



THE DELPHI GROUP

Leveraging Knowledge

LexisNexis Content Organizer Brings Smart Classification to Enterprise Content

WHITE PAPER

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That's what people who are trying to work smarter care about. "Has it been organized, filtered, screened, blessed, prioritized, or whatevered the way I need it to be so I can get stuff done?"

Bill Jensen, Simplicity

Jensen's folksy description is an insightful commentary on what really matters to today's business professional. His analysis highlights three significant themes influencing success in our increasingly electronic environment: a focus on "me"—what gets done to render information most useful to my needs; a deep recognition of the importance of the organization and relevance of information; and an emphasis on taking action—getting "stuff" done.

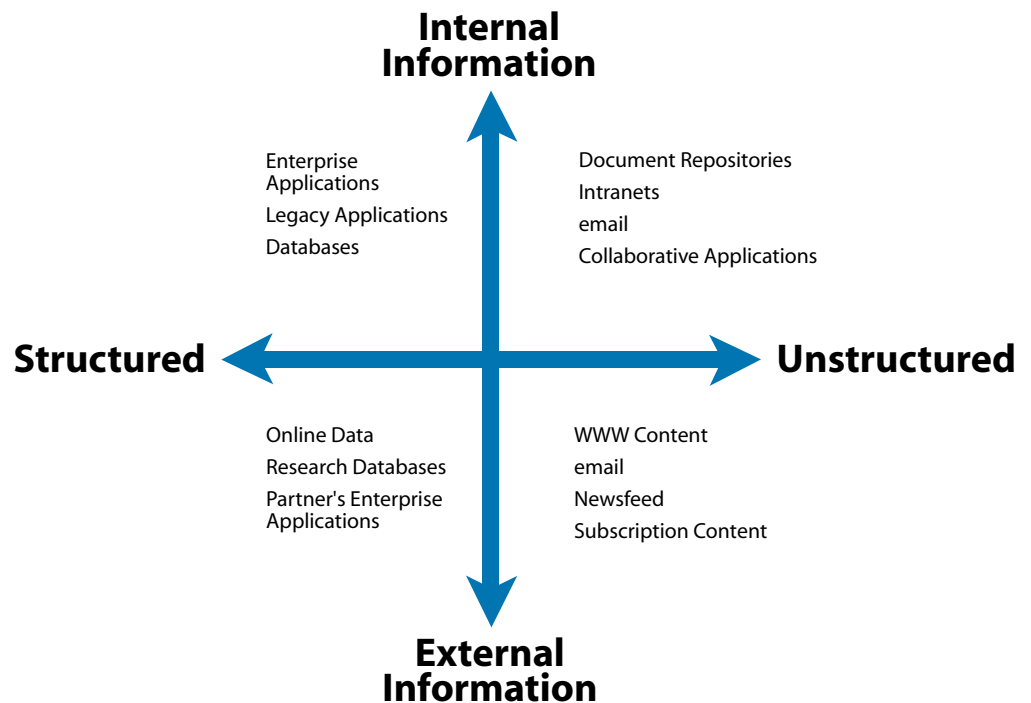
Business professionals work smarter when they can quickly grab information that is relevant to their specific situation. This is most likely to happen when the information is organized in familiar structures, readily adjustable to current context, and enhanced with recommendations and links to similar content. While the picture is simple to describe, delivering on the vision has been beyond the reach of today's business portals.

Increasingly, executives are recognizing that the way their enterprise organizes ideas can radically change the productivity of their professionals—for better or worse. They see real instances where it is possible to be surrounded by information systems, knowledge sharing, databases, learning environments, and people full of wisdom, yet still be in a fog. And they realize that the consequence of relying on the poor quality of information resulting from these situations is bad business decisions.

The problem is not so much the quantity of electronic documents today. Our software tools scale to handle the ever-increasing volumes of data and documents with considerable good grace. The core of the problem instead lies in what has so far been an inability of these tools to discriminate between the "good" content—the stuff we want—and the "bad"—the stuff we don't. The result is that business professionals must manually organize and contextualize information from many different sources and types of content to support their work; and of course our own knowledge processes simply do not function at intranet, much less Internet scale.

