Adoption & Practices

How social collaboration technology helped Pearson refocus and realign its business

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This report examines the implementation of an enterprise-wide social collaboration platform at Pearson, a global education and technology company, that allowed the organisation to connect its various businesses across 80 countries as part of an initiative to improve the sharing of news, information and best practices, and to encourage collaborative working across the different regions. The solution – branded as "Neo" – is based on technology from Jive Software.

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Case study key facts

Organisation	Pearson
Industry	Education and technology
Current Collaboration goals	As part of its strategic shift to focus on education and technology, and following many acquisitions, Pearson needed an enterprise-wide solution that would connect the different parts of its business, enabling more efficient and regular sharing of news and information, and supporting the move to a global, yet streamlined, portfolio of products and services.
Current approach	In February 2011, Pearson launched a new global social collaboration platform – "Neo" – and began an adoption strategy that included in-person training, a network of evangelists and champions, and strong leadership and guidance by the senior executive team.
Outcome	Nearly four years on, almost half of the organisation logs into Neo on a daily basis, and the platform has become the default location for sharing information and soliciting feedback from staff on corporate news and strategy. Around 130 intranets have been consolidated to just one, and the platform has enabled significant cost savings through centralising communications and support for two further global business system implementations. Pearson has many examples of knowledge sharing and collaborative working spanning the organisation that has been enabled through the system, and continues to invest in its adoption and enhancement.
Collaboration tools and suppliers used	Jive Software

Company background

Founded in 1844, and with a background first in construction and then, through the mid-twentieth century, in media, over the last fifteen years Pearson has transformed its business into one focused on learning and technology. The company's business comprises three areas:

■ Education – providing educational materials, technologies, assessments and related services to teachers and students across the globe in both academic and professional contexts. Pearson's brands include Addison-Wesley, Allyn and Bacon, Benjamin Cummings, BTEC, Longman, Prentice Hall and Scott Foresman.

■ Financial Times Group – as well as the Financial Times newspaper and FT.com, the FT Group business includes a 50% stake in the Economist and stakes in joint ventures with Vedomosti in Russia.

■ Penguin Random House – formed in July 2013 following an agreement between Pearson and Bertelsmann to merge their trade publishing companies, Pearson retains a 47% stake in the new company.

Pearson employs 40,000 people in more than 80 countries, with head offices in London (Pearson plc.) and New York (Pearson Inc.). The company earned £5.7 billion in revenue in 2013. Pearson is a public company and trades on the London Stock Exchange (LSE: PSON) and the New York Stock Exchange (NYSE: PSO).

Project background

As part of its transformation in recent years into an education and technology company, Pearson has acquired many different companies around the world (while at the same time divesting many others). Consequently, in 2010 the organisation found itself with a plethora of different brands, technology platforms and cultures, which it needed to rationalise and bring together in order to maximise efficiencies and take full advantage of its new refocused strategy. At the same time, while visiting the organisation's different offices and divisions, Pearson's then CEO, Marjorie Scardino, found that employees were hungry for better and more frequent access to information about what was happening both centrally and across the breadth of the company, and were struggling to find the right people to talk to to help them get their work done. This was complicated further by the fact that many of Pearson's employees are regularly mobile or not desk-based, due to journalistic activities, being on the road visiting customers, or working in test centres, for example.

To address these various challenges, in March 2010 Scardino tasked Pearson's HR director with finding a solution that would improve communication, collaboration and information sharing across the whole organisation, setting a target for the solution to be in place within 12 months.

Implementation characteristics and status

In December 2010, Pearson implemented a new social collaboration platform based on technology from Jive Software. Branded as "Neo", the platform was officially launched and rolled out across the whole organisation in February 2011. By the end of 2011, Pearson had switched off its existing 130 intranets, with the content migrated to Neo where required.

In March 2012, Pearson implemented a second, externally facing online community called "Neo Connect" (again based on Jive) to support collaboration with customers and partners.

In the four years since Neo's launch, Pearson has made two major upgrades in line with Jive Software product upgrades; the first (from Jive 4.5 to Jive 5) took place in mid-2012, and the second (to Jive 7) was completed in May 2014. Looking ahead to 2015, the company plans to move from its current dedicated hosted deployment to a full cloud deployment model.

