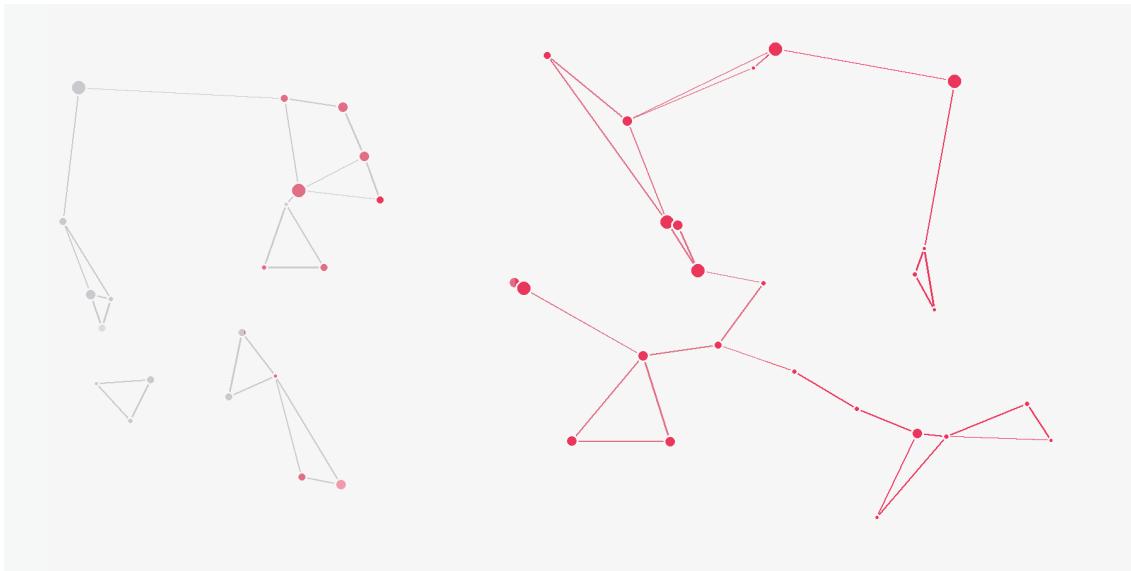


The evidence infrastructure for expertise

A new approach to measuring, discovering, developing, connecting and applying
demonstrated expertise



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Practice Management International LLP

PURPOSE OF THIS PAPER

Expertise shapes decisions across professional services and the wider knowledge economy. Yet the evidence used to identify, compare and apply that expertise remains fragmented, inconsistent and often subjective.

This white paper sets out the case for a new form of evidence infrastructure: one that combines rigorous methodology, controlled artificial intelligence, structured data and independent public-interest principles to make demonstrated expertise measurable, discoverable and easier to connect with relevant people and communities.

It explains how Credible Voices can improve content governance, strategic intelligence, expert discovery, talent decisions, knowledge transfer and public-interest outcomes. It also shows how communities can turn published expertise into participation, discussion and collaboration among the organisations that create knowledge and the buyers, intermediaries and other users who need to apply it.

This version is intended primarily for discussion among members of the Centre and selected project partners. Its purpose is to establish a shared understanding of the proposition, test the clarity of the model and identify the areas that should be refined before Credible Voices is presented to a wider external audience.

Although the Centre is the principal audience for this version, the paper will also be shared with selected research, technology and market partners involved in the wider development of the proposition. Their role is to test its practical feasibility, market relevance and expansion potential from their own areas of expertise. This may include partners such as Market Vision, whose perspective can be particularly valuable when considering international markets, sector expansion and future research applications.

Credible Voices enables organisations to measure, benchmark, discover, develop and connect expertise using defensible evidence rather than opinion or reputation alone.

Strategy is what management intends. Public evidence is what the market can see. Credible Voices measures the difference.

Can an organisation afford a position in which its clients or competitors understand its public expertise better than its own leadership?

Credible Voices measures the quality, focus and distribution of expertise as demonstrated through publicly available evidence. It supports professional and strategic judgement but does not claim to measure every aspect of competence, client service, organisational culture or commercial performance.

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Executive summary

Knowledge-intensive organisations invest heavily in expertise, yet decisions about whom to trust, develop, recruit, promote, benchmark or engage still depend heavily on reputation, personal networks, rankings, anecdote and manual research. These signals can be useful, but they rarely provide consistent, comparable and transparent evidence across large numbers of organisations, authors and topics.

Credible Voices fills this evidence gap through a structured system for assessing and applying expertise. It does not generate open-ended opinions about who is best. It collects publicly available evidence, assesses it consistently, connects it to the people and organisations that produced it, and makes the resulting intelligence useful for strategy, strategic alignment, discovery, content governance, talent, market understanding and public-interest decision-making. Communities provide a further route through which published expertise can be discussed, challenged and applied.

The architecture has four key players. Credible Voices is the brand. The Centre for Professional Services Research ("the Centre") is the intellectual anchor, developing and promoting rigorous methods, independent research and communities around research and sector themes. The Credible Voices Expertise Intelligence Platform ("the Platform") applies those methods consistently across large volumes of content. The Credible Voices Marketplace® ("the Marketplace") applies the resulting evidence to connect buyers with experts and communities and to support participation around shared interests.

The Platform combines a proprietary 16-point assessment framework, established academic and business principles, tightly controlled AI, automated website mapping and a deterministic evidence database. The evidence base links organisations, authors, content, topics, audiences, locations, quality assessments, buyer demand, communities, referrals and competitive relationships.

The model removes charges at the point of content inclusion and for selected buyers. Content providers are not charged for the assessment and inclusion of publicly available website content. Selected specialist and public-interest users - including procurement professionals, journalists, academics, policymakers, regulators, non-executive directors, association managers, philanthropists and charities - receive permanent free access to the 'Find an Expert' service. Marketplace communities are free to join. 'Find a Community' enables users to seek groups by theme, sector, location and intended contribution, while related communities are shown with each 'Find an Expert' result. Paid services help organisations manage, interpret and apply the evidence; they do not buy higher scores or preferential assessment.

Each additional assessment, search, ranking, notification and community interaction increases the value of the evidence base. Broader coverage improves discovery. Searches create anonymous demand intelligence. Communities create a route from discovery to participation. Published open rankings create public reference points; sponsors and networks amplify reach; and event-triggered notifications give organisations a relevant reason to understand how their expertise is assessed, compared, discovered and applied.

The UK legal sector is the pilot market, encompassing the Top 100 UK Law Firms and the Top 50 US Law Firms operating in the UK, both sponsored by Williams Lea. The pilot validates the proposition, infrastructure, methods and commercial applications before expansion across other knowledge-intensive sectors.

The Centre can use aggregated Platform evidence to identify trends, connect them with financial, employment, productivity, investment, innovation and other datasets, and translate the results into briefings for ministers and journalists, white papers, commentary, blogs, data-led social media posts and other accessible outputs. It can also convene communities around research programmes, methods, governance and sector themes so that findings are tested, interpreted and developed with relevant contributors. Experience to date suggests that original data, clear provenance and accessible analysis can be valuable signals in AI-mediated discovery, although many factors influence whether a source is selected or cited.

Credible Voices to become the world's leading independent evidence infrastructure for expertise in knowledge-intensive sectors.

The problem: expertise without evidence

Expertise is one of the principal assets of a knowledge-intensive organisation. It influences client choice, strategic positioning, recruitment, innovation, reputation, collaboration and long-term value. Yet it is often managed with surprisingly weak evidence.

Despite heavy investment in thought leadership and knowledge sharing, organisations with deep expertise can remain difficult to distinguish from those producing high volumes of generic output. As generative tools reduce the cost of producing plausible copy, volume is becoming an even weaker proxy for expertise.

Questions leaders struggle to answer

- How strong is our expertise compared with relevant competitors?
- Which topics, audiences and markets are competitors prioritising?
- How closely do our website priorities and recruitment proposition align with the business plan?
- Who are our established and emerging experts, and where are the gaps?
- Which people should we develop, recognise, recruit or connect to opportunities?
- Which organisations should we include in private bespoke rankings?
- What expertise are buyers actively seeking, and how well are we aligned?
- Which communities could help us convene, develop or apply expertise around a shared issue?
- How can we improve the return on investment from content, people and knowledge?