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Innovative firms are increasing their focus on providing actionable business knowledge to their professionals, and this translates to building information interfaces that allow users to experience content in context. The foundation for an effective information experience and the basis of intelligent content is intelligent classification: the practice of organizing information into taxonomy structures, of developing business-appropriate classification approaches, and carrying out ongoing categorization of new and existing content.

The new LexisNexis Content Organizer from Verity brings together recent advances in software research and the creative leveraging of existing assets in the area of knowledge organization to offer new alternatives for delivering actionable information to the business portal. The first sections of this White Paper review the problems of content organization and how Verity's suite of software functionality addresses these challenges. In the later sections, we discuss the specifics of the integration of LexisNexis' library science in the area of classification with the Verity software infrastructure.

Actionable Content?

Today, professionals must regularly, manually synthesize data from an ever increasing variety of sources. These sources are both internal and external to the organization and the technical formats involved range the gamut from database and enterprise application information to email and instant messaging. The primary location for synthesis of this information is the head of the business professional.

Few enterprises are equipped to handle external information (e.g. news feeds or premium content services) in the same manner as internal content. A similar situation exists with structured and unstructured information. As the adjacent diagram indicates, the ability (or inability) to correlate these kinds of information in the professional workplace is significant. Structured information is often a good place to answer the question "what;" while unstructured information often answers questions about "why." A fundamental drawback of the current generation of information applications is their inability to help business people connect the dots across these sources and leverage that insight in improved performance.

Content volatility (or rate of change) also contributes to the problem of organizing information for the professional. Changes occur not only in the underlying information (rapid "post" and obsolescence cycles), but also relative to each individual's relationship to the available information. Changes in job circumstances, organization roles, perspectives resulting from professional or personal learning, or new information are examples of how the importance or meaning of content to the business professional might change.

The information management tools required to combat these problems are ones that provide a flexible unification infrastructure for structured and

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unstructured information residing in disparate repositories both inside and outside the enterprise. One of the most promising areas of software infrastructure technology is the science of leveraging information structures and concept identification to create context across the business content spectrum. It is here that LexisNexis is moving forward with Verity to create innovative and flexible new tools for the delivery of knowledge applications. In the next sections, we review Verity's software approaches to intelligent content operations.

Intelligent Content Operations

In recent Delphi Group research, respondents reported that the number one problem with corporate Webs is the lack of organization of information. The business professional's most pressing need is help in ordering the relative chaos existing in their organizations' systems environment. The first step in organizing and managing the applications and content is creating an information hierarchy, like a database schema, to provide an organized framework for perceiving, thinking about, and navigating the information. When documents are organized into these structures, users can intuitively browse collections or repositories to locate documents and data, spending less time looking for information and more time acting on it.

The term "taxonomy" refers to the structures we build to organize information—a collection of relevant topics and subtopics arranged in a hierarchical structure. The human brain is a natural pattern recognition engine, and it can use a taxonomy to make sense of otherwise apparently unrelated information. Taxonomy design must organize information around the way a company does business, reflecting the subjects and ideas that matter to specific groups in the enterprise. It needs

to accommodate the different business contexts that groups within the organization face daily.

The mission of intelligent classification technology is to allow knowledge applications to develop and maintain multiple taxonomies, organizing content in the ways that make sense for each of the multiple business contexts the firm's professionals face. For example, marketing and engineering departments may both want the same articles on Java technology, but will use them in different ways. Marketing may want them classified as "Market Directions" > "Technology" while engineering may want them in the category "New Technology" > "Programming Languages" > "Java."

Verity has developed new software technology targeted at enabling content to create its own context—a shift in strategy from elaborating the search paradigm to providing a portfolio of approaches to discovering and presenting structures of personalized business content.

Verity's Content Organization Solutions

Leveraging its considerable intellectual property in the area of information analysis and management, Verity offers an infrastructure platform and set of tools that support intelligent content. The Verity Intelligent Classifier is the application enabling the content organization capabilities. Intelligent Classifier operates within the Verity K2 Enterprise infrastructure, or it can function as a standalone module.



