

LEXISNEXIS UK

# USING SMART ANALYTICS TO DRIVE GREATER VALUE FROM ENTERPRISE SOCIAL

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## THE CASE FOR ENTERPRISE SOCIAL AT LEXISNEXIS UK

Seeking to further enhance customer service levels, improve the organisation's ability to cross-sell and up-sell, and better meet competitive challenges in the marketplace, LexisNexis UK – leading provider of content and technology solutions to the legal and tax markets – has focused on the drivers underpinning these business outcomes. The result was a realisation that they needed to improve operational efficiency, reduce duplication of effort, leverage existing resources and optimise the knowledge held throughout the organisation. Central to their strategy is also the need to connect their distributed workforce and attract and retain the right talent.

With a reputation for innovation and as a pioneer of delivering online information as well as providing solutions to manage that information, it is little wonder that LexisNexis UK turned to a leading enterprise social solution such as Yammer. Under the leadership of Human Resource Director Laurie Hibbs, Yammer was implemented with the goals of flattening hierarchy, devolving leadership, fostering collaboration and facilitating new forms of communication.

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## MEASURING VALUE AND FOCUSING INVESTMENT

As the use of Yammer spread across the LexisNexis UK organisation, Laurie began to wonder whether his

objectives were being met. Anecdotally there was evidence that Yammer adoption was good and that communication between senior management and the lower tiers in the organisation had also increased, but was it possible to generate real insight to provide concrete answers?

**Laurie turned to Engage Group to answer three key questions:**

*How was Yammer being used: what were the real adoption and engagement levels?*

*Were they really deriving the benefits from social collaboration that they had hoped for?*

*What could LexisNexis UK do to drive greater adoption and further benefits?*

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## UNLOCKING THE INSIGHT

In order to answer the questions Engage Group first worked with Laurie to identify the business drivers behind LexisNexis UK's objectives and strategy. Armed with this information, Engage Group established a methodology that when applied to the available data would provide LexisNexis UK with robust and actionable insights. Using robust statistical techniques, the relationships between Yammer and employee engagement survey data were analysed. An in-depth investigation into Yammer activity was also conducted with analysis of end-user and conversational data, including topic modelling of content and network analysis of employee relationships on Yammer.