The information needed to answer these questions usually exists in fragments across websites, articles, author profiles, market activity, community participation and individual experience. The problem is not necessarily a lack of information. It is the absence of a consistent infrastructure for turning information into evidence.

The cost of being indistinguishable

RISK	ILLUSTRATIVE CONSEQUENCE
Commercial	Lost work, invisible services and weak cross-selling when relevant expertise is overlooked.
Influence	Missed media, policy, speaking and collaboration opportunities when credible voices and relevant communities are difficult to find.
Talent	Poor development and hiring decisions when emerging expertise or weak integration is not visible.
Investment	Low return when high-quality knowledge is neither recognised, attributed nor discovered.

Why existing signals are not enough

Expert identification is often influenced by price, self-assertion, search visibility, hierarchy, organisational brand, client feedback, social-media performance and personal networks. Reputation can reflect genuine achievement, but it is path-dependent and may favour already visible people. Rankings can be useful, but their criteria may be opaque or too broad for a specific decision. Publication counts reward activity, not necessarily quality. Manual review can be thoughtful, but it does not scale consistently.

General-purpose AI can summarise and generate language rapidly, but AI alone is not an evidence methodology. Open-ended models may reward familiar patterns, vary between runs or produce plausible but unsupported outputs. The objective is therefore not to replace judgement, but to give judgement a stronger and more transparent evidence base.

The internal knowledge gap

Anonymous beta testing comparing prominent audiences, topics and locations for firms and selected competitors found that half of participating organisations failed to identify their own firm and none identified every competitor correctly. The findings indicate that public evidence may be visible to the market without being readily understood by leadership.

Strategic risk

Once public evidence is assessed and made queryable, clients, competitors and specialist buyers may develop a clearer evidence-based view of an organisation's expertise and priorities than its own leadership.

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Expertise intelligence and brand architecture

Credible Voices is the evidence infrastructure; the Platform is the expertise intelligence system within it. Expertise intelligence is the structured evidence required to understand how expertise is demonstrated, distributed, developed, connected, demanded and applied.

The category shifts organisations from isolated outputs and imperfect proxies towards an accumulating evidence system: from reputation to demonstrated evidence; from publication counts to form-appropriate assessment; from fixed external rankings to private bespoke rankings created for a defined purpose; from one-off research to continuously refreshed intelligence; and from publish-and-promote to test, measure, share, engage and improve.

Category definition

Expertise intelligence is structured, defensible evidence about the quality, focus, distribution, development, connection and market relevance of demonstrated expertise.

Four key players

KEY PLAYER	ROLE
Credible Voices	The overarching brand and unifying proposition.
The Centre for Professional Services Research	The intellectual anchor; develops and promotes rigorous methods and independent research.
The Credible Voices Expertise Intelligence Platform	Applies the methods consistently across large volumes of content and creates structured evidence.
The Credible Voices Marketplace®	Applies the evidence to connect buyers with experts and communities, and supports participation around shared interests.

Distinct roles within a shared architecture

The distinction matters. The Centre supports methodological rigour, research, public-interest principles and the convening of communities around its work. The Platform performs the scalable assessment and maintains the evidence layer. The Marketplace uses the resulting evidence for rankings, discovery, communities, participation and demand intelligence. Credible Voices provides the coherent brand under which these complementary roles operate.

Credible Voices also has implications for how the Centre is perceived. If developed well, it can strengthen the Centre's position as a source of rigorous, evidence-based thinking about expertise, knowledge transfer and professional services. Centre members therefore have a legitimate interest in how the proposition is framed, governed and communicated, even where they are not involved in its commercial or technical operation.

Origins and development

A public-interest starting point

Credible Voices began with the Centre for Professional Services Research, not with a commercial technology proposition. The original ambition was to extract useful knowledge and data from business schools and make it accessible to government, investors and others seeking to support growth in the UK economy. That ambition exposed a fundamental problem: collecting more material would not, by itself, make expertise easier to understand, compare or apply.

A framework volunteered by Cranfield

A leading Cranfield University professor serving on the Centre's Board warned that, without a credible filter, the project would simply create another "Tower of Babel". She volunteered the framework used at Cranfield and explained that it came from the world of medical peer review of new medicines, where complex evidence must be assessed through a structured and disciplined process before it can inform consequential decisions.

She then worked with RubikLab, also represented on the Centre's Board, to adapt the framework for a commercial and professional-services context. The work retained the underlying emphasis on rigour while giving greater weight to visual presentation and shorter formats such as blogs, which are less important in academic publishing. The resulting proprietary 16-point framework is the organising foundation for everything described in this paper.

From framework to functioning infrastructure

Over the following 18 months, the Centre, Practice Management International LLP and RubikLab built the operational layers required to turn the framework into functioning evidence infrastructure: website mapping and extraction; form-appropriate assessment; controlled AI; validation and quarantine controls; persistent data relationships; rankings; intelligence interfaces; expert and community discovery; and the Marketplace. As at July 2026, the principal layers are functioning and preparing for launch.

PMI's operating foundation

Credible Voices also builds on more than 30 years of experience creating and managing professional communities through Practice Management International LLP. Its formal networks comprise the Centre; PM Forum for marketing and business development professionals; Managing Partners' Forum for leadership teams; and Profile for the property sector. This operating history provides practical understanding of how expertise is created, communicated, recognised and applied.

From content to evidence

The Platform turns publicly available content into defensible evidence of demonstrated expertise. It combines automated discovery with structured extraction, form-appropriate assessment, persistent data relationships and continuous quality assurance.

A proprietary 16-point assessment framework

Every publicly available content item is assessed against the proprietary 16-point framework developed through the Centre. The framework is the commercial and professional-services adaptation of the Cranfield approach volunteered to the Centre and refined with RubikLab. Its academic roots preserve structured evaluation and rigour; the adaptation gives appropriate weight to business communication, visual presentation and shorter forms such as blogs. Different forms of content are evaluated appropriately: conceptual thought leadership, empirical research, technical guidance and shorter commentary do not serve identical purposes and should not receive identical weighting.

DIMENSION	ILLUSTRATIVE CRITERIA
Depth and accuracy	Substantive rigour; professional integrity; innovative contribution; argumentative complexity.
Structure and readability	Organisational clarity; typographic hierarchy; linguistic precision; logical continuity.

DIMENSION	ILLUSTRATIVE CRITERIA
Engagement and usefulness	Audience relevance; narrative effectiveness; illustrative value; rhetorical strategy.
Presentation and visuals	Hierarchy of text; header titles; images; overall formatting.

Controlled AI, not open-ended judgement

AI is used within a tightly controlled architecture rather than as an unconstrained decision-maker. Evidence extraction is separated from evaluation, and outputs are constrained by predefined criteria, descriptors, schemas and reference examples. The aim is to improve repeatability, transparency and auditability while retaining independent quality assurance.

CONTROL	PURPOSE
Deterministic workflow	The same sequence of tasks is applied to each item.
Structured criteria and descriptors	Evaluation is anchored to explicit definitions rather than free-form opinion.
Hard-coded integer scoring	Scores are limited to defined values and boundaries.
JSON schema outputs	Extracted evidence is expressed in the language of the database.
Gold-standard examples	Pre-scored reference items anchor interpretation.
Separated extraction and evaluation	Reduces cognitive overload and makes errors easier to trace.
Independent quality assurance	Validation errors are reviewed and confirmed improvements are incorporated.

Automation changes what is economically possible

The Platform maps websites, discovers content, extracts structured evidence, evaluates quality, updates author profiles and refreshes organisational intelligence. It currently assesses approximately two content items per second. A comparable manual review typically takes around five minutes per article, implying approximately 600 times the throughput on a like-for-like basis. The value is not speed alone: it is the ability to apply a consistent method across very large populations.

Freshness, rapid onboarding and continuous quality improvement

The evidence base is refreshed every two weeks. Most firms in the initial market publish around two or three new content items in a typical week. Each refresh therefore discovers and processes new material, while existing content is reprocessed only when a change is detected on the source website. This keeps the evidence current without repeatedly reassessing unchanged items.

New URLs for private bespoke rankings are typically processed within hours, allowing organisations to begin analysing the results within the same working day.

Load the URLs at breakfast. Analyse the results before lunch.

