

Projects

Defined-scope work for law firms — what each project consists of, what it requires from the firm, and what it does not cover.

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A project delivers a defined piece of work to a defined scope and term. It is not a reduced version of the fractional CMO role and is not intended to become one. The role exists to decide where a firm should be positioned and who it needs to reach. A project executes a specific piece of work the firm has already decided it needs. Firms take projects for exactly that reason, and they are open to any firm.

The five projects

Each of the following is scoped, priced and run independently. A firm may take one or several; they do not need to be bought together, and taking one commits a firm to nothing further.

PROJECT ONE

Expert comment in national business media

Placing partners as quoted commentators in first-tier Indian business and financial press on live stories where the firm holds genuine expertise.

WHAT THE WORK CONSISTS OF

Continuous monitoring of stories in the firm’s practice areas as they break, and rapid identification of the ones where a partner can say something specific and correct. Drafting comment that is actually usable — short, precise, and not hedged into uselessness, which is the most common reason a lawyer’s quote is cut. Pitching the correspondent who covers that beat, at the point in their day when it is useful to them. Managing the exchange through to publication.

The underlying reality determines whether this works at all. A journalist filing before an evening deadline needs a quotable sentence within the hour. Firm size is a proxy they reach for when nothing better is available. Precision and availability beat letterhead more often than firms assume — but only where a partner responds quickly and commits to a view. Direct working relationships across national financial dailies, business television, legal desks and business magazines are the difference between a pitch that is read and one that is not.

WHAT THE FIRM SUPPLIES

One or two partners who will respond within the hour when a story is live, and who are willing to say something specific rather than something safe.

NOT INCLUDED

Guaranteed placement. Editorial judgement is not purchasable, and a supplier who suggests otherwise is describing paid content rather than press. What is offered is the volume of qualified opportunity and the quality of drafting; conversion depends on the news cycle and on partner responsiveness.

PROJECT TWO

Directory and award submissions — the annual cycle

Running a firm’s full submissions calendar for the year: international directories, domestic legal journals and practice-area awards, at firm and individual level.

WHAT THE WORK CONSISTS OF

Building the calendar and working backwards from each deadline. Extracting matter descriptions from partners in short structured sessions rather than open-ended requests. Writing each submission to the format and evidentiary standard the specific publication applies — which differ materially and are frequently misjudged. Resolving the confidentiality position on each matter and producing named and abstracted versions where both are needed. Approaching and coordinating referees, and confirming consent before a name is submitted. Filing, tracking, following up.

Submissions are evidence exercises rather than budget exercises, and firms lose them on evidence. A researcher needs a matter description specific enough to be assessed by someone who does not know the market, a defensible account of why the matter was difficult, and a referee who has agreed to take the call. Firms fail for unromantic reasons: the matters were never written up, the referees were never asked, the confidentiality question was never resolved, and the date passed.

WHAT THE FIRM SUPPLIES

Access to matter information, partner time in scheduled sessions, and permission to approach clients as referees.

NOT INCLUDED

Outcomes. Rankings are decided by the publications, on evidence we assemble but do not control. A first cycle for a firm with no existing record usually establishes position rather than producing placements; the compounding is real but not immediate.

PROJECT THREE

Website content — creation or revision

The written substance of a firm’s website: practice pages, lawyer biographies, matter descriptions, and the structural decisions about what sits where.

WHAT THE WORK CONSISTS OF

An audit of what the current site actually claims, then rewriting against a single test: *could a competitor say this truthfully?* If yes, it carries no information and it comes out. “Commercially minded”, “partner-led”, “solution-oriented” — every firm can say these. What replaces them is specific and attached to proof.

Biographies are treated as a priority rather than an afterthought, because on most firm sites they carry a disproportionate share of visits: someone who has been given a name is checking that person, not browsing a firm. Matter descriptions are abstracted where confidentiality requires it, in a form that preserves the substance. The audit also covers the structural questions that quietly determine whether any of the writing is ever found — whether pages carry their own addresses, whether published articles are indexed individually or buried inside one page, whether the site states plainly what the firm does.

WHAT THE FIRM SUPPLIES

Matter access, biography inputs, and a single point of sign-off. Multiple partner approval loops are the usual reason website projects run long.