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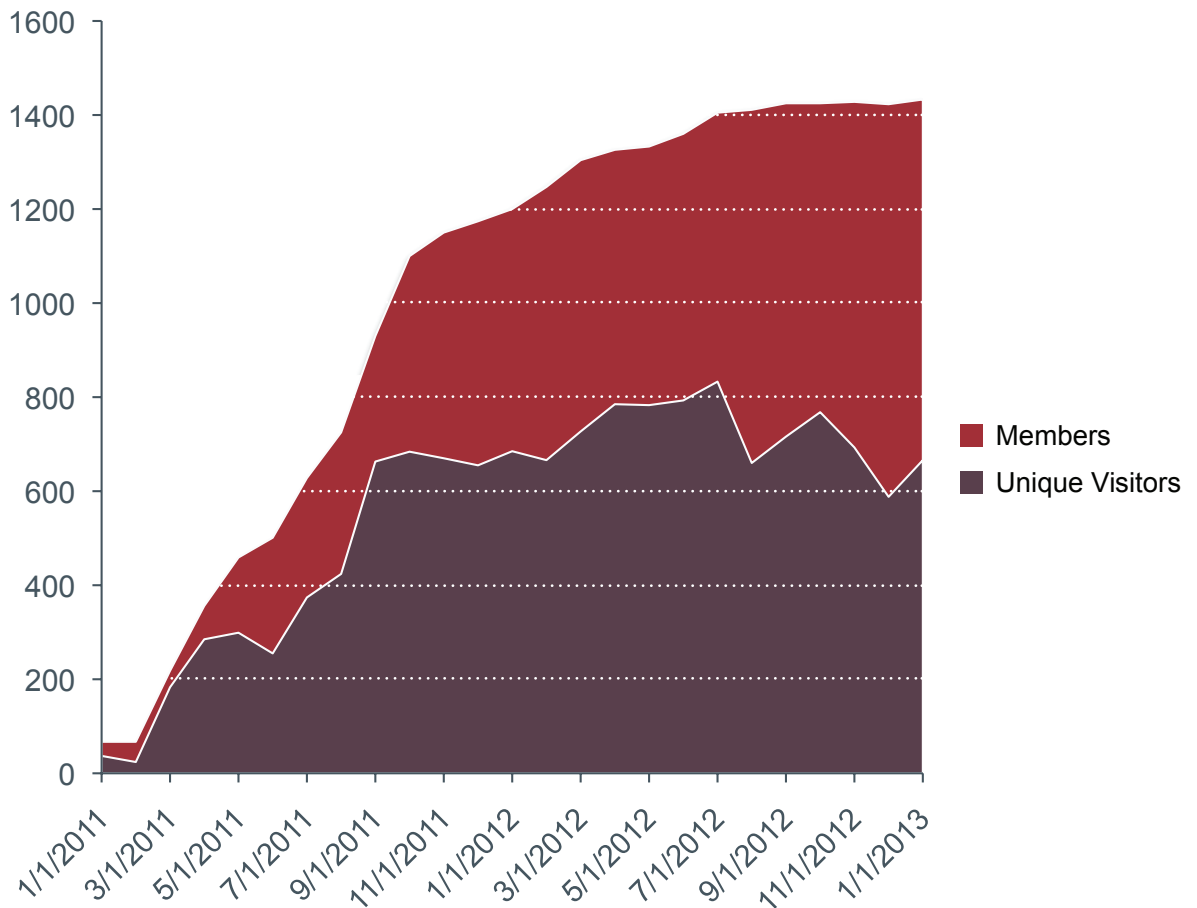
## ENGAGEMENT, ADOPTION AND COLLABORATION

One of the most striking findings was the positive correlation between Yammer usage and attitudinal factors as evidenced by the employee engagement survey. Those employees most engaged and active on Yammer are also those who rate themselves highly for “understanding the business strategy” and being able to “use my skills and abilities at work” in the employee engagement survey - both critical factors linked to increased engagement and performance at LexisNexis UK, and on drilling deeper it was found that the conversations were primarily work related.

The evidence was sufficient to convince Laurie he had made the correct strategic decision in adopting Yammer; “Engage Group’s analysis showed that Yammer is being used by engaged employees and they are using the platform almost exclusively to have conversations that benefit the business. This provides great evidence of the value we’re achieving and a strong case for continued investment”.