Quality assurance is designed around visible exceptions and continuous improvement. Where automated validation controls indicate that an item may have been processed incorrectly or has failed a defined check, the item is quarantined and excluded from the live evidence base pending investigation. Where a change is validated, the relevant prompt, rule or control is adjusted and the affected item is included in the next fortnightly run so that the improvement is applied consistently.

As at 15 July 2026, around 2% of approximately 500,000 articles sourced from the 150 law firms in the two open rankings were quarantined. This is a protective quality-control rate, not a confirmed error rate: quarantine prevents potentially unreliable outputs from entering the live evidence base while the underlying cause is examined. The aim is to reduce the rate to below 1% within the next few months. The process is designed to make exceptions visible, investigate them systematically and use the findings to strengthen future performance.

A deterministic evidence database

The evidence layer connects organisations, authors, content, topics, audiences, locations, quality assessments, buyer demand, communities, referrals and competitive relationships. Because these relationships persist and can be queried, Credible Voices produces intelligence rather than isolated AI responses.

Over time, the database can be understood as an evidence graph: a structured map of who is demonstrating expertise, on which subjects, for which audiences, in which markets, at what level of quality, with what buyer demand and through which organisational or community relationships.

What is being measured

Credible Voices evaluates demonstrated expertise in publicly available content. It does not claim to measure every dimension of professional competence, client service, regulatory compliance or commercial performance.

Original insight that conventional research would not fund

A researcher consulted during development estimated on 13 November 2025 that reproducing even an inferior version of the competitor-priorities analysis through conventional research would require at least six months. In practice, most organisations would not approve a budget for that exercise. Because few organisations would fund six months of research, the usual alternative is no analysis.

Questions that were too expensive to study conventionally can now be analysed repeatedly using current evidence. New websites can be mapped and processed within hours, allowing subscribers to compare topics, target audiences, locations and other priorities within the same working day.

A plausible front end can now be developed relatively quickly. The defensibility lies in the underlying evidence infrastructure: accumulated and refreshed content, structured relationships, form-appropriate assessment, quality controls and the operational history required to maintain them. The interface may be imitated; the data and evidence layer cannot be recreated quickly.

The alternative is rarely six months of research. The alternative is usually no comparable evidence at all.

Core capabilities and commercial applications

Five complementary capabilities turn the evidence layer into practical value.

CAPABILITY	WHAT IT ENABLES
Assess	Evaluate public content consistently and create evidence at item, author, website and organisational level.
Rank	Publish open rankings and create unlimited private bespoke rankings for a defined strategic purpose.
Discover	Identify experts and communities using defensible evidence rather than advertising or popularity.
Convene	Turn published expertise into discussion, introductions, collaboration, events and research through relevant communities.
Generate intelligence	Connect assessment, comparison, demand, referral, participation and community evidence to support decisions.

Current commercial applications

The applications described below are at different stages of development. Some are already operational or being tested within the legal sector, while others represent planned extensions or longer term opportunities. Their inclusion illustrates how the same evidence infrastructure may create value over time, rather than implying that every application will be launched at once.

APPLICATION	ILLUSTRATIVE VALUE
Audit own website	Process a firm's website within a few hours to identify anomalies, benchmark KPIs, view quality scores for individual articles and rank authors. Findings can be compared with the full market, any individual firm or a private bespoke ranking; pass/fail tests remain confidential.
Marketplace Management	Correct content anomalies and improve author discoverability on the Credible Voices Marketplace®. Firms can update organisation and author details, hide selected articles, edit and instantly rescore material, and analyse author performance and anonymous buyer needs.
Strategic Planning	Compare the firm's public priorities with selected competitors across target audiences, topics, content categories, locations and other datasets. The analysis also supports comparison with business-plan priorities and recruitment messaging.
'Find an Expert'	Buyers specify the role required and identify experts using defensible evidence. They can bookmark experts, publications and searches. Procurement teams, NEDs, journalists, academics, association managers, philanthropists, charities, policymakers and regulators receive free access.
'Manage an Expert'	Outsource due diligence, tax-status checks, contracting, onboarding, performance management, payments and tax reporting to Constellia. Delegated access can be configured subject to the permissions of each Marketplace participant.
Synthetic client panels	Test draft content against defined client personae before publication, alongside the sandbox for quality scoring, editing and instant rescoring.

Commercial access combines one-off and annual fees, with PM Forum or Managing Partners' Forum membership requirements where applicable. **'Find an Expert'** fees for commercial users are based on worldwide FTE headcount.

Competitor-priorities analysis

For each public article identified on a website, the Platform allocates the three most likely target audiences, the three most suitable keywords or topics, the most likely content category, any locations mentioned, a primary specialism and a primary location. The frequency of each allocation or mention determines its relative popularity within the selected group and is expressed as a percentage. The highest result is highlighted in green and the second highest in yellow.

The live comparison below shows material differences between ten selected firms. Quality scores range from 64.6% to 75.7%, freshness from 7.2% to 38.0%, and the emphasis on legal professionals from 23.0% to 82.5%. The results provide original evidence of public priorities that would be difficult to assemble through conventional research.

Guess the firm

At the start of an internal discussion involving strategy, bids or competitor analysis, a user can create a private bespoke ranking containing the firm's own website and selected competitors, then select Anonymous mode. Firm names are replaced by letters. Participants receive an alphabetical list of the actual firms and are invited to match names and letters using the first dataset, with further datasets shown as requested before the identities and scores are revealed.

The exercise tests competitor awareness before assumptions shape the discussion. It can identify where internal perceptions differ from the priorities demonstrated by public evidence and provide a more reliable starting point for strategy or bid decisions. High-scoring participants may receive a Competitor awareness certificate.

Data source

Firms

Bespoke ranking

Firms with scores

Primary firm

Select...

Dataset

Target audiences

Top 3

Top 10

☐ Articles with authors

Go

More filters

	Averages	Firm A {Reveal}	Firm B {Reveal}	Firm C {Reveal}	Firm D {Reveal}	Firm E {Reveal}	Firm F {Reveal}	Firm G {Reveal}	Firm H {Reveal}	Firm I {Reveal}	Firm J {Reveal}
Content items	3,494	5,417	3,551	3,872	1,619	4,309	2,621	4,104	3,345	1,491	4,614
Word count	1,274	737	652	3,200	758	1,029	1,542	1,748	916	1,327	835

Summary data

Quality score	68.5%	64.6%	69.8%	75.7%	66.6%	69.3%	74.1%	65.0%	66.2%	64.6%	68.9%
Freshness score	17.9%	12.8%	7.2%	13.6%	10.4%	32.3%	22.1%	10.2%	38.0%	22.8%	9.3%
Audience priority (Top 2)	71.7%	76.0%	69.6%	75.9%	88.1%	66.1%	82.2%	81.3%	45.7%	64.5%	67.6%
Audience spread (outside top 10)	10.5%	13.7%	4.8%	3.4%	6.3%	15.4%	5.2%	7.2%	8.4%	23.3%	16.9%

Dataset data - Audiences

Legal professionals	60.5%	70.5%	61.0%	59.1%	82.5%	56.6%	73.8%	65.6%	23.0%	51.1%	62.0%
Compliance professionals	23.5%	18.9%	29.7%	39.3%	14.8%	20.7%	26.4%	29.1%	12.1%	34.0%	10.3%
CFOs	16.4%	11.2%	7.1%	37.5%	14.8%	14.4%	16.6%	27.9%		18.9%	15.4%
Business owners	14.3%	13.8%	17.6%	8.7%	7.7%	29.9%	13.3%	18.1%		8.0%	21.6%
Corporate executives	10.1%	6.6%		15.0%			10.6%	16.8%	18.9%	12.8%	7.5%
Investors	8.7%			21.5%			6.4%	9.7%	27.3%	6.8%	7.2%
HR professionals	7.4%	8.0%				21.9%	8.3%	6.7%			18.4%
Risk managers	10.1%	9.2%		14.1%	32.2%		22.8%	6.1%	7.1%		
Regulatory authorities	7.7%		19.7%				5.5%		23.7%	7.4%	
Healthcare professionals	5.1%	17.5%			10.5%		5.5%			8.3%	

Source: The Credible Voices Expertise Intelligence Platform, live capture, 15 July 2026. The exhibit shows a private bespoke ranking in Anonymous mode, with firm names replaced by letters. Percentages show the frequency of the article-level allocations within the selected population; green identifies the highest result and yellow the second highest.