What business needs is software which recognizes and leverages the power of self-description inherent in electronic information. The new software will increasingly move intelligence about the meaning of information (and its relationship to other information, people, and processes) away from the brains of the users of technology and out to the individual nuggets of content themselves.

Verity views content organization as a five step process:

- Build the Taxonomy
- Define Category Models
- Populate the Taxonomy
- Use the Taxonomy
- Monitor and Maintain the Taxonomy

Verity treats taxonomy building as a discovery process—a combination of understanding what structures and relationships are indicated by the existing document corpus, determining how the taxonomy fits into the business model(s) of the organization, and ensuring that the structure is flexible enough to support modifications to the hierarchy.

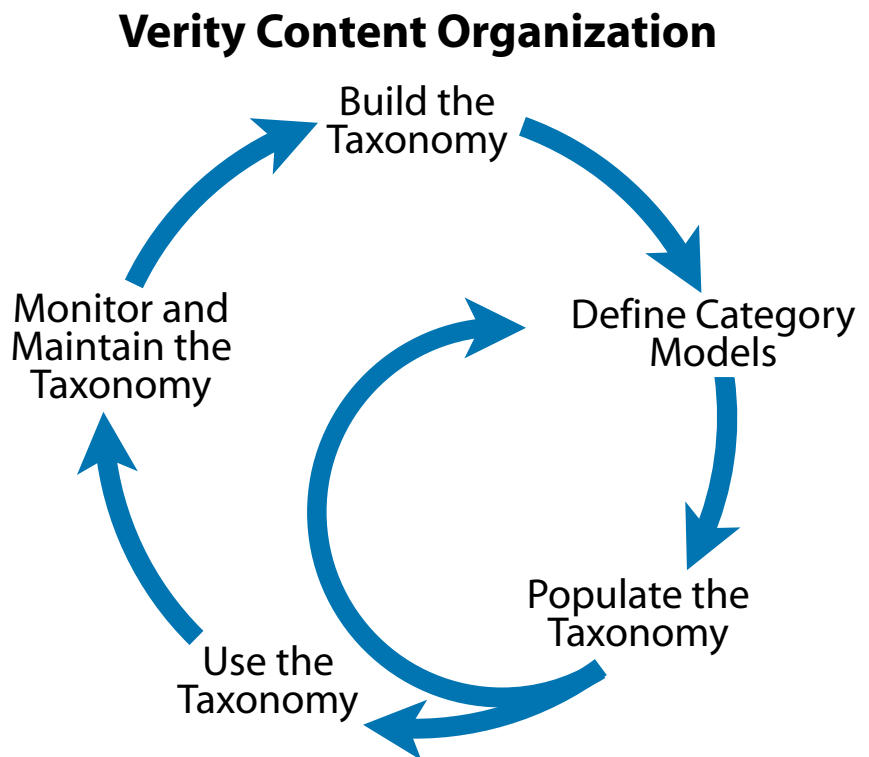
Recognizing that different companies are at different stages of content organization, Verity has the flexibility to build taxonomies in a number of ways. Existing corporate taxonomies can be imported and modified, industry taxonomies from third parties (e.g. LexisNexis) can be used, new taxonomies can be created, and/or the existing corpus of information can be analyzed, extracting relevant concepts.

The taxonomies managed by Intelligent Classifier are easily modified, allowing companies to use their unique terminology to name and define categories and the business rules that drive the analysis of content. The output of the first step is a hierarchical map of subject categories in relation to