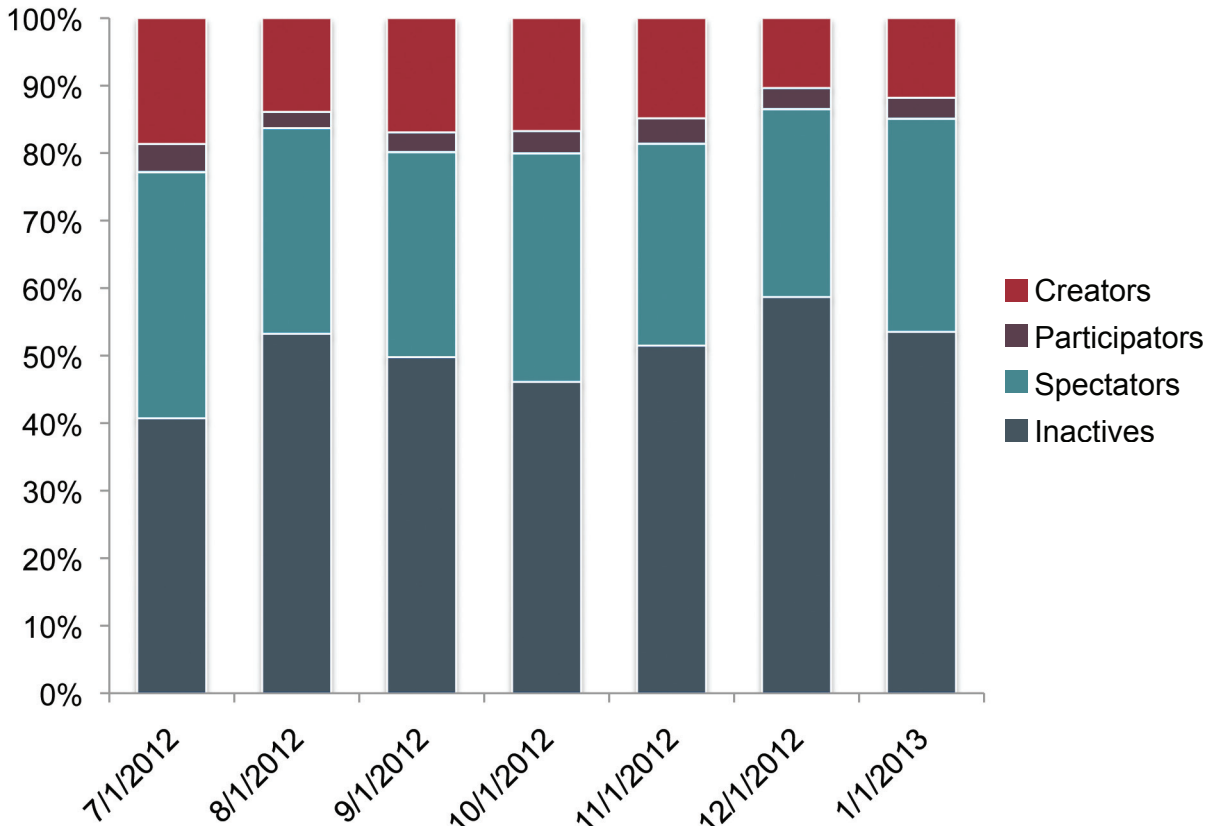
Further research on usage patterns revealed that the number of visitors started to level off after 9 months and the number of creators and participators experienced a similar plateau. It became clear that the viral effect of the technology would only take adoption so far and what was needed was active community management. Working with Engage Group’s specialists, LexisNexis UK is putting in place a clear strategy and programme, informed by the data, to drive adoption.

**Figure 1:** ‘Active usage’ has levelled off



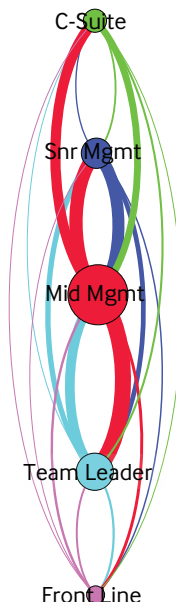
*“LexisNexis is an information services business and so competitive advantage can be created when we can react quickly with the market. Having a measure of that fluidity is of enormous value.”*

**Figure 2:** Drilling deeper into participation



A key goal for LexisNexis UK was to ‘flatten the hierarchy’ within the organisation. Connecting people at all levels of the organisation forms part of the corporate plan and the adoption of Yammer was specifically aligned to this challenge. Engage Group’s insight indicates that there is some evidence of hierarchical flattening although the middle management level acts as a ‘broker’ or conduit of conversations between senior management and the front line.