Content governance, marketing and return on investment

From unsung heroes to guardians of strategic intelligence

Professional-services marketers already manage websites, thought-leadership programmes, author profiles, campaigns and positioning. Yet the strategic value of the information they manage is often under-recognised. Expertise intelligence gives marketing structured evidence on quality, discoverability, author performance, competitor priorities, target audiences, geographic markets, buyer demand and the alignment between stated strategy and the priorities visible to external audiences.

FROM	TO
Producing and publishing content	Measuring and developing demonstrated expertise.
Reporting activity	Interpreting evidence for leadership decisions.
Supporting strategy	Helping shape strategy through market and competitor intelligence.
Under-recognised delivery role	Guardian of strategic intelligence and content governance.
Publishing as an end point	Using content to start conversations, introductions and collaboration through relevant communities.

Depersonalising the editorial challenge

Content quality is also shaped by hierarchy. In many professional firms, authors are senior partners or business owners while marketing and editorial teams are employees with less institutional power; the groups may also have different gender profiles. Editors may therefore avoid direct challenge and reduce the visibility of weak material rather than require improvement.

Credible Voices enables management to set a minimum score for publication. Authors and editors can use a secure sandbox to score draft content, review structured feedback, revise and rescore until the threshold is reached. The editor is no longer making a personal judgement about a senior author; the organisation is administering a transparent, management-owned standard.

Editorial teams move from vulnerable gatekeepers to empowered administrators of an agreed quality standard.

Authorship is a strategic data issue

As at 15 July 2026, 52.9% of evaluated articles across the 150 firms in the two legal-sector open rankings identified an individual author; 47.1% did not. Poor attribution reduces discoverability, obscures individual contribution, limits talent insight and can cause media, client and internal opportunities to be missed.

Website audit, peer comparison and confidential test results

The Marketplace management toolkit enables a firm to compare its audit findings with the full 150-firm population, any individual firm or a private bespoke ranking. It also applies centrally defined acceptable standards, creating a consistent basis for assessment. In the live example below, four of ten tests fail, directing attention to content

availability, consistency, freshness and website complexity. Comparative audit findings can be benchmarked; the pass/fail results remain confidential to the firm.

Scraped on			15 July 2026 (Refresh)		
Audit findings			4		
Missing title / publication date			0		
Missing AI-generated fields			0		

Summary	Items	Share	Benchmark (150 firms)	Variance	Acceptable share (Edit)
Items scraped	2,810				
Less: Dross (analysis in the adjacent content curation tab)					
	660				
Evaluated items	2,150	100.0%	97.2%	2.8%	>=75.0% Pass

Distribution tests (evaluated items only)					
Audience specialisation	54.3%		55.6%	-1.2%	>=20.0% Pass
Content availability	26.1%		52.9%	-26.7%	>=70.0% Fail
Content balance	8.0%		4.2%	-3.8%	>=1.0% Pass
Content consistency	37.0%		28.9%	8.1%	<=10.0% Fail
Content freshness	0.7%		6.4%	-5.6%	>=5.0% Fail
Content longevity	11.6%		32.7%	-21.2%	>=25.0% Pass
Content mix	70.7%		59.0%	11.6%	>=20.0% Pass
Geographic specialisation	86.8%		72.4%	14.4%	>=50.0% Pass
Topic specialisation	87.0%		88.8%	-1.8%	>=20.0% Pass
Website complexity	143		222	-79	<=50 Fail

Source: The Credible Voices Expertise Intelligence Platform, live capture, 15 July 2026. The 150-firm benchmark covers the firms included in the two legal-sector open rankings. "Content availability" measures the proportion of evaluated articles with an identifiable individual author. Audit findings can be compared with the full 150-firm population, any individual firm or a private bespoke ranking. Pass/fail results against centrally defined acceptable standards are confidential to the firm concerned.

Testing before publication

Synthetic client panels can test draft content against defined client personae before publication. They can explore relevance, clarity, usefulness, likely questions, objections and missing implications. They are a rapid decision-support tool, not a substitute for direct client research or human judgement.

Used together, the sandbox and synthetic panels support a repeatable cycle of planning, testing, publication, assessment and revision.

Measuring strategic alignment

Most knowledge-intensive organisations identify target sectors, priority markets and areas of expertise in their business plans. External audiences, however, see the website rather than the plan. The website is the public shop window consulted by potential clients, recruits, journalists and other stakeholders after a referral, social-media post or search.

The specialists doing the most complex and valuable work may be the least able to publish substantial original articles. Where strategically important expertise is represented mainly by generic, delegated or heavily AI-generated material, while other sectors publish more frequently, the public evidence can signal priorities that differ materially from management intent.

Credible Voices acts as an evidence-based mystery shopper. It can compare declared business-plan priorities with the topics, audiences and locations demonstrated across the website, and compare carefully curated recruitment messages with the priorities evidenced by the wider content base. The analysis is not based on publication volume alone: quality, freshness, attribution and patterns of contribution all matter.

Material gaps can reveal under-evidenced priority sectors, over-represented non-priority areas, weak alignment between recruitment and market positioning, and missed opportunities to make high-value expertise visible. Management can use the findings to correct misalignment and show frontline advisers that the organisation's public position supports its strategy.

Strategy is what management intends. Public evidence is what the market can see. Credible Voices measures the difference.

Improving return on investment

VALUE LEVER	ILLUSTRATIVE RETURN
Efficiency	Less manual research, faster assessment and quicker benchmarking.
Content effectiveness	Less low-value output, stronger attribution and improved quality before publication.
Discovery and influence	More relevant client, media, policy, speaking, community and collaboration opportunities.
Growth and client value	Better internal referrals, cross-selling and alignment with buyer demand.
Talent and integration	Earlier recognition of experts and better evidence on lateral-hire integration.
Risk and decision quality	Lower reputational exposure, stronger strategic alignment and more defensible strategic choices.

Most organisations already bear the cost of developing expertise and publishing content. Credible Voices helps them turn those investments into evidence, discovery, participation and relationships.

08

Mobilising expertise within organisations

Organisations gain more from expertise when it is visible and connected across practices, offices and functions. Credible Voices can support internal discovery, client service, governance, talent, integration and participation by making demonstrated expertise visible beyond hierarchy and personal networks.

Cross-selling: mobilising the right expertise around the client

Most advisers are specialists, but clients often want a single trusted point of contact. The relationship adviser therefore performs a role akin to a medical GP: understanding the client need, recognising when specialist input is required and introducing the right colleague. In a large or international firm, personal networks are rarely sufficient.

A Marketplace search restricted to the organisation's own content can identify relevant colleagues quickly. The composite abstract of the selected authors' relevant work helps the relationship adviser understand the subject, explain why a colleague is relevant and make a confident introduction. This is client-centred cross-selling: mobilising the right expertise around a recognised need.

Move from “Who do I know?” to “Who has demonstrated expertise relevant to this client?”

Private client communities: keeping experts in the conversation

Private communities on the Marketplace allow a relationship adviser or marketing team to create a client-specific group and bring relevant internal experts into the conversation as the client's needs develop. It can work like a focused WhatsApp group, but with selected articles, reports, author profiles, resources and events alongside the chat.

The client gains a continuing place to explore an issue, while the relationship adviser can introduce colleagues when their expertise becomes relevant. Cross-selling becomes an evidence-led, content-rich conversation rather than a series of disconnected referrals.

Helping NEDs see beyond the organisation chart

Non-executive directors depend on executive information flows and may struggle to identify useful expertise below the senior leadership group. A search restricted to the organisation's own content can help NEDs identify knowledgeable people on strategic, regulatory or operational topics, invite wider contributions to Board discussions and gain a broader evidence-based view of capability and emerging leadership.

Executive management remains central, while NEDs gain a broader view of relevant knowledge across the organisation.

Improving lateral-hire selection and integration

Lateral hiring is expensive and strategically important, yet decisions may rely heavily on reputation, historic revenue, personal networks and interview performance. Credible Voices can add evidence on the quality, freshness, focus and consistency of a candidate's demonstrated expertise before appointment.

After appointment, author performance, Marketplace visibility, community participation and internal referrals can help show whether the hire is becoming connected, trusted and strategically valuable. Scores form one part of a wider assessment that includes financial, cultural and professional judgement.

