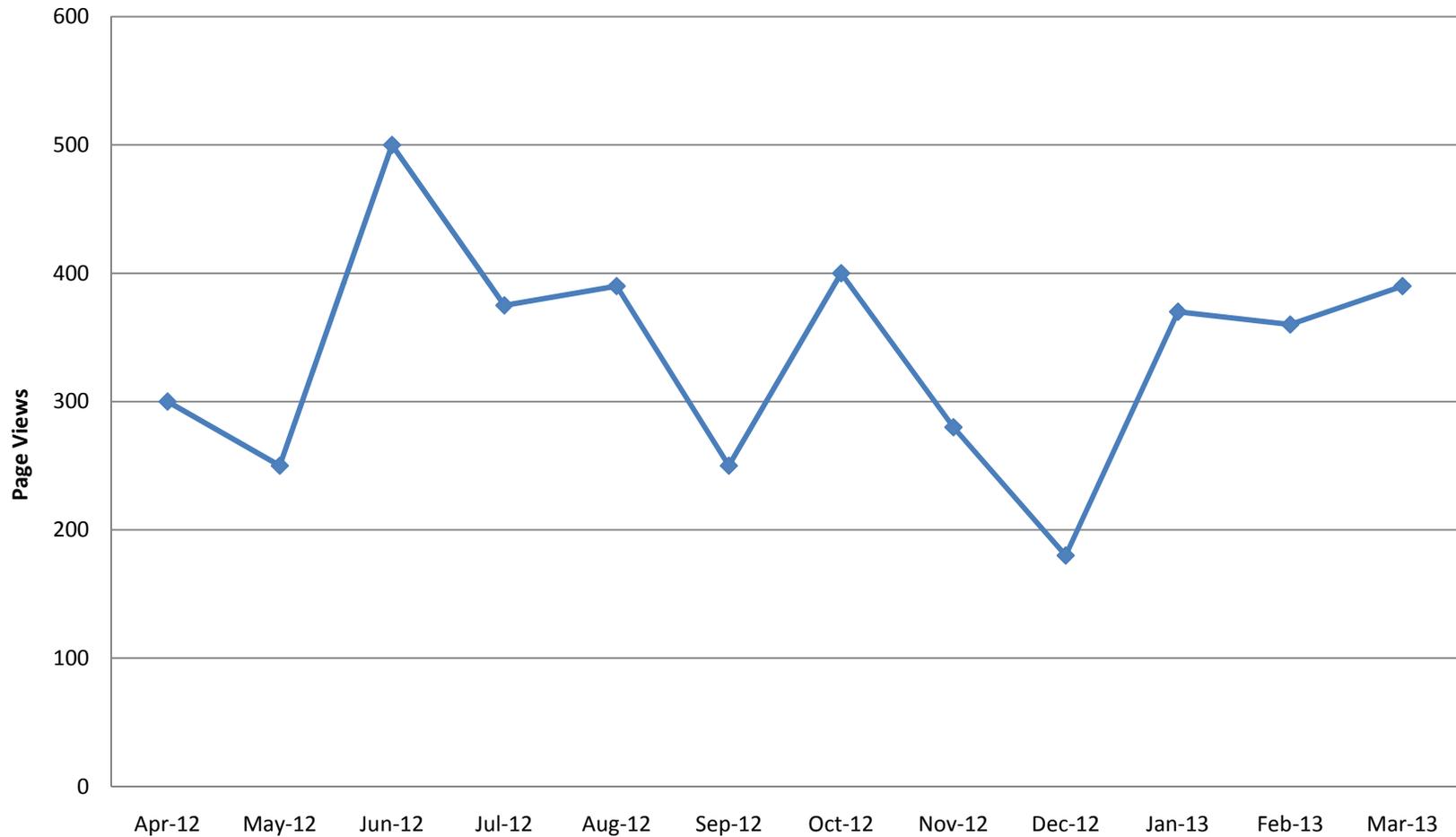


### Job Detail - Last 30 days (2 Jobs)

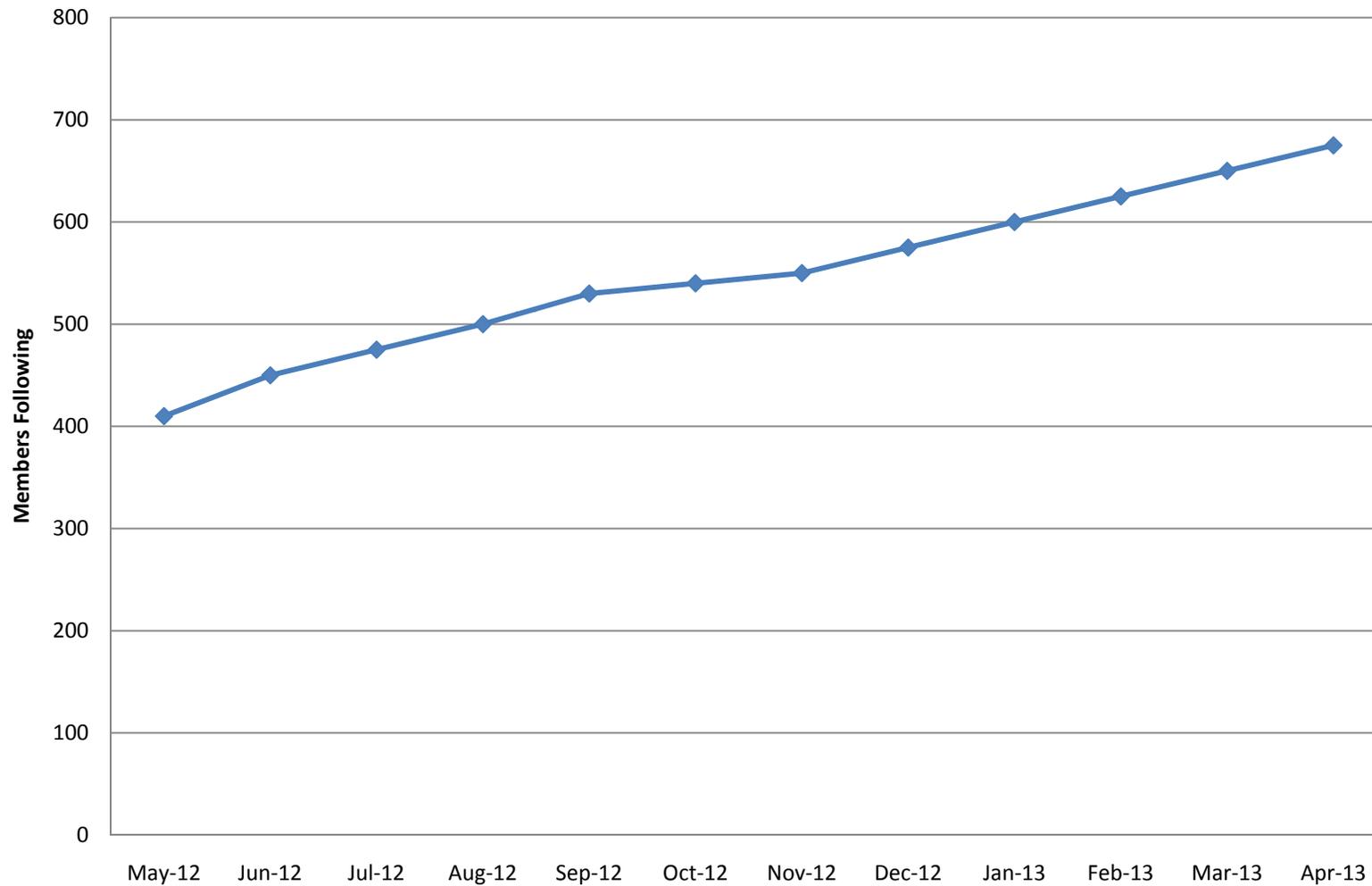
[Download Data](#)

Job Title	Status	Poster	Views	Apply Clicks	Shares
<a href="#">Corporate Finance/Real Estate Staff Attorney</a>	Open	Katie Smith	326	45	2
<a href="#">Associate with 2-5 Years of Transactional Experience</a>	Open	Katie Smith	249	25	1

# Effect on Overall Site Traffic



# Effect on Member Interest



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# Status Updates

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- Similar to a Facebook status update or tweet
- Highlight Firm news and events

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# Status Update Examples

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**Chapman and Cutler LLP** Todd R. Plotner, a partner in Chapman's securitization and structured finance practice group, has been named a BTI Client Service All-Star for 2013. This list, based on interviews with General Counsel and their direct reports at Fortune 1000 companies, recognizes lawyers "... more

**Chapman Partner Todd Plotner Named a 2013 BTI Client Service...**

chapman.com . Print PDF Todd R. Plotner, a partner in Chapman's securitization and structured finance practice group, has been named a BTI Client Service All-Star for 2013. This list, based on interviews with General Counsel and their direct...

**Chapman and Cutler LLP** We're hiring! Our San Francisco office is looking for an associate with 2-5 years of transactional experience (preferably finance focused). Visit our Careers page on LinkedIn for more details and a link to apply.

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# Other Status Update Suggestions

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- Firm Sponsorship of Industry Events
- Recruiting Events
- Community Service
- Recognition of New Partners, Counsel
- Summer Program News
- OCI Schedule
- Announcement of New Hires

# Leverage Your Existing Resources

## About Chapman and Cutler LLP



- [Our First 100 Years ▶](#)
- [Our Clients ▶](#)
- [What We Do ▶](#)
- [Offices ▶](#)
- [Diversity and Inclusion ▶](#)

## More About Chapman and Cutler LLP

- [Why Choose Chapman ▶](#)
- [Information for Law Students ▶](#)
- [Information for Experienced Attorneys ▶](#)
- [Staff Opportunities ▶](#)
- [Making a Difference ▶](#)

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# Additional Content Possibilities

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- Recruiting Videos
- Featured Employees
- Alumni Program Connection
- Connect to LinkedIn Groups (new!)