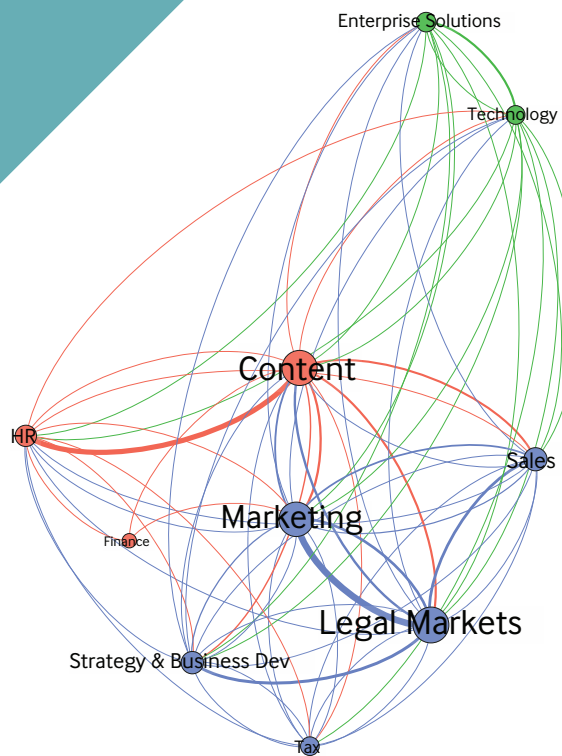
It is clear that the technology alone is not the sole enabler of large culture change initiatives such as hierarchical flattening. There needs to be community management and cultural change programmes working in parallel to the technology to deliver successful outcomes. And by having the right analytics in place it is possible to track how enterprise social technology is supporting such change efforts, meaning that programmes can be recalibrated as necessary in order to deliver successful outcomes.



This approach also allows LexisNexis UK to see how adaptive and resilient the networks within the organisation are and whether they are able to react to changing and unforeseen circumstances. According to Laurie Hibbs this is crucial: “LexisNexis is an information services business and so competitive advantage can be created when we can react quickly with the market. Having a measure of that fluidity is of enormous value”.

*Middle management level acts as a ‘broker’ or conduit of conversations.*

**Figure 3:** Inter-hierarchy connectivity



**Figure 4:** Cross-functional collaboration

This approach also revealed where key hot spots of collaboration were occurring between teams from across the organisation. In one particular case it could be seen that people from a number of departments were regularly connecting, collaborating and sharing. What was taking place was collaboration on a new product development project; by using this data-driven insight, LexisNexis UK has been able to identify hard evidence of Yammer directly facilitating tangible business outcomes. This use case can be played back to the organisation to support greater adoption, and explored through deep-dive analysis to understand the drivers and outcomes of this collaborative activity.

LexisNexis UK understands that the rules of influence and authority are different when operating in the 'social' world as evidenced by their plan for Yammer to flatten the hierarchy. Engage Group's analysis has also revealed the need to identify and build relationships with the key 'influencers' on the network, and resist using Yammer as a 'push' communications channel. Better outcomes can be achieved by leveraging the power of the network and using the technology to facilitate genuine engagement and dialogue.

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*"The level of insight provided by Engage Group has had a dramatic effect on our thinking about the way we use social collaboration technology to support our strategy."*

For example, analysis showed that of the 10 most popular threads (based on responses and likes), none were generated 'centrally' and all had come via 'non-traditional' routes. The official content had not received anywhere near as much interest as the conversations posted by key influencers. Equipped with this information LexisNexis UK is able to both build relationships with key influencers and adapt its approach to centrally-generated content to increase engagement with key messages without losing authenticity.

## **BUILDING ON SUCCESS**

The insights and recommendations provided to LexisNexis UK are helping shape the plan for evolving social collaboration across the organisation. According to Laurie Hibbs "the level of insight provided by Engage Group has had a dramatic effect on our thinking about the way we use social collaboration technology to support our strategy. Because Engage Group is expert in employee engagement and data analysis they are able to deliver relevant and actionable insight with practical recommendations. We're now looking forward to taking forward their insights and recommendations to drive greater adoption and realise further value from our investment".

Now confident that the return on investment is positive, the insights and recommendations will be used to guide strategy in a number of areas from talent management to driving employee engagement.