Internal referrals as relational evidence

Referrals to and from an individual can indicate whether expertise is being trusted and integrated across practices, offices and client relationships. This is valuable for lateral hires, emerging leaders and established experts alike because it reveals whether knowledge is moving through the organisation rather than remaining isolated.

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Open access, rankings and market development

Open participation on both sides

There is no charge to content providers for the assessment and inclusion of their publicly available website content. Selected specialist and public-interest users receive permanent free access to 'Find an Expert', and Marketplace communities are free to join. Free inclusion, free specialist-buyer access and free community participation support broad coverage, low-friction discovery and wider engagement.

Inclusion is not pay-to-play. Commercial services enable organisations to manage profiles, interpret evidence, understand demand, create rankings and improve their content. They do not purchase higher scores, preferential assessment or guaranteed visibility.

Open rankings as public evidence infrastructure

Published open rankings are a visible application of the methodology and create reference points for entire markets. There is no inherent limit to the number that can be created across sectors, professions, geographies, specialist areas, networks and other defined populations where sufficient public evidence exists.

The Top 100 UK Law Firms and the Top 50 US Law Firms operating in the UK, both sponsored by Williams Lea, demonstrate how sponsorship can support publication and extend reach. Credible Voices plans to gift selected sponsorships where sponsor reputation, communications reach and promotional activity are likely to create more strategic value than a sponsorship fee.

Sponsorship principle

Sponsors are informed of the basis of the sponsorship. They may promote their association with an open ranking, but do not influence the population assessed, methodology, quality scores, ranking outcomes or interpretation of the evidence.

Professional networks as an adoption route

A professional network can be assessed both as a collection of member firms and as a combined virtual organisation. A launch model could provide an international network with free buyer access across its membership and publish the first open ranking of professional-services networks based on quality scores. This would create immediate multinational participation while helping networks demonstrate collective capability, identify high-performing members, reveal gaps, improve internal referrals and compare their position with other networks.

Notifications prompted by market activity

As organisations create private bespoke rankings or use the competitor-priorities tool, the Platform can generate targeted notifications for firms whose public evidence has been assessed, compared or surfaced. Notifications can also be triggered when an organisation is included in an open ranking or when a buyer search identifies one of its experts.

Notifications protect subscriber confidentiality and disclose only what is appropriate. The notification discloses no confidential user information; it alerts the organisation only to relevant activity involving its public evidence. They create a relevant reason for organisations to engage and understand how their expertise is represented.

Five reinforcing effects

EFFECT	MECHANISM	STRATEGIC VALUE
Evidence	More assessed content broadens coverage across organisations, authors and topics.	Better discovery and a richer shared evidence base.
Demand	Free specialist-buyer access creates more searches and structured requirements.	Richer intelligence about roles, topics, locations and emerging needs.
Visibility	Open rankings, sponsors and networks extend public reach.	More awareness, trust and participation across markets.
Participation	Communities turn discovery and published content into discussion, collaboration and relationships.	More expertise is applied through active professional engagement.
Activation	Event-triggered notifications convert activity into relevant conversations.	More organisations interpret, manage and improve their evidence.

The strategic risk of non-engagement

An organisation does not become invisible by choosing not to subscribe. Its public content may still be assessed and discovered. The practical difference is that non-subscribers may have less insight into quality scores, author representation, buyer demand, competitor priorities and how their expertise appears within the Marketplace.

Can an organisation afford a position in which its clients or competitors understand its public expertise better than its own leadership?

Specialist buyers and public-interest users

The Marketplace serves people who need credible expertise but may not be subject-matter experts themselves. The shared requirement is fast, transparent and defensible discovery, while professional judgement remains with the user and relevant stakeholders.

Roles specified by buyers

- An author
- An external consultant/advisor
- A contributor to a publication
- A contributor to a research study

- A future leader
- A recruit

- A team member

CONSTITUENCY	FROM	TO
Procurement	Late, transactional involvement	Earlier evidence-based collaboration and access to specialist communities
Journalists	Little black books, paid directories or opaque AI suggestions	Evidence-backed sources, informed interviews and emerging-topic communities
Policymakers	Institutional reputation and senior representation	Relevant specialists, knowledge communities and accessible synthesis
Regulators	Broad monitoring and periodic snapshots	Evidence-informed prioritisation and thematic communities
Association managers	Familiar speakers and volunteers	Broader evidence-backed contributors and convened communities

Bookmarks and saved searches

Buyers can bookmark experts, communities, publications and previous searches, then return to the filters, results and composite abstract as the evidence base is refreshed. This supports continuing research and engagement where a need develops over time.

Procurement: from transaction to strategic partnership

Procurement is often involved in legal and other specialist appointments after a preferred adviser has effectively been selected. Internal stakeholders may question whether procurement has the subject-matter knowledge required to identify experts, so its role becomes negotiation, process, onboarding and risk control rather than early market discovery.

The central barrier is relational rather than technological. In the Consultancy Procurement Council's annual research, presented by its Chief Executive at the CPC annual conference on 16 April 2026 and based on responses from more than 100 category managers, 50% identified stakeholder relationships as the main barrier to successful procurement; fewer than 10% selected AI from the same set of options.

The Marketplace enables procurement to bring a broader, evidence-backed shortlist to stakeholders earlier without claiming to replace legal, technical or professional judgement. It can reveal relevant specialists in smaller firms, broaden competition and make shortlisting more transparent and defensible. Specialist communities may also help procurement teams understand emerging requirements, identify less visible suppliers and engage practitioners before a formal sourcing process.

Discovery is only the first stage. Through the 'Manage an Expert' service delivered with Constellia, organisations can outsource due diligence, confirmation of tax status, negotiation of contracts and rates, onboarding, performance assessment, supplier payments and tax reporting. Constellia manages more than £400 million of spend across more than 240 public and private sector organisations. The service reduces the operational burden on small procurement teams and makes it easier and safer to engage specialists beyond established suppliers.

Marketplace participants can grant Constellia delegated access, subject to default restrictions and permissions. Those permissions can be adjusted, for example to allow registration for Audit own website. Participants with permanent free access to 'Find an Expert' are the exception to potential delegated access to that service.

Journalists: finding sources and preparing informed interviews

Journalists often need authoritative sources on unfamiliar topics at speed. Permanent free access lets them search beyond the traditional little black book, expensive directories and opaque AI recommendations. For each search, the Marketplace identifies six relevant authors using evidence of sustained, high-quality contribution and creates a composite abstract from all relevant articles associated with those selected authors.

The journalist receives both a defensible shortlist and a concise synthesis of the knowledge represented across it. This supports more intelligent questions from the start, faster interviews and a broader range of voices, while leaving

verification, source selection and editorial judgement with the journalist. Communities organised around emerging topics can provide a wider field of potential sources and continuing discussion as an issue develops.

Policymakers: reaching the people with relevant evidence

Civil servants preparing papers and advice to ministers need timely, relevant evidence. Institutional access and specialist knowledge do not always sit in the same place: a chief executive may sit on a leadership council, while the expertise required for a policy question is held by a manager or technical specialist deeper in the organisation.

Credible Voices helps bridge that divide. Policymakers can identify relevant specialists across organisations and levels of seniority, then use the composite abstract to understand the published evidence and prepare more focused engagement. Knowledge communities organised around a theme or sector can support continuing engagement beyond a single expert search. Leadership councils can use the same capabilities to mobilise expertise from within member organisations.

Regulators: evidence-informed prioritisation

Regulators can use consistently assessed public evidence to identify low-scoring organisations, weak information in priority topics and patterns that may justify further engagement or thematic review. A low score is not evidence of non-compliance, misconduct or professional incompetence; it is a triage signal that may help scarce regulatory resources be focused more proportionately. The same evidence can identify strong practice, emerging experts and useful contributors to consultations or guidance. Thematic communities can provide a structured route to practitioners and researchers around an issue while remaining separate from formal regulatory processes.

Association managers: mobilising sector expertise

Associations need to demonstrate relevance by identifying, convening and sustaining knowledgeable communities, not simply by filling speaker slots. The Marketplace can identify evidence-backed speakers, authors, committee members, community leaders, mentors and contributors for students. 'Find a Community' can help associations locate existing groups, create new communities around unmet needs and broaden participation beyond the usual speakers and volunteers.

