

Navigating Technology Change in a Large Firm

Greenberg Traurig “gamification” project helps
library patrons embrace eBooks

Greenberg Traurig, LLP

Locations: Greenberg Traurig, LLP has 37 offices in the United States, Latin America, Europe, Asia and the Middle East.

Customer Profile: Approximately 1,800 attorneys work in more than 75 areas of practice—from antitrust and trade regulation to litigation, privacy and data security, real estate, tax and transportation.

Business Situation: After adopting eBook technology to make a wide variety of titles more accessible, the firm needed a program to encourage greater use of this resource.

Solution: Greenberg Traurig successfully launched E-Books Bowl as a training and incentive program.

Firm Background

Greenberg Traurig, LLP, an international firm and one of The Am Law 100® members, has a strong focus on helping clients navigate change. This requires legal prowess, a collaborative culture and advanced technology. Embracing technology helps the firm to:

- Keep costs down
- Keep attorneys highly accessible to clients
- Expedite cases and solutions

In line with those objectives, in 2013 Greenberg Traurig began using eBook technology to complement the firm’s physical book collection and make titles more accessible to attorneys from anywhere, anytime, via computers and mobile devices. The change was also designed to save physical space and reduce operational costs. Right now the firm has nearly 200 titles available as eBooks.

To realize optimal benefits, Greenberg Traurig decided to give library patrons a positive educational experience encouraging them to embrace eBook technology. It was time to help firm professionals navigate change.

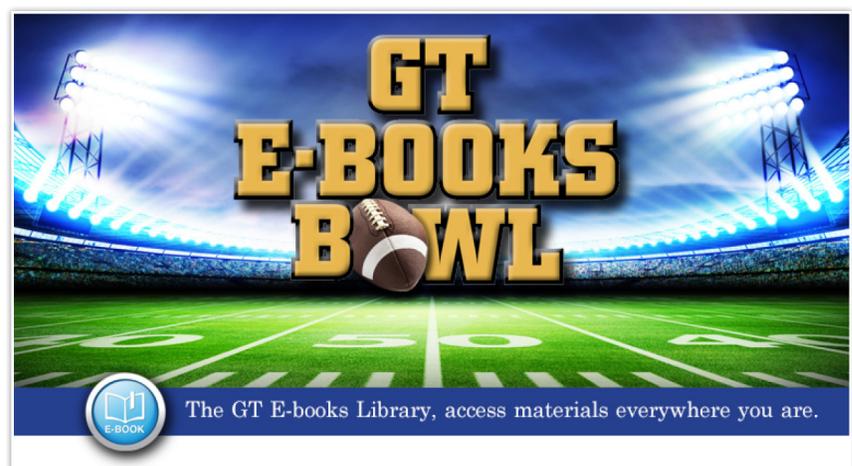
What made this effort fun—and successful?

[Take a look at the details and visuals starting on the next page.](#)

Trying New Technology Can be Fun

To increase adoption of the firm's eBook and digital library tools, a team of knowledge management professionals developed a campaign involving gamification—online activities that provided information about eBooks while encouraging users to explore the resource.

The four-week **GT E-books Bowl** was based on a football-game structure. Complete with challenges, points and prizes, the game spurred competition, enthusiasm and new usage.



- The number of eBook checkouts during the game reached more than double the number of checkouts the previous month.
- The firm added 73 new users during the month of E-books Bowl.
- Many favorable survey responses supported this approach for introducing people to eBooks. Here are a few comments from users:

“The collection is very extensive. Thumbs up.”

“Glad we have this E-books Bowl. I wasn't aware we had such a vast online resource to use.”

“It is very user-friendly. It doesn't go too fast when giving the information.”

“Greenberg Traurig E-books is a very beneficial resource!”

- Since the end of the game, the number of users has increased 37 percent compared to the same period in the previous year.

“We posted team scores and statistics each week to keep momentum going. And we worked with business directors in our offices to encourage people to participate.”

—Marlene Gebauer, Director of Knowledge Solutions, Greenberg Traurig

Making Play Engaging

Spearheading the effort were Marlene Gebauer, Director of Knowledge Solutions; Heggel Echeverria, Knowledge Systems Director; Terri DiCenzo, the former Collections Manager; Steven Perkins, Knowledge Content Coordinator; Lisa Njoku, Knowledge Solutions Education Coordinator; and Sarah Breiding, Knowledge Systems Developer.

“You read about gamification and hear about it at conferences,” said Gebauer, “but we wondered if our people would respond and get into the spirit of the game.” The project team found ways to make participation fun, interesting and engaging.

After considering what other businesses had done with gamification, the team decided to create video training modules no more than seven minutes long to keep people’s attention. Participants entered the game using a login and password and participated in video activities showing efficient ways to complete tasks related to objectives like these:

- Making the most of certain types of resources, e.g., treatises they may not have been using
- Encouraging electronic use of “desk books” or rule books that are normally kept in offices

With a football theme in mind, the game was broken into four weekly “quarters.” Graphics with football field images brought the theme to life on the E-books Bowl intranet site.

Players received points for responding to questions for each module, plus bonus points for special activities every Friday. Each player was part of a team—the Advocates, the Counselors, the Defenders or the Jurists. The player or players with the most points on each team won an Apple® iPad Air®.