NOT INCLUDED

Design, build and development. We supply content, structure and the technical audit; implementation is handled by the firm’s own developer.

PROJECT FOUR

Practice brochures and credentials documents

Firm and practice-area credentials for use in pitches, panel applications, requests for proposal and client meetings.

WHAT THE WORK CONSISTS OF

Building a reusable evidence base first — matters, values, outcomes, sectors, named individuals — and assembling documents from it, rather than writing each from a blank page. Most credentials documents fail in use because they describe the firm instead of evidencing it. A reader who already assumes the firm is competent is looking for proof of specific relevant experience, and generic capability language gives them nothing to act on. The work is largely the discipline of replacing description with evidence, and arranging that evidence in the order a particular reader will want it.

WHAT THE FIRM SUPPLIES

Matter information and confidentiality decisions. Where a document is for a specific pitch or panel, the invitation and its criteria.

NOT INCLUDED

Graphic design and layout beyond a clean typeset document. Where a firm has an existing visual identity, we work within it.

PROJECT FIVE

Partner presence on LinkedIn

Establishing an individual partner — not the firm — as a consistent and credible voice within their own practice area.

WHAT THE WORK CONSISTS OF

Deciding what the partner is going to be known for, which determines everything after it and is the part most often skipped. Then a sustained cadence of writing in that person’s voice on developments inside that narrow area: a judgment worth reading, a regulatory change with a practical consequence, an observation from a matter that can be abstracted. Drafting is done for review and sign-off rather than left to the partner to produce.

What does not work, and what most law firm activity on the platform consists of, is firm news — award announcements, event photographs, congratulatory posts. These are read by other law firms. What is read by clients is a specific person holding a specific view about something the reader is currently dealing with.

WHAT THE FIRM SUPPLIES

A partner willing to hold a view in public, and roughly twenty minutes a week for review.

NOT INCLUDED

Follower growth or engagement metrics as an objective. The measure that matters is whether the right people read it, which is a function of what is said rather than how many respond.

II

What every project needs from the firm

One requirement is common to all five, and it is the usual reason work of this kind fails.

Partner time is the binding constraint, not fee. Every project above draws on substance only the practising lawyers hold — what the matter was, why it was difficult, what turned it, what the position on a live regulatory question actually is. That cannot be outsourced, and a supplier who claims otherwise produces work that a directory researcher, a journalist or a general counsel recognises immediately as written by someone who does not understand the practice.

What can be changed is the ratio. Every project is structured to take the irreducible minimum from partners — in short, scheduled, prepared sessions tied to real deadlines — and to absorb everything else. In practice this is usually under two hours a month per participating partner, concentrated around submission cycles rather than spread evenly across the year.

The firms that get least from work of this kind are not the ones that spend least. They are the ones that treat the supplier as a substitute for their own involvement rather than as a way of minimising it.

III

How projects run

TERMS

- **Scope and term are fixed in writing before work begins**, including what is excluded. Where a project surfaces work outside the agreed scope, it is raised and quoted separately rather than absorbed.
- **Projects are priced per engagement, on scope**. Cycle-based work such as submissions is priced by annual cycle. Continuing work such as media comment or partner presence is priced monthly with a minimum term, because neither produces anything in the first few weeks.
- **Reporting is monthly and factual** — what was submitted, placed, drafted or filed, and what is pending.
- **No exclusivity applies to project work**. A firm taking a project is not restricting us and we are not restricting them. This differs from the fractional CMO role, where exclusivity is structural.

IV

What projects are not

Worth being explicit, because the boundary is what allows the projects to work properly.

A project executes a piece of work a firm has already decided it needs. It does not carry the judgement about what the firm should be known for, which buyers it should be reaching, which practices to build visibility around and in what sequence, or which specific situations in the market it should be positioning itself in front of. That direction is the substance of the fractional CMO role — a different arrangement, in which the whole function is held inside one firm, continuously, for years, with a corresponding exclusivity.

The distinction is not one of quality or scale. A submissions cycle run as a project is run to the same standard as one run inside the role. What differs is that a project answers a question the firm has already framed, and the role frames the question.

Firms take projects for precisely that reason: they know what they need done. They are open to any firm — including firms we are not embedded with, and including firms whose own marketing teams need a specific capability they do not hold in house.