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Research, knowledge transfer and public-interest intelligence

Credible Voices can support knowledge transfer beyond commercial markets. Academic research, charitable expertise and public-interest activity often face the same underlying problem: valuable evidence exists, but it is difficult to discover, interpret, connect and apply. Communities provide a practical setting in which that evidence can be discussed and developed with others who share an interest in the subject. Any community can create and manage a formal research panel, allowing defined questions and responses to remain connected to an active group.

Academics: improving discovery and knowledge transfer

Research is dispersed across university websites, repositories and specialist journals, and papers written for expert peers may be difficult for practitioners, policymakers, journalists and researchers in adjacent disciplines to interpret quickly. The Platform can connect authors, institutions, topics and sustained contribution; the Marketplace can identify relevant researchers, generate a composite abstract from their relevant publications and help users find or form research communities around a theme, method or cross-disciplinary question.

This does not replace peer review, academic papers or engagement with the underlying research. It helps practitioners, policymakers and other researchers identify relevant work and authors more quickly. The opportunity is particularly relevant to organisations such as The Productivity Institute, whose work seeks to connect research on productivity with business and policy. Relevant leadership experience is represented on the Centre's Advisory Board.

Philanthropists and charities

Philanthropists need evidence to identify credible organisations and maintain proportionate oversight, while charities may experience monitoring as burdensome and need specialist support they cannot easily afford. Credible Voices can add a neutral evidence layer to selection and stewardship without replacing due diligence, financial reporting or impact evaluation. Mission-relevant communities can help philanthropists identify active contributors and help charities connect with people who share their purpose.

Charities receive permanent free access to identify potential volunteers, contributors and relevant communities whose published work and participation provide evidence of expertise and interest. The charity remains responsible for suitability, safeguarding, conflicts and fit. The Centre also benefits from Board-level insight from the leadership of Philanthropy Impact, supporting informed exploration of this application.

The Centre as a producer of original intelligence

As the evidence base grows, the Centre can identify trends in content quality, topics, audiences, locations, attribution, expertise development and buyer demand. It can link aggregated Platform evidence with external financial, employment, productivity, workforce, investment and innovation datasets to explore relationships that would be difficult to observe through conventional research alone.

The resulting analysis can inform briefing notes for ministers and journalists, white papers, sector trackers, commentary, blogs, policy submissions, presentations, roundtables and data-led social media posts. Findings should distinguish association from causation, document sources and methods, and use the Centre's website as the stable source of record.

The Centre can also convene communities around research programmes, methods, governance and sector themes. Working groups can explore subtopics through local discussions and shared resources, while formal panels can test questions, methods and findings over time. Because contributors are already engaged around a common subject, panels can generate higher response levels than stand-alone surveys.

Original datasets, clear provenance and accessible interpretation can improve research visibility in AI-mediated search and chat environments, but no publication format guarantees selection, ranking or citation. Data-led social posts should link to the underlying analysis, methodology, date, sample and limitations.

Public-interest role

The Platform supplies the evidence base. The Centre analyses it, convenes communities around relevant findings and turns the results into research and briefings.

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Communities: turning content into participation

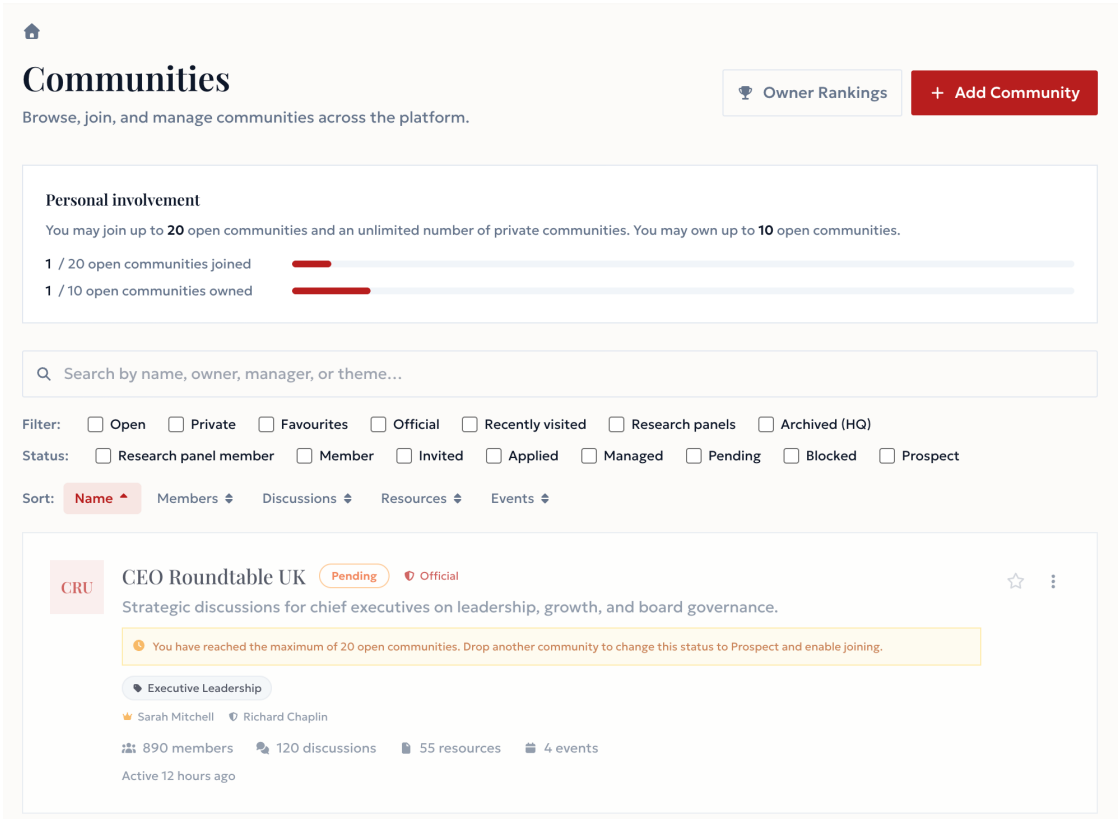
What communities enable

The Marketplace enables organisations and individuals to convene people around a client, sector, location, research question or shared professional interest. Communities can be open or private and bring selected content, discussions, resources, events, working groups and research panels into one managed setting.

Communities connect demonstrated expertise with active professional engagement. They enable people to discover a relevant community, participate with a defined purpose and sustain conversations, introductions and collaboration around shared evidence.

Community discovery

Users can search the full list of open and private communities or describe the community they need. Matching can use location, sector, organisation type, organisation size, expertise, PEST themes and intended contribution. Related communities are also shown alongside 'Find an Expert' results. If no suitable community exists, a user registered for at least 30 days can create one.



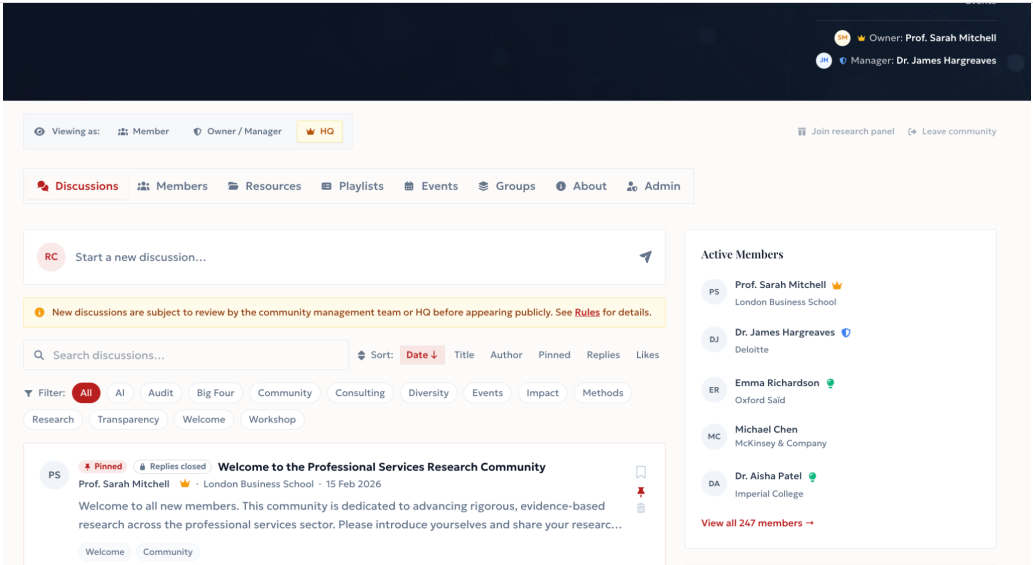
Community discovery on the Marketplace. The interface is live; community names, people, counts and activity shown are placeholder data. Live capture, 16 July 2026.

