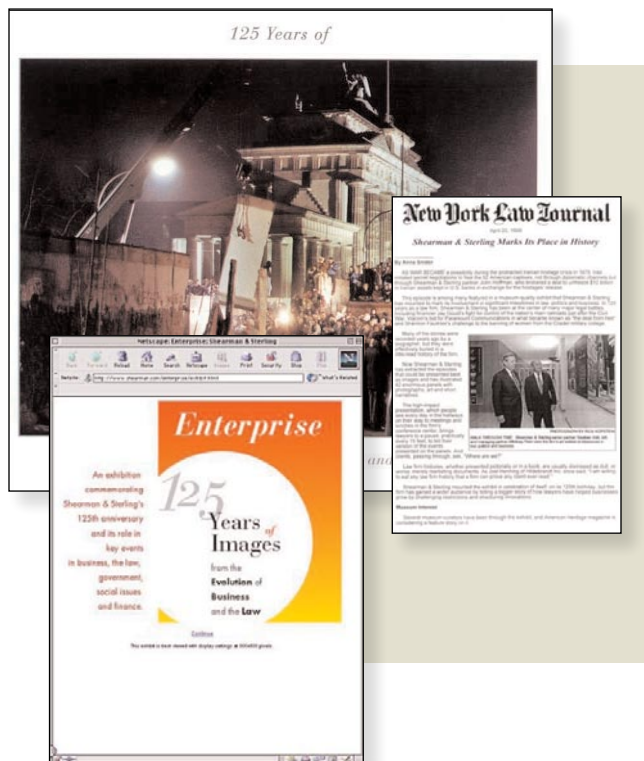


Shearman & Sterling

See how we repurposed 125 years of heritage to transform a global law firm...



As New York-based Shearman & Sterling executed a global expansion strategy in the mid-1990s, growing to 950 lawyers in 14 offices and 10 countries, it faced the daunting task of creating a unified sense of culture across the firm. Adding to the complexity was the fact that Shearman & Sterling's 125th anniversary was approaching, and the firm wanted to commemorate the milestone in a meaningful way, beyond that of throwing a party and updating the firm history book.

As Ed Burke, the firm's director of media and communications saw his options: "Let's have a party for clients, all of whom are rich as Croesus, but would somehow be delighted to have canapes at Shearman & Sterling, or the incredibly dull idea of updating the firm history book."

To address those challenges, The History Factory conducted a series of oral histories with longtime partners and firm leadership, and provided strategic counsel on positioning Shearman & Sterling's history for current messages.

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THE HISTORY FACTORY

14140 Parke Long Court, Chantilly, Virginia 20151-1649 T : 703-631-0500 F : 703-631-1124 www.historyfactory.com

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The History Factory's discovery process—backed by extensive historical research and photo sourcing—was the foundation of Enterprise, an integrated heritage-based program highlighting the firm's role in historic events that impacted business, finance, social issues, government, and the law. While Enterprise included a Web component, an illustrated publication, an advertorial in *American Lawyer*, an internal communications program and targeted media relations, its centerpiece was a museum-quality exhibit called *125 Years of Images from the Evolution of Business and the Law*.

From the Civil War, to the Russian Revolution, to the Iranian hostage crisis, to helping Shannon Faulkner become the first woman admitted to the Citadel, the exhibit employs a sophisticated photojournalistic style to depict more than 40 pivotal moments from history in which Shearman & Sterling played a role. Displayed in the firm's hallways and conference rooms all over the world, the exhibit reaches more than 30,

000 clients, prospects, and employees each year and has also generated considerable media interest.

“. . . It's real purpose goes far beyond aesthetic diversion," wrote the publication *Of Counsel* in its review of the exhibit and extended program. "To coin a trendy but useful phrase, it is a 'strategic communication'—strategic to the nth degree, since it's meant to affect, not just how clients perceive the firm, but how the firm itself does business. . . The underlying purpose is to help define what Shearman & Sterling really is as a professional institution: its culture, if you will."

The success of Enterprise, combined with the fact that Shearman & Sterling has also outsourced the maintenance and updating of its historical archives to The History Factory, gives the firm an active and strategic partner with which it undertakes ongoing heritage-based initiatives.

The History Factory is a heritage management firm that helps organizations discover, preserve and leverage their history to meet today's business challenges.