As part of the organisation's ongoing communications and collaboration strategy, Pearson has carried out two additional company-wide technology implementation projects that have built on the company's experience of rolling out Neo, and have taken advantage of its centralised platform and high adoption rates:

- In 2012, Pearson began a project to replace its multiple existing Microsoft Exchange-based on-premise email domains with a single, global cloud-based Gmail domain. The "myCloud" initiative also included providing employees with access to cloud-based apps such as Google Docs and Lucidchart, and was the company's first foray into cloud deployments.

- In 2013, the company deployed a new, central learning management system (LMS) – "Milo" – based on technology from Saba. Building on the company's global education strategy, the initiative leverages Neo to provide access to learning and development materials for both staff and managers.

The approach

In early summer 2010, Pearson began the selection of a social collaboration platform, carried out by a team including Karen Gettman, a senior executive from Pearson Education, and Jim Lewis, representing Technology. The team was looking for a solution that would provide flexibility in the range of collaborative scenarios it could support, as well as offering the ability to customise the user experience to meet Pearson's expectations.

As well as Jive Software, the vendor shortlist included Socialcast and Yammer; Yammer was already being used in some areas of Pearson, having grown through viral adoption. The project team's decision to select Jive was due to its broader set of collaboration features, as well as Pearson's confidence in the strength of its product roadmap.

In December 2010, Pearson appointed a Community Manager for the initiative, Kim England, who would work with Gettman and Lewis to shape the strategy and drive adoption. The implementation phase began in late September, and by November the team was ready to upload users from Active Directory into Jive.

In early December, Pearson began a pre-launch pilot. This included approximately 500 handpicked people with varying levels of seniority, from different parts of the organisation, who were invited to log into the new community platform and try it out. These early adopters were effectively given a blank slate in order to help populate the platform prior to launch. A home page had already been created, and Jive "Spaces" had been created for the top-level business units, but otherwise they had free rein to use it as they wished, inviting others to use it as well. The team asked the early adopters for suggestions for a name for the new platform; these were put to the vote among the group, and "Neo" was the clear favourite.

Prior to the launch in February 2011, the project team began a teaser campaign with posters and videos, introducing the "Neo" branding, and building awareness and interest for the new platform, with the strapline "Neo. Working as One." An external agency was engaged to help create the initial two videos, which focused on emphasising the change that was coming, rather than simply highlighting the Neo UI or features.

Strategy

From the start Pearson's Neo initiative was an enterprise-wide investment, driven by the CEO and very much tied to the company's broader "One Pearson" strategy to connect its disparate businesses both for information sharing and communication purposes. As Pearson has worked to consolidate its brand portfolio, focusing on a smaller number of global products and platforms in order to create economies of scale and accelerate growth, the Neo initiative has become increasingly relevant and strategic. It also helps address one of Pearson's key strategic goals, which focuses on demonstrating efficacy in everything the organisation does.

Publicly announced as a long-term strategy for the company, the Efficacy initiative aims to enable Pearson's performance to be judged not on its products and services, but on the impact of those products on learners. To support this, the company has established an Efficacy Framework[1] for assessing each of the company's products and services to gauge its likely effectiveness.

As a provider of educational technology and services, employee learning and development is a key strategic initiative for the company, with ongoing investment in a global education strategy underpinned by its recent LMS implementation, which is surfaced through Neo as an enterprise-wide access point for all the company's centralised systems.

Organisation and people

Adoption

While the formal adoption strategy began following the official launch of Neo, the process benefited from a substantial kick-start through an un-promoted, viral adoption period in the two months after the platform initially went live. The early adopters were quick to start exploring the platform's uses and capabilities, creating groups and inviting colleagues to join them. By the time Neo was officially launched, 12,500 employees had already logged on and begun posting content, helping to create a more interesting environment for new visitors to explore.

During the first three months after the launch, the Neo team spent the majority of their time travelling around the different Pearson offices promoting Neo and setting up meetings and workshops with teams to explore/show how it could bring them opportunities and value. The team focused first on business areas and regions where there was no existing intranet for sharing information, as well as getting in front of as many senior executives as possible to convince them of the benefits of this new technology. Rather than introducing Neo's capabilities first, the team began by encouraging people to share their key challenges, and then looked at potential ways that Neo could help overcome those challenges. Where there was an existing intranet in place, rather than migrating all the content (which was often old and out of date) across to Neo, the team emphasised to people that this was not just a new intranet, but a platform for collaboration where information needed to be shared in a different, more interactive way. It took a while for people to understand this different approach, but once they saw the global visibility that Neo gave them, they became more confident in the switch to Neo.