Community participation

Discovery establishes where a user may belong; participation determines what happens next. Members can contribute through discussions, content, events, resources, research panels and working groups. ‘Find a Community’ asks how the user intends to contribute, helping the Marketplace direct participation towards a relevant purpose rather than a general networking forum.

Contributions specified by community users

• Add/comment on posts	• Case studies
• Community management	• Education
• Events	• Mentorship
• Publications	• Research
• Thought leadership	



Community participation. The discussion interface is live; community names, people, counts and activity shown are placeholder data. Live Marketplace capture, 16 July 2026.

From publication to participation

Where a firm posts a content item from the Platform into a community, the identified author is automatically enrolled and notified. The content becomes the starting point for discussion with members who share an interest in the subject. Authors retain control over subsequent participation and communications.

Publish relevant content → share it with a suitable community → enrol the author → create opportunities for discussion, introductions and collaboration.

For professional-services marketers, this reduces the barrier facing advisers who are willing to publish but reluctant to approach unfamiliar contacts. The adviser enters because of a relevant contribution already made, rather than being asked to join a general networking forum without context.

Where communities add value

APPLICATION	VALUE CREATED
Published expertise	Extend the useful life of content through discussion, introductions and follow-up.
Client outreach	Use private communities to bring relevant internal experts into focused, content-rich conversations with clients.
Associations and networks	Convene contributors around sector needs, rather than relying only on familiar speakers.
Research and public policy	Provide managed settings for working groups, research panels and themed discussion.
Procurement and journalism	Identify specialist communities around sourcing requirements and emerging topics.
Charities and philanthropy	Find mission-relevant communities, contributors and volunteers.

Together, these functions turn participation into a natural extension of demonstrated expertise rather than a separate networking task.

Community structure and management

Community owners and managers can administer members, discussions, resources, events, working groups, research panels, invitations, roles and permissions. Communities can create fully functional sub-groups for locations, sectors, themes or projects, with their own discussions, resources, events and management. Keeping sub-groups within a coherent parent community reduces the likelihood of knowledge dissipating across thousands of splinter groups with only a handful of members. Open communities can support sector and research activity; private communities can support client outreach and other controlled collaboration.

Initial market and expansion pathway

Why begin with the UK legal sector

The UK legal sector is knowledge-intensive, highly competitive, rich in public content and accustomed to rankings, benchmarking and reputation-based signals. The pilot encompasses the Top 100 UK Law Firms and the Top 50 US Law Firms operating in the UK, both sponsored by Williams Lea. It provides a coherent market in which to validate messages, infrastructure, methods and commercial applications.

Before a wider external launch, members of the Centre and selected partners will be given access to the Platform in a beta mode. Their feedback will be used to assess the clarity, usefulness and credibility of the experience, followed by a focused round of improvements. A more formal pilot and case study can then be undertaken after launch, providing the evidence for a subsequent public white paper.

The beta phase should help establish which elements users find most credible and useful, where the proposition or terminology remains unclear, which applications generate the strongest interest and what concerns users may have about interpretation, governance or presentation. The feedback should inform one clear refinement cycle before broader external use.

Criteria for expansion into adjacent sectors

Two broad expansion routes are currently being considered. The first would extend legal coverage internationally, potentially towards near global coverage of the sector. The second would concentrate initially on the largest and most strategically important legal markets, before extending the model into adjacent professional services sectors. Accountancy is a strong candidate for the first sector beyond legal services because of its scale, international structure and substantial body of public expertise content.

The preferred route should be determined by evidence rather than ambition alone. Relevant considerations will include user demand, the quality and accessibility of public content, the transferability of the assessment approach, the strength of partner networks, the commercial opportunity and the potential contribution to the Centre's research and public interest objectives.

The underlying architecture has wider potential across consultancy, property, engineering, financial services, business schools, universities, public-sector organisations, market-research companies, think tanks, professional bodies and other knowledge-intensive sectors. Expansion should follow clear evidence of customer need, methodological transferability, accessible public content and credible routes to adoption.

Expansion driven by buyer demand

Expansion can also follow buyer and community demand. Procurement teams, journalists, policymakers, regulators, NEDs, association managers, philanthropists, charities and academics all create reasons to extend evidence coverage into new sectors and jurisdictions. New or growing communities can reveal themes, locations and groups for which better evidence coverage would be useful. Professional networks can accelerate this process by bringing multiple organisations into the shared evidence base at the same time.

To become the world's leading independent evidence infrastructure for expertise in knowledge-intensive sectors.

Governance, ownership and trust

Trust depends on methodological rigour, transparent ownership, clear decision rights, defined funding arrangements and explicit boundaries around sponsorship and commercial activity.

Ownership and funding

The Centre for Professional Services Research is a trading name of Practice Management International LLP (PMI). PMI owns and operates the Platform and owns the registered trademark for the Credible Voices Marketplace®. RubikLab created the evidence layer. Thirty per cent of Marketplace buyer revenues are allocated to the Centre before the remaining revenues are shared between PMI and RubikLab under their commercial arrangements.

Independent Centre decisions

The Centre has an independent Board that takes key decisions on its direction and public-interest activity. The Board and working groups alone decide how the Centre allocation is used. Volunteer ownership is substantive: members shape priorities, challenge proposals, resolve practical issues and accept responsibility for the Centre's development and reputation.

The role of Centre members is to provide informed challenge, help identify worthwhile research and public interest applications, and advise on questions of credibility, interpretation and reputation. They are not expected to manage the Platform or its commercial delivery, but their perspective can help ensure that the wider proposition remains useful, responsible and aligned with the Centre's purpose.

Conflicts, reputation and sponsorship

Common ownership is disclosed. Centre spending decisions remain independent. Sponsor boundaries are explicit. Potential tensions are discussed openly rather than obscured by artificial separation.

The common ownership structure is stated openly. Conflicts and reputational issues are addressed through discussion among those affected, with the Centre's independent Board exercising judgement on matters affecting the Centre. Sponsors are told the basis of sponsorship and may support publication and reach, but cannot influence who is assessed, the methodology, scores, ranking populations or outcomes.

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What success would change

Consistent evidence and active communities could improve decisions and participation across leadership, marketing, client service, talent, procurement, research and public-interest work.

AREA	POTENTIAL CHANGE
Leadership	Expertise becomes a managed strategic asset rather than an assumed characteristic.
Marketing and content	Quality and discoverability are managed together; marketers become guardians of strategic intelligence.
Client service	Relationship advisers mobilise relevant colleagues faster and cross-selling becomes more client-centred.
Talent	Emerging experts are recognised earlier; lateral hires are selected and integrated with richer evidence.
Buyers	Procurement, journalists and other users discover relevant expertise and specialist communities with greater speed and confidence.
Boards	NEDs see beyond hierarchy to relevant knowledge across the organisation.
Research and policy	Academic and specialist evidence reaches practitioners, civil servants and ministers through discovery, synthesis and research communities.
Public interest	Regulators, philanthropists, charities and associations target effort, find contributors and convene communities more effectively.
Communities	Published expertise becomes a starting point for discussion, collaboration and relationships across organisations, sectors and locations.
Markets	A more plural evidence base broadens who is seen, heard and invited to contribute.

The ambition is to provide trusted evidence for better, more transparent decisions, with different measures used for different purposes.

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Conclusion

Knowledge-intensive sectors depend on expertise, but the infrastructure used to understand and apply that expertise has not kept pace with the volume of information now available. Organisations publish more, markets move faster and AI has sharply increased the volume of plausible content that organisations can publish. Yet without defined methods, persistent data structures, current evidence and credible governance, more information does not necessarily produce better decisions.