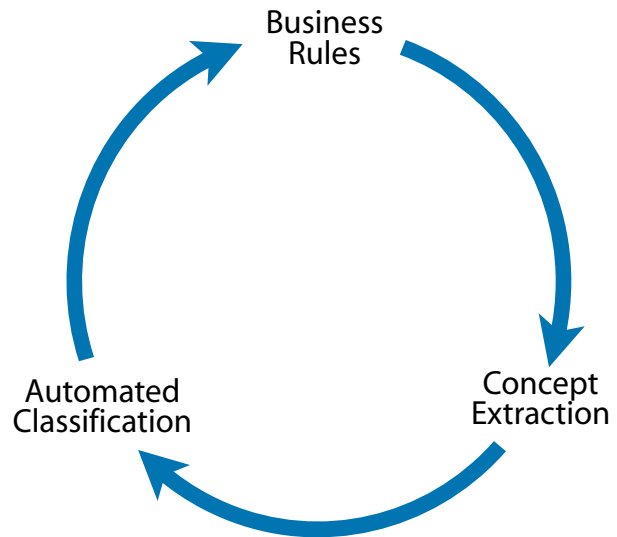
each other. This map represents the ways information will be presented to business professionals in their workplace—their environment for business decision analysis and research.

With Verity Intelligent Classification's hybrid approach, humans control how to combine rule-based and automatic classification techniques to best match business requirements. Verity provides three basic automatic classification methods, which can be used individually or in combination:

- 1) Analysis of content patterns
- 2) Analysis of examples



Verity ABC's of Classification



- 3) Direct specification of characteristics
 - 3a) Through business rules
 - 3b) Through the automated application of concept definitions, e.g. the pre-defined industry-specific taxonomies in LexisNexis Content Organizer

In the first method—analysis of content patterns—Verity provides a fully automated concept discovery engine. This software requires no human intervention—it parses document collections of interest to the business application and identifies or infers patterns of meaning from the contents of the documents themselves. Referred to as Thematic Mapping, these algorithms discover patterns or concept groups that can be highly useful in structuring taxonomies and specifying methods for grouping similar documents in classification hierarchies. This method can be fine-tuned through interaction with the other software capabilities provided in the analysis by example and direct specification approaches.

The second method—analysis of examples—"trains" the system using a set of characteristic documents selected to represent the category definitions and structural relationships desired. Verity's technology explicitly surfaces semantic structures in the process, creating business rules that can be reviewed and understood by knowledge application developers or business users. The resulting rules can be applied to document metadata, sub-sections of the document, or the entire document. The system supports both positive and negative examples, learning from each.

The third method—direct specification of characteristics for each category node—involves creating content business rule building blocks. It is in this area that the LexisNexis Content Organizer offers a breakthrough in both speed to deployment and in leveraging deep resources of intellectual capital from

outside the firm to improve the execution of knowledge work inside.

The traditional approach to building direct specification rule bases has been to provide a rule-creation and editing interface so that a knowledge application developer can create and fine-tune category specifications to whatever level of accuracy a particular situation requires. Any rule can be viewed and tuned within the Intelligent Classifier's development workspace environment. The LexisNexis Content Organizer offers a new facility which delivers completely developed, industry-specific templates within the familiar Verity software format and tools environment. This means that enterprise knowledge application developers can use the LexisNexis classification business rules either as a complete approach in and of themselves or as the core for an extended set of customized classification routines to meet specific business objectives.

An important tenet of Verity's approach is the understanding that the level of accuracy of automated taxonomy generation and content classification routines can leave much to be desired. To address this issue, Verity includes tools which implement human guidance and work in conjunction with the automated approaches to deliver much finer levels of accuracy in concept identification and categorization performance.

LexisNexis

As a continuing evolution of its familiar information service delivery model, LexisNexis Group today is moving into the area of targeted Web information solutions that can be integrated into customer business processes and systems. LexisNexis Web and dial-up online solutions combine searchable access to more than three billion documents from thousands of sources and tools for managing this content.

A pioneer in the online information publishing market, LexisNexis has a long heritage of collecting, managing, and helping customers to utilize electronic documents in business contexts. As early as the 1980's, the company succeeded in building brand recognition as the leader in online research services,

In the human-guided approaches, Verity is flexible about how content classification models, or concept definitions, are created. Rules defining categories can be generated automatically, rules can be imported from existing taxonomy models or industry taxonomies, and/or domain experts can build new rules or modify imported or automatically generated rules. In addition, rules can be reused and/or combined with one another.