During the first year, the team spent a lot of time prompting people to use Neo. Executives' assistants were given particular attention, helping them see how they could use Neo's capabilities to save time and to improve the accuracy of information. An example of this was departmental organisation charts, which were previously collated centrally by the assistants and then sent out (and were often incomplete or became out of date very quickly). By using the assistants' time instead to encourage people to complete and maintain their Neo profiles, the built-in organisation structures within the Jive-based platform could be used more effectively.

Non-business groups were very popular among employees at first, providing a less daunting way to start exploring and interacting with the platform. Non-business groups dominated the activity stream within Neo until around June 2011, but the team decided that this was OK, and would eventually evolve into more business-focused activity as people became more confident and comfortable with the tool. This proved the right decision, as the percentage of non-business posts on Neo is now insignificant compared to business-related posts.

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[1] http://efficacy.pearson.com

An early catalyst for adoption was a video blog posted on Neo as an experiment by an employee in South Korea, posing three questions addressed to the CEO to see whether he would get a direct response and how long it would take. The post gained company-wide attention very quickly, was shared widely, and received lots of comments. Although it took a few days for the CEO to respond (she was on vacation), the fact that she did respond – unprompted by the Neo team – was seen as an affirmation by many staff of the potential of the platform to improve their visibility and access to senior execs.

To help extend the reach of the team and continue the early viral adoption, an evangelist group was created involving the pilot users. A group was set up for them on Neo, and they were invited to a kick-off meeting/conference call to explain what was expected of them. The purpose of the evangelist role was to help spread the word about Neo and be a local support network, helping people to set up new groups on the platform, for example, and the evangelists were given training to help them to do this effectively. While the initial purpose of spreading the word about Neo is less relevant now that the platform is more established within Pearson, the group is still a valuable resource for feedback on the tool and the user experience, and for identifying success stories and use cases. In late 2012, the Neo team introduced an additional role – "Champions" – which is a select group of individuals drawn from the evangelist pool who are recognised internally as particular enthusiasts and specialists on Neo. A bi-monthly call is held with the Champions to gather feedback and provide updates, and they take an important role in testing new features. In what is clearly an evolving concept within Pearson, the Neo team is now considering a further evolution of the Champion role, focusing more specifically on telling the story of how they and others get value from the role.

The strength of executive leadership in Pearson's initiative has been a key part of its success, with former CEO Marjorie Scardino driving the project, and switching to the Neo blog for all announcements and CEO communications following the launch. Other senior executives have also played a crucial role in leading by example. New CEO, John Fallon, was part of the evangelist group in his previous role at Pearson; he was quick to encourage his leadership team to use Neo rather than email for group discussions, and upon becoming CEO, he shared his new organisation structure with all staff via Neo, including videos from the new board members, FAQ's and other background information. He invited staff to submit questions via the platform, and this had a significant impact on Neo usage that day, with the average length of time spent on the platform far exceeding the previous average.

Although Pearson's Neo team hasn't struggled to get executive support for the initiative, there was resistance from some middle management areas, with concerns about the platform being used for personal activities, especially when there was a greater proportion of non-business use early on. However, the team decided to invest its efforts in those who were interested and listening, finding success stories and use cases showing how Neo can bring benefits – and in fact, this has proved to be an effective way to handle negative reactions.

To promote and support this approach, the team established an annual Neo Awards competition, where – encouraged by local evangelists – employees are asked to nominate success stories relating to their use of Neo. Shortlists for the four categories – Best Cost Savings, Best Group/Space Design, Best Neo Champion, and Best Innovation – are posted on Neo and community members vote for the winner in each category.

Neo has played a key role in facilitating the rollout, promotion and end-user support of Pearson's two subsequent global technology platforms – Gmail and Saba. When Pearson migrated all its employees' email to Gmail as part of its "myCloud" initiative, a space was set up in Neo to provide staff with information about what was happening and when, introduction videos and demos, and a help section which included technical support resources and a Q&A area where employees can get help from tech support as well as their peers. This was modeled on the Help space set up for Neo itself. Similarly, the launch of the Saba-based "Milo" learning platform was accompanied by a Neo space focused on learning development and talent management, which provides access to the training catalogue, as well as learning resources for employees and managers, and a Help area for the Milo system.