Credible Voices provides the missing evidence infrastructure. The Centre provides the intellectual anchor, public-interest research and communities around research and sector themes. The Platform applies structured methods consistently across large volumes of content, refreshes the evidence base every two weeks and can process new website URLs for private bespoke rankings within hours. The Marketplace applies the resulting evidence to rankings, expert discovery, demand intelligence and the creation and management of communities. Together, the components help users find four things that are normally separated: experts, evidence, insight and communities. They connect assessment, strategic alignment, competitor intelligence, talent, content governance, participation and public-interest use within a shared evidence base that grows with use.

The model uses open access where it improves coverage and participation: public content can be included without charge; selected specialist and public-interest buyers receive permanent free access; Marketplace communities are free to join; published content can become the starting point for discussion and collaboration; published open rankings create market reference points; sponsors and professional networks extend reach; and event-triggered notifications make the strategic relevance of public evidence tangible.

Commercial activity can fund public-interest work, while public-interest research can increase the usefulness and credibility of the evidence base. Organisations gain original intelligence that conventional research would often leave unfunded, together with better evidence for competition, strategic alignment, talent, content, referrals and client service. Buyers gain faster and more defensible access to expertise. Communities turn assessed and published expertise into discussion, relationships and collaboration. The Centre gains a growing evidence base from which to identify trends, connect datasets, convene relevant contributors and produce original insight for business, policy, media and society.

The broader opportunity is to improve who is recognised, heard and trusted. The long-term ambition is for Credible Voices to become the world's leading independent evidence infrastructure for expertise in knowledge-intensive sectors.

Evidence to understand expertise. Intelligence to make better decisions. Communities to turn published knowledge into participation. Infrastructure to become more valuable with every assessment, ranking, search and interaction.

APPENDIX A

Core evidence entities

The evidence model is designed around persistent relationships. The following entities illustrate the structure of the developing evidence base.

EVIDENCE ENTITY	WHAT IT REPRESENTS
Organisations	Firms, institutions, public bodies, schools, networks, research centres and other knowledge-intensive organisations.
Authors and experts	People whose demonstrated expertise is evidenced through public content and activity.
Content	Articles, reports, research, guidance and other publicly available items assessed in a form-appropriate way.
Topics and audiences	The subjects addressed and the people, sectors, roles or communities for whom content is intended.
Locations and markets	Geographic and market contexts relevant to expertise and buyer requirements.
Quality evidence	Structured assessment against defined criteria, with descriptors, scores and quality assurance.
Buyer demand	Anonymous, structured requirements captured through Marketplace searches, including the role required and the filters applied.
Communities	Open and private groups organised around shared expertise, including links to content and authors, memberships, intended contributions, discussions, resources, events, research panels and governance roles.
Competitive relationships	Organisations selected together for private bespoke rankings or comparison.
Referrals and engagement	Signals showing how expertise is discovered, introduced, discussed, applied and connected within organisations, between organisations and through communities.

APPENDIX B

Evidence notes and terminology

This appendix records the principal definitions, dated claims and interpretive limits used in the paper. It is designed as a compact reference rather than a repetition of the main text.

EVIDENCE POINT	SOURCE OR DEFINITION
Framework provenance	Credible Voices began with the Centre's public-interest ambition to make business-school knowledge more useful to government, investors and others supporting UK economic growth. A leading Cranfield University professor on the Centre's Board warned that aggregation without a filter would create another "Tower of Babel", volunteered Cranfield's framework and explained that it came from the world of medical peer review of new medicines. She worked with RubikLab, also represented on the Board, to adapt it for commercial and professional-services content, including visual presentation and blogs. The resulting 16-point framework is proprietary.
Published open rankings	Public rankings created by Credible Voices for defined markets or populations. The Top 100 UK Law Firms and the Top 50 US Law Firms operating in the UK are both sponsored by Williams Lea. Sponsorship does not affect assessment or outcomes.
Private bespoke rankings	Confidential, subscriber-defined comparison sets used to benchmark selected organisations. The term "benchmarking" describes the activity; the product name is private bespoke ranking.
Conventional research estimate	A researcher based in Spain estimated on 13 November 2025 that a less sophisticated competitor-priorities analysis would require at least six months of conventional research. It is an informed estimate, not a formal study.
Throughput and refresh	The Platform currently assesses about two content items per second. A comparable manual assessment is estimated at about five minutes per article. The evidence base is refreshed fortnightly, with unchanged material reprocessed only when source changes are detected.
Rapid processing	New URLs for private bespoke rankings can typically be processed within hours, subject to website size, structure, access conditions and technical complexity.
Quarantine	As at 15 July 2026, about 2% of approximately 500,000 articles from the 150 firms in the two open rankings were quarantined by automated controls. This is a protective quarantine rate, not a confirmed error rate.
Author attribution	As at 15 July 2026, content availability across the 150-firm benchmark was 52.9%, meaning that proportion of evaluated articles had an identifiable individual author.
CPC research	The Consultancy Procurement Council annual findings were presented by its Chief Executive at the CPC annual conference on 16 April 2026. More than 100 category managers responded; 50% selected stakeholder relationships as the main barrier and fewer than 10% selected AI from the same options.

Interpretation, interfaces and limitations

POINT	INTERPRETATION OR LIMIT
Live exhibits	The competitor-priorities and audit images were captured from the live Platform on 15 July 2026. Community discovery and participation interfaces were captured from the live Marketplace on 16 July 2026. Placeholder records are identified in captions.
Anonymous mode	Firm names can be replaced by letters in a private bespoke ranking. Beta testing found that half of participating organisations failed to identify their own firm and none identified all selected competitors correctly.
Strategic alignment	Alignment should not be inferred from volume alone. Analysis should compare declared priorities, website evidence and recruitment messaging using quality, freshness, attribution, topic, audience and location evidence.
Composite abstracts	For relevant searches, six authors are selected and a composite abstract is produced from their relevant articles. It is a preparation and discovery aid, not a substitute for reading the sources.
'Find a Community'	'Find a Community' can match by organisational and thematic criteria and intended contribution. Where a firm posts a content item from the Platform into a community, the identified author is automatically enrolled and notified, and retains control over subsequent participation.
Synthetic client panels	Synthetic personae provide simulated feedback for pre-publication testing. They do not replace direct client research, professional judgement or evidence from real audiences.
Linked datasets	External datasets should be used only where sources, coverage, definitions, periods and limitations are documented. Association does not establish causation.
AI-mediated discovery	Experience suggests that original data, clear provenance and accessible analysis can improve usefulness and discoverability, but no format guarantees selection, ranking or citation by AI systems.
Scope and regulatory use	Credible Voices assesses demonstrated expertise in public content. It does not measure every dimension of competence, client service, compliance, financial performance or organisational culture. Low scores are not evidence of misconduct and may be used only as prompts for further human review.

ABOUT

About Credible Voices

Credible Voices is the brand developed through the Centre for Professional Services Research and Practice Management International LLP. Its public-interest origins, the Cranfield framework volunteered to the Centre and the subsequent 18-month development into functioning infrastructure are described in Section 4. PMI has created and managed influential professional communities serving knowledge-intensive sectors for more than 30 years. Its formal networks comprise the Centre; PM Forum for marketing and business development professionals; Managing Partners' Forum for leadership teams; and Profile for the property sector.

The Centre is the intellectual anchor, developing and promoting rigorous methods, independent research and communities around research and sector themes. The Platform applies those methods consistently across large volumes of content. The Marketplace applies the resulting evidence to connect buyers with experts and communities and to support active participation. The evidence layer has been created by RubikLab.

The Marketplace is a commercial application supported by Audit own website, Marketplace Management, Strategic Planning, 'Find an Expert' and 'Manage an Expert', together with private bespoke rankings, synthetic client panels and related applications. Communities are free to join and support discovery, participation and collaboration. Selected specialist and public-interest users receive permanent free access to 'Find an Expert'; content providers are not charged for the assessment and inclusion of publicly available content.

Thirty per cent of Marketplace buyer fees are allocated to the Centre. The Centre's independent Board and working groups alone decide how that allocation is used for public-interest research, community convening, collaboration, knowledge transfer, diversity of voices and support for emerging researchers. The remaining commercial revenues are shared between PMI and RubikLab under their arrangements.

The pilot market is the UK legal sector, including the Top 100 UK Law Firms and the Top 50 US Law Firms operating in the UK, both sponsored by Williams Lea. Product features, methodology, coverage and terminology will continue to evolve as the Platform is validated and extended.

CREDIBLE VOICES

The evidence infrastructure for expertise