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# Follower Insights

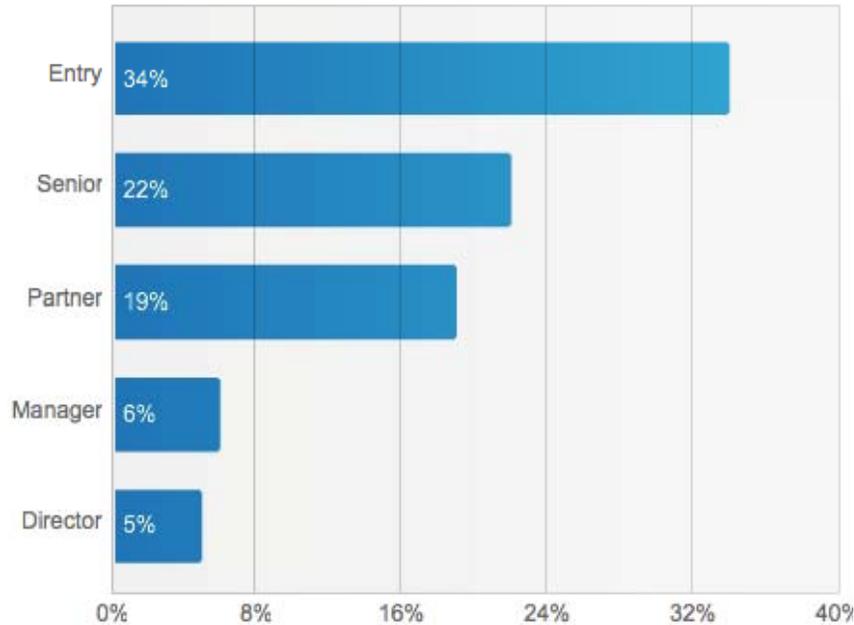
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- Seniority
- Industry
- Function
- Region
- Company Size
- Employee/Non-Employee

# Sample Follower Insight Charts

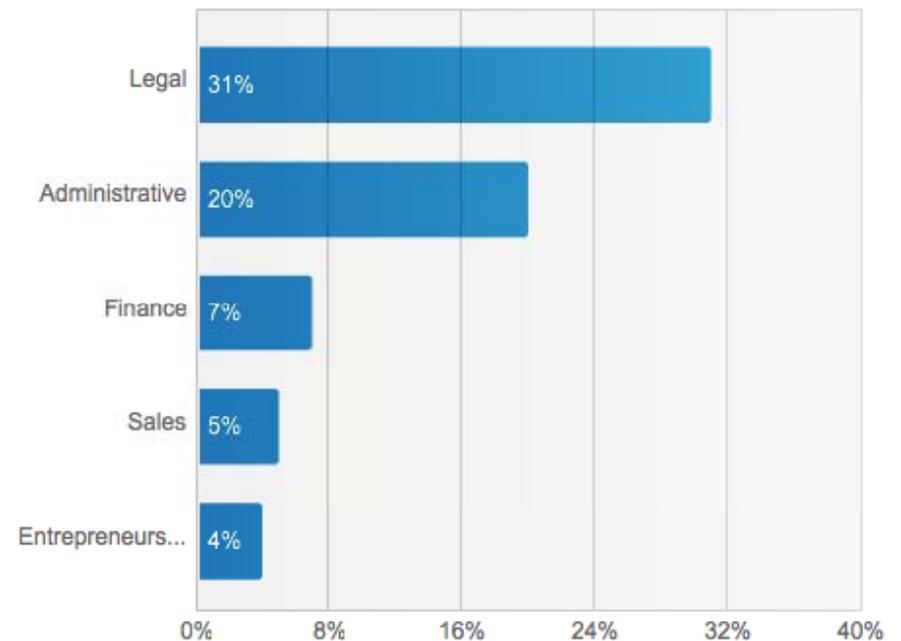
FOLLOWER DEMOGRAPHICS

Seniority Industry Function Region Company Size Employee



FOLLOWER DEMOGRAPHICS

Seniority Industry Function Region Company Size Employee



# Additional Page Insights

## People Also Viewed



**Kirkland & Ellis LLP**  
Law Practice



**Vedder Price, P.C.**  
Law Practice



**Winston & Strawn LLP**  
Law Practice



**Schiff Hardin LLP**  
Law Practice



**Seyfarth Shaw**  
Law Practice



**Neal, Gerber & Eisenberg  
LLP**  
Law Practice

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# LinkedIn - Summary

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- Don't be intimidated
- Job postings = simple way to increase traffic
- Status updates = easy and effective
- Use LinkedIn to drive traffic to firm website
- LinkedIn-specific content not needed

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# Twitter – What to Tweet

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- Firm News
- Attorney News
- Market Happening
- Other

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# When to Tweet

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- When is rush hour?
- When are the roads clear?
- How to tell (can you tell?)
- Ask (your) PR Firm!

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# Measuring Tweets

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- Who's following?
- Is it important to know?
- What should you measure?
  - Tools for measuring
  - Take-aways

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# Other Media

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- Mobile Apps
- Text-to-shortcode

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# Come Together (right now)

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- Relate *all* Social Media
  - Consistent Message
  - Drive, Maintain Interest
  - Create *good* User Experience

# Contact Information

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