While the level of ongoing training required to support the adoption of Neo has decreased over the four years since its launch, the team continues to offer training on a more structured basis, with four monthly WebEx sessions:

- **Basic training** – This is a 40-minute session including Q&A, and predominantly supports new joiners to Pearson as part of the company's induction training programme.

- **Group and space admin training** – This provides best practice guidance for more advanced users, and attracts approximately 20 people per month.

- **Space training** – This session is designed for Corporate Communications employees, and outlines how to get the most out of a Neo space for communications purposes.

- **Drop-in** – This is an unstructured Q&A call that anyone can join; however, employees are generally encouraged to ask questions via the Help space within Neo, and these are often answered by the community members.

Pearson's approach to driving adoption has been very successful, with 80% of the organisation having logged in at least twice by October 2011. The company saw a tipping point for adoption towards the end of 2012, when executives across the organisation began to regularly refer people to Neo for information or to invite feedback through comments – it became the standard way to find and share information. New employee on-boarding is a common trigger for adoption within a team, as it brings home the advantages of having information centrally available for the new team member to access, rather than being locked up in email.

Today, an average of 18,000 users – 45% of the organisation – log into Neo daily, with peak days (typically driven by events such as the CEO posting a message, for example) seeing up to 39,000 users (almost 100%) logging in. The company estimates that about a third of the organisation have truly transformed the way they work by using Neo; about a third still default to email but will use Neo when they remember, and the remaining third have yet to buy in to the value of the platform as a business tool.

Although it did not receive the same level of promotion or attention that Neo did, Neo Connect has also gained significant adoption within Pearson, with 15,000 current users, of whom approximately 5,500 are Pearson employees. There are currently 350 groups on Neo Connect (of which around 50% are active), and it is used by staff across the globe to work with partners and clients. As an example, a team in China use Neo Connect to train teachers who use its qualifications.

Roles and resources

The original team that implemented the Neo solution and then initiated the adoption process within Pearson was comprised of four people – the executive sponsor for the initiative, the Community Manager, a technical specialist (whose responsibilities included the Active Directory integration and security, as well as managing the relationship with Jive), and a part-time resource with responsibility for creating help documentation and providing support.

Over time, the team has fluctuated and changed, with some individuals taking roles elsewhere, and some secondments coming in from different areas of the business. Today the team includes three full-time employees, and has recently transferred from the HR division (where it began) to sit within Corporate Affairs as part of a move to bring together responsibility for all of Pearson's corporate channels into one business area. Going forward, the team hopes to add new resources to enable it to take better advantage of Jive's analytics and gamification features.

Governance

Governance for Neo is handled through a combination of clear usage guidelines and a simple issue handling process. When employees log into the platform for the first time, they must agree to a set of standard legal terms and conditions. This requirement was supplemented early on by an article posted on Neo by the Community Management team that outlined some clear, common sense points about how to behave on the platform. This builds upon general business behaviour expectations, but also highlights the openness and visibility of content and information posted the platform, as well as the global nature and diversity of the company and its employees, and warns against inappropriate posts (especially those relating to religion or politics).

Employees can flag inappropriate posts on the platform. If something is flagged once, the Community Manager receives a notification; if it is flagged twice, it automatically disappears from Neo until it has been reviewed. The Community Manager reviews the post and determines if it is appropriate or not, and if unsure, will involve the HR person who has responsibility for the company's Code of Conduct. If the post is deemed inappropriate, the author is contacted via the Neo Moderator account and asked to remove the post. If they object, the issue is then referred to HR to handle. Very few issues are reported on Neo; on average, one is flagged per quarter, typically resulting from content that is incorrect, rather than issues concerning behaviour.

The Neo team carries out an annual clean-up of groups. If they have been dormant for more than 18 months, the group owner is notified through an automated email. If there is no subsequent activity, it is deleted. In 2014, the team also carried out a clean-up of spaces; due to confusion about when to create spaces vs. groups in Neo's infancy, and about how you publish information on the new platform, the number of spaces grew to about 2,500, though many of these contained just an overview page. At the time, with the limited resources available to the team, as well as an instinct to avoid over-managing the platform and putting people off, the decision was made to let this happen. However, once the platform became established, the team implemented a policy to require permission to be granted before new spaces can be created, and the clean-up exercise cut the number down to about 500 spaces.