“We posted team scores and statistics each week to keep momentum going,” said Gebauer. “And we worked with business directors in our offices to encourage people to participate.”

In recognition of attorney workloads throughout the game, organizers limited the game to four weeks. “That was good,” said Gebauer. “And now that we’ve tried this approach, I think a shorter game might be even better.”

“We needed to make it as smooth as possible to ensure no one had a poor experience that could risk the success of the game.”

—Heggel Echeverria, Knowledge Systems
Director, Greenberg Traurig

PLAY THE GAME

Game runs January 5th - 30th.
[View all game rules here.](#) Click the game below to play the fourth quarter now!

Fourth Quarter

Game Log-in
Username:
Password:

GT E-books Library Log-in
Username:
PIN:

Just starting the game? Begin with the first, second, and third quarter below.

First Quarter Second Quarter Third Quarter

Greenberg Traurig used emails, surveys and a website to generate enthusiasm and participation. Here is a sample page from the website.

Library Content

- ✓ Treatises
- ✓ Statutes
- ✓ Rules
- ✓ Jury Instructions
- ✓ Newsletters

2012 Delaware GREENBOOK
New York Confidential Law
New York Surrogate's Court
2013 EDITION
LexisNexis

This visual from the game outlines types of library content players were invited to explore online.

“After the game started, people asked us to make some things easier, and it was good that we were able to tweak those elements during the game.”

—Steven Perkins, Knowledge Content
Coordinator, Greenberg Traurig

Planning Ahead for the Big Game

Preparation for the January 2015 game began in mid-2014. Team members attended professional conference sessions on gamification, read how-to materials and took a project management approach with regular calls, tasks and milestones.

Components of gamification included education, technology, game design and graphic design. Said Perkins, “A game like this is lots of work. It required input from people in different Knowledge Solutions teams. Four to eight people worked on the game for several months.” The structured approach included:

- Setting up success goals, working toward them and measuring results
- Contacting other teams in the firm for input, support and guidance
- Working with the firm’s marketing department on graphics
- Collaborating with Lisa Njoku, Knowledge Solutions Education Coordinator, on videos
- Teaming with the Greenberg Traurig Technology team to create an intranet site for the game rules, links, etc.
- Working with the Greenberg Traurig Helpdesk to provide assistance when the Knowledge Solutions team was not available
- Writing video scripts and email communications
- Writing online instructions and tasks
- Testing video scripts, email communications and written instructions to make sure they would be effective
- Deciding what graphics would work best
- Determining how scoring would work
- Determining how to track activity and results
- Making sure the game would be easy to play via mobile devices and from the office
- Considering ways to deal with questions that might arise during the game
- Testing tracking and reporting

“We needed to make it as smooth as possible,” said Echeverria, “to ensure no one had a poor experience that could risk the success of the game.”

“E-books Bowl gave us good public exposure and positive buzz across the firm. Firm leaders realized this is a very good idea. Other departments want to pick our brains on gamification and consider using it to promote other initiatives.”

—Marlene Gebauer, Director of Knowledge Solutions, Greenberg Traurig

Overcoming Challenges

The team found out that Google™ Chrome™ would best meet the needs of the E-books Bowl activities. Fortunately, Chrome was an authorized browser for the firm, so it was mainly a matter of making sure all work for the E-books Bowl was performed with that browser in mind. Gaining agreement across all team members was easier because of the disciplined project management approach.

Perkins explained, “Project management isn’t just about being organized. It’s about planning step by step. From the beginning, we reached out to our technology and marketing teams. When the decision to use Chrome impacted our plans, they were ready to help us get on track.”

In addition, the team made sure the game setup was flexible. Said Perkins, “After the game started, people asked us to make some things easier, and it was good that we were able to tweak those elements during the game.”

Looking Forward to More Success

The game prompted more library patrons to use eBooks and also helped the knowledge management team. “E-books Bowl gave us good public exposure and positive buzz across the firm,” said Gebauer. “Firm leaders realized this is a very good idea. Other departments want to pick our brains on gamification and consider using it to promote other initiatives.”

She added, “For this need, gamification fit the bill. If we use it again, we’ll tweak some things. I think we’ll use this type of learning tool again to help users with new technology.”

The firm's eBook and Digital Library Solution

Greenberg Traurig uses LexisNexis® Digital Library, which provides access to authoritative legal eBook content on a variety of major mobile devices and desktop platforms.

The firm uses this offering to share eBook titles among multiple users, purchase eBooks centrally and manage its eBook library efficiently via one central, electronic platform.

LexisNexis eBooks now include active links from citation references to statutes, cases, treatises and other materials via the Lexis Advance® research solution. This fosters a seamless transition from book research to online resources.

About Greenberg Traurig

Greenberg Traurig, LLP is an international, multi-practice law firm with approximately 1,800 attorneys serving clients from 37 offices in the United States, Latin America, Europe, Asia and the Middle East. The firm is among the "Power Elite" in the 2014 BTI Client Relationship Scorecard report, which assesses the nature and strength of law firms' client relationships. For additional information, please visit gtlaw.com.

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