



Enhance Consulting

Delivering Significantly Improved Results

Organisational Optimisation Specialists

Transforming Results

Case Study

Summary

Customer: LexisNexis



Headquarters: Durban, Kwazulu Natal, South Africa

Industry: Publications, Seminars, e-publishing

Areas Improved:

- Call Centre, Publishing, Supply Chain, Technology and Human Resources

Size of Company:

- 350 Employees

Challenge: To assess the current operation and develop a strategy and roadmap to implement changes to resources, processes, and technology the deliver an improved return on resources and improved delivery to customers.

Product (s) Deployed:

- Dialler Technology
- Performance for Brilliance Programme

Benefits:

- R4m cost saving per annum
- Increased Telesales by 200%
- Substantially reduced line manager time in preparation of Performance Reviews
- More empowered and motivated staff as they own their own performance
- More regular performance discussions, so poor performance can be managed more effectively
- Notable increase in service delivery

LexisNexis

Revolutionising Performance Review

About LexisNexis

LexisNexis is a listed South African Publisher, based in Durban Kwazulu-Natal, South Africa. LexisNexis deliver efficient knowledge -based solutions. With the unique combination of Butterworths authoritative content, powerful online research, and advanced productivity tools. Their content, tools and expertise deliver a unique portfolio of offerings designed to help business succeed.

www.lexisnexis.co.za

The Challenge

LexisNexis's business model relies heavily on the ability of its employees to maximise the time they spend in customer facing activities, which is critical to their ability to manage both customer care and the service delivery process. With an active client base in excess of 3 million and a staff component in excess of 350 employees, it became clear that there was a need to reduce operating costs and that the performance review system being used was no longer proving effective, as both staff and managers had to spend too much time on preparation and meetings, and often poor performance was only discovered after it had persisted for some time, impacting company performance. The publisher needed to develop a strategy to achieve significant cost saving and to implement a system capable of allowing the business to focus more time on customer care and the service delivery activities, and that would more quickly highlight poor performance, in order to meet the demands of both the customer and the bottom line results.

The Solution

LexisNexis engaged Enhance to partner with them to Assess their business and to develop a strategy and implementation roadmap to deliver cost saving and improved service delivery, in addition to implementing their Performance for Brilliance (PFB) programme. PFB offers a performance review solution, featuring a process that significantly reduces the administration time requirement, it has easy to use electronic forms, and excellent Excel based reports. The solution was implemented within the Management Team over a short period, and then rolled-out to all the departments staff, with support from Enhance during implementation.

The PFB solution, empowers staff to take ownership for their own performance, they become responsible for the administration, scheduling and execution of performance reviews (under the guidance and sign-off of the leaders). This increases the level of engagement in their own performance, and means that below target performance is highlighted and addressed more quickly at monthly review meetings, as opposed to other traditional performance review processes. The documentation used (electronic or paper based) is easy to use. Employees need to regularly (dependent on reporting available in the organisation) ensure that they know how they are performing against target and highlight poor performance to their leaders immediately. Consequences are also agreed upfront, which reduces the burden on the Human Resource Department.

The Benefits

In the time since the roadmap was completed and the system implemented, LexisNexis has experienced significant improvements in terms of both their service delivery and efficacy, having introduced the easier, more engaging PFB solution and completed changes to their organisational structure.

Shiva Pillay expressed his satisfaction at the implementation, "Our staff feel much more engaged in the performance review process and feel empowered to both take on the administrative process of the performance reviews, and also to take ownership of their part of our business. This has resulted in a more efficient performance



Enhance Consulting

Delivering Significantly Improved Results

www.enhancecall.co.za

Enhance provides a full suite of expertise and services to guide you through the full lifecycle of a transformation initiative or through a specific project. Our services framework is modular and flexible so that projects can be tailored to your exact needs.

Cell: +24 84 264 1995

Direct Fax: +27 (0) 86 667 1017

Number One - 151 Dale Lace Avenue, Randparkridge, 2196, RSA

P.O.Box 59, Welobie, 1714, RSA

Direct Line: +27 (0) 11 794 5113

Email: bryan@enhancecall.co.za

or bern@enhancecall.co.za