The categorization or classification of content involves analyzing content components for subject matter and meaning and assigning them to the "best fit" category in the taxonomy. The system uses the business rules to populate the taxonomy.

Intelligent Classifier maintains an audit trail for each piece of content in the system that explains why it was placed into a particular category. Administrators can take advantage of this feature to refine the business rules and improve accuracy for specific application requirements. Verity's content infrastructure facilities can apply the rules to both structured and unstructured content from both internal and external sources.

The goal of the knowledge application process is to give business professionals the ability to browse through the categories of the taxonomy structure, drilling down from the highest level to more focused concepts and individual documents. They can improve the accuracy of search results through an iterative process of discovery by focusing queries to specific categories.

In an important and related set of knowledge support functionality, Verity's software for social networks includes a recommendation engine that can suggest and surface similar documents and categories as well as an automatic notification feature that can alert individuals and groups when relevant new information has been added to the system.

Taxonomy maintenance is accomplished with the same workspace and toolset used during construction. An active maintenance practice insures that the information organization structure itself and the mapping of documents within it remains relevant to users, reflecting accurately the business context in which they need to work.

The Verity content infrastructure software provides a knowledge application environment for organizing content tailored to the realities of the business and the specific requirements of individuals and groups within the company. The hybrid method of providing human facilities for guiding and supervising technically sophisticated automatic processes gives knowledge application developers the opportunity to deliver maximum accuracy to the professional communities. The fully automated discovery of Thematic Mapping routines can jump-start the process of understanding the meanings contained in large document collections. The resulting intelligent content assets are a positive enabler for individual and collaborative business performance.

Verity & LexisNexis: Cooperative Content Infrastructure

Verity and LexisNexis have announced a strategic alliance under which the two companies will deliver a new product offering that joins Verity content organization and infrastructure software with LexisNexis intellectual assets in a novel knowledge application framework for the enterprise. The offering, LexisNexis Content Organizer, will enable LexisNexis subscribers and non-subscribers alike the ability to utilize LexisNexis's content classification structures and concept identification technology in



providing comprehensive collections of professionally published information by subscription from its online service bureau. Since that time, the LexisNexis service portfolio has grown to become the largest news and business online information service, including comprehensive company, country, financial, demographic, market research and industry reports.

Information sources include access to thousands of worldwide newspapers, magazines, trade journals, industry newsletters, tax and accounting information, financial data, public records, legislative records, and data on companies and their executives.

the service of knowledge applications across the spectrum of enterprise content.

The characteristics of the joint offering deliver advantages in three major areas:

- 1) The Verity content infrastructure and organization software underlying the LexisNexis Content Organizer provides the facilities through which to index virtually any source or repository of internal content and to reflect the accuracy and industry intelligence already captured in the classification business rules developed over many years of continual management by LexisNexis classification scientists. This functionality, and the application of Verity federated search technology, allows organizations to develop consistent frameworks or lenses through which to simultaneously access external published content and internally developed content for business decision and research needs.
- 2) The joint offering encourages enterprise knowledge managers to mix and match, tailor, or extend the standard LexisNexis collection of content business rules with company-specific rules to tighten classification operations to particular business requirements.
- 3) The joint offering also allows the integration of LexisNexis-driven content organization structures with other, internally developed taxonomy structures for simultaneous evaluation of content, as well as the interaction of the classification operations with other content interaction capabilities available in the Verity infrastructure portfolio, including facilities for personalization and the discovery of social networks.

The Business Challenge

The overarching business driver for this new approach is simply stated: accuracy. The business value of providing professionals with easily understood, browse-able structures of content categories is well understood. Companies as diverse as Yahoo! and LexisNexis itself have already built major businesses around developing, providing, and maintaining the structures which make accessing electronic information straightforward and effective.

The challenge has been that these publishing and media businesses have had no access to the broad world of proprietary internally-developed content within the enterprise. This has left business practitioners and knowledge managers to bridge the gulf between these parallel universes of valuable information using manual, typically very time-consuming techniques. Delphi Group research has shown that corporate portal projects often find that the most time-consuming, expensive, and challenging part of portal development is the discovery and creation of effective information structures for internal business audiences. Many corporate intranet investments have failed to gain the expected broad acceptance because business users don't find intuitive and effective content navigation structures in place.