Technology and infrastructure

The ability to customise the user interface (UI) to make it slick and attractive in line with the Pearson branding was a key requirement during the product selection process, and a lot of work went into this in partnership with Jive prior to implementation. However, such heavy customisation meant that the upgrade from Jive 4.5 to 5 was very difficult, and at this point the company decided to cut back on its customisations to simplify the process of future upgrades – and hence reduce the associated cost of upgrade. The upgrade from Jive 5 to Jive 7 was much easier; today, only a few customisations remain, and the company intends to remove these to prepare for the shift to a cloud-based model.

At present, Pearson has two separate instances of Jive – one for Neo, and one for Neo Connect. However, over the next few months, the company plans to bring the Neo Connect groups into Neo to create a single Jive instance that supports both internal and external collaboration.

The major area of integration to date is the link between Jive and Active Directory, which enables all user management for Neo to be federated from Active Directory. As such, whenever an individual is given an account in Active Directory, they are automatically assigned a Neo account; similarly their Neo account will be automatically disabled when they are removed from Active Directory. At present there is only ad hoc integration between Neo and other business applications and tools (through iFrames embedded in Neo groups). However, the team is exploring opportunities going forward to take advantage of integrations with Google Apps and Box, for example.

The results

Pearson has experienced a range of both hard and soft benefits as a result of its Neo initiative. One of the most tangible benefits has been its consolidation of 130 intranets down to a single, centralised platform that connects the entire organisation. While the company has not carried out any formal analysis of the cost savings achieved through this, there are clearly savings associated with not having to support such a large number of distinct intranets on various technologies.

Neo has also enabled Pearson to significantly reduce costs in two major subsequent global technology deployment projects – myCloud and Milo. Having a central communications platform has enabled training, rollout advice and guidance to be delivered without the usual associated travel time and costs, scaling to support Pearson's 40,000 people in 80 countries in a very short time frame with just a handful of resources. The self-service support communities for both platforms also bring several key benefits, including:

- Reduced impact on the company's IT helpdesk, which would otherwise have incurred significant costs in scaling out to support two new technologies which impact the entire organisation. The self-service support channel has enabled the helpdesk team to streamline its activities and focus on urgent, time-critical IT support issues.

- Improved response times for questions due to Neo's 24/7 availability, combined with the added benefit that questions can be answered by anyone in the community, not just support staff.

- The creation of a knowledge base of support materials for each system means that no time is lost responding to duplicate or similar support questions; experts can refer individuals to the appropriate information, enabling others to find answers without having to post their own questions.

The adoption of Neo has also had a significant impact on the degree of knowledge sharing across the organisation, with many anecdotal examples of employees working with colleagues in other parts of the business to build relationships, share information or best practices, or combine resources. These include:

- **Improved support for Higher Education sales staff.** The shift to technology-driven rather than paper-based Higher Education services has meant that Pearson's sales people need much broader access to specialist information to support the sales process. A Neo group has enabled the creation of a central knowledge base where sales staff can get information quickly to respond to prospects' questions, can pose questions of their own, and benefit from questions asked by others. This not only allows sales people to be more responsive and informed about the products they are selling, but saves the in-house experts' time through reducing the number of questions they have to field.

- **International expansion of the BTEC[2] qualification.** In line with Pearson's strategy to focus on fewer products on a more global basis, when the BTEC team in the UK posted on Neo about a project on which they were working, the Australian team connected with them to work together on the project so that the output would be usable in both locations.

- **Code sharing in the Technology division.** Shared groups on Neo have enabled programmers from various regions to connect, swap code and best practices, and then adapt them for application in their local market, dramatically reducing duplication of effort.

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[2] http://www.studential.com/further-education/vocational-qualifications/BTEC

- **Improved awareness of employee benefits.** Every Pearson employee is entitled to a free subscription to FT.com, but few employees were aware of this benefit when the details were posted on different intranets. With a single, central source of information with Neo, this information is available to all staff, and this has dramatically increased adoption of the benefit, and also helped to increase awareness across the organisation about the non-educational technology parts of the company.

The level of visibility into how people are getting information has also improved significantly through the implementation of Neo. For example, the Communications team now know that 27% of the organisation interacted with an announcement about the new corporate branding, with 12,000 views of the post from a total of 8,000 individuals, and 103 comments were posted. This is very valuable for assessing the reach of corporate information, as well as the response it generates from staff – it was largely guesswork before.

A recent survey of Neo Connect users gained a very positive response, highlighting its value to people, and removing the need for people to travel to in-person meetings or invest in alternative tools to collaborate with people outside the organisation.

The deployment of the Neo platform and its broad adoption has had a significant impact on the connectedness of the organisation, and has helped to unify the organisation around the central Pearson brand. While Pearson has always had a collaborative culture, the implementation of Neo has provided a vehicle to help support this on a more global scale. Neo was the first company-wide tool accessible from any location, helping support the company's mobile workforce as well as its homeworkers to feel connected to the rest of the organisation, and part of the community. It has also helped staff to get a better understanding of the breadth of Pearson's business operations, increasing awareness of the different business divisions and the roles and activities in those divisions, and helping to demonstrate the importance of each different area in the context of the whole. The most unexpected benefit has been the impact on the way new joiners get started at Pearson, and the speed with which they are able to understand what they should be looking at and who they should be talking to, and to get a handle on the overall culture of the organisation.

Recommendations for adopters

In our conversations with Pearson for this case study, the company offered several recommendations for organisations embarking on a similar initiative.

- **Don't stretch yourself too thinly in your adoption strategy.** In the early days of the initiative, Pearson's team spent a lot of time travelling around, but recognised that this was not an effective use of their time, and gradually shifted to a more structured, centralised approach. Your evangelist network can be very valuable in extending your reach, and can also tailor the training more effectively for their local teams and cultures.

- **Gather success stories to improve buy-in.** Pearson found that positive use cases from across the organisation are a great way to convince detractors of the benefits of adopting the social collaboration platform, and built on this by enlisting evangelists and champions to identify examples, and developing an annual competition to promote and celebrate these.

- **Don't assume that executive resistance is deliberate objection.** It is more likely to be that they don't fully understand what you are trying to achieve, and are not familiar with social tools. Start small with them – don't encourage them to start blogging if they are not natural communicators; it will put them outside their comfort zone and it will not last, leaving a bitter taste. Instead focus on small steps to get them familiar with the tool, such as looking up a person's online profile before they have a meeting with them.

- **Trust your community.** While you might find that the technology is used for a lot of non-business activity in the early days, avoid over-reacting to this, as it will shift to more of a business focus over time. People will gain confidence in their own time and will naturally start to recognise business uses for the tool; organic adoption growth is more effective than trying to force people.

- **Be prepared for an adoption rollercoaster ride.** Getting people using a social collaboration platform in a large organisation requires a lot of persistence to deal with the resistance from individuals to the proposed change. Your adoption team need to be enthusiastic and persuasive, but also they need a thick skin to ensure you can maintain the momentum for long enough to tip the balance towards enterprise-wide adoption.

Best practice insights

As a well-established case study for social collaboration adoption, Pearson's example offers a number of valuable best practice insights for organisations embarking on their own initiative. Above all is the impact of solid, executive-level sponsorship and support for the initiative. Pearson had the advantage that the Neo initiative was very much driven by the CEO, but it's also important that both Scardino and Fallon have demonstrated their commitment to the initiative by both being active on the platform from the start, encouraging both other senior managers and employees alike to join the conversation. Additionally, the role of a senior executive as sponsor for the adoption process has also been key, as this has helped the team to get the attention of senior managers across the company, paving the way for more in-depth discussion of needs and opportunities that can be supported by social collaboration.

Pearson's long-term approach has also been important, allowing adoption to progress at its own pace – for example through an acceptance of employees' tendency to use Neo for more social purposes initially, as they find their way and identify ways it can be useful for them. While the team's approach to governance around space creation was largely influenced by its resource capacity, this highlights the value of a more hands-off approach in the early days, to avoid stifling activity through over-zealous processes and rules.

The company's experience of the risks associated with heavy customisation of an application are also worth highlighting; while it may be hard to avoid this if you are an early adopter of a technology, it should be an important consideration in your long-term investment calculations.

Finally, it's important to emphasise the importance of breaking adoption strategy down into discrete use cases for collaboration. The Neo team's approach of focusing on people's needs and challenges in the adoption workshops helped to establish the impression early on that Neo's focus was about solving collaborative problems. What's more, this also helped create an emphasis on identifying use cases for Neo that could be shared around the organisation, providing valuable arguments against those who might have been less embracing of the technology. Importantly, this process is still ongoing some three years after launch, with new use cases being uncovered as the company's use of Neo develops and matures. This is a strategic initiative for Pearson, and while it's already brought significant benefits, the company understands that there are plenty more opportunities, and continues to invest in the strategy.