Line of business executives often get stuck facing this problem. As they look toward investing in new tools to improve the productivity of highly-paid professional staff, they find that the acquisition of accurate and relevant information in real time, for example, is more difficult than it might appear. They find themselves facing an apparent dilemma. Technology can process huge quantities of information quickly, but when it comes to putting it into structures for navigation and location of particular content, automated approaches are simply too inaccurate today for business utility. On the other hand, professional librarians, given a set of specifications for a business context, can locate and deliver highly accurate and

relevant content to a set of professionals, and even develop software-based business rules for doing so, but this process is expensive to create and maintain, and each enterprise has many business contexts.

The value proposition of the LexisNexis Content Organizer is that it can help address this dilemma by leveraging the value of the experience of professional librarians and information scientists at LexisNexis with the enterprise facilities of Verity content infrastructure to deliver knowledge applications of high accuracy to the business user. The joint offering brings to the enterprise market both the taxonomy structures and the concept identification and extraction business rules that have been developed at LexisNexis through over twenty-five years of development.

LexisNexis Content Organization

In order to help its information service customers navigate, locate, and manage access to its volumes of professional content, LexisNexis has employed teams of library and information scientists over the years to develop two interacting levels of intellectual assets:

- 1 the LexisNexis taxonomy structures, or directories
- 2 the linguistic and business rules for defining concepts and their relationship(s) to the taxonomies

LexisNexis has developed and extended taxonomy structures for 40 industries, including the legal profession, banking and finance, insurance, pharmaceutical, publishing, and a general corporate enterprise taxonomy. The initial joint offering will include the corporate enterprise taxonomy, followed by the

financial services taxonomy. Over time, up to 40 taxonomies will be available.

It is important to clarify that these taxonomies do not operate by the same rules as classification schemes used in scientific inquiry and species identification. In the latter disciplines, the goal of classification is to firmly locate each individual species in one unique spot in the overall structure of classes. Driven by the business use cases of their customers, information service providers discovered early on that the design principles for building information taxonomies for business are fundamentally different. In business use, each individual document, or even each of the concepts found within documents, could be relevant to a number of different “nodes” among the branches of the overall taxonomy structure. The LexisNexis linguistic and business rules were developed both to support this diversity and to enforce accuracy and relevance of the content that appears in relation to each business category.

Subject Taxonomy Structures

The LexisNexis subject taxonomies have been designed, developed, and modified over the years to meet the information requirements of the professionals and researchers working in the specific business area that provides the context for the classification structure. The structure itself offers a conceptual scheme for orienting and navigating through an information domain.

For example, the Financial Services domain includes both Banking & Finance and Insurance taxonomies. (See examples of the highest levels only of these structures above and on next page.)

The elaboration of these structures down to low levels of detail provide individual professionals with preferred paths for narrowing information inquiries without engaging in extensive search operations, or using search only within the content area of interest.



Banking & Finance

Banking Institutions & Services

Brokerage and Investment

Bonds, Debt & Equities

Technology

Regulation

International

It is the second area of the LexisNexis intellectual assets, the concept identification business rules, that can insure maximum accuracy of the content in those specific areas of interest.

Concept Identification Business Rules

The core knowledge facility that provides the foundation for the accuracy of the LexisNexis information service taxonomies is the linguistic and business rules for defining concepts within document content and orchestrating their relationship(s) to the taxonomy structures.

It is this set of rules that allow the software to differentiate, for example, between content which discusses computer chips and that which discusses poker chips, while incorporating semiconductor fabs in Las Vegas in the former discussion. Knowing what to exclude from categories is equally as important as what to include, and the LexisNexis librarians have been continuously refining for over two decades the underlying semantic analytical routines to improve the contextual accuracy of the automated classification process.

These rule bases allow business users accurate access, for example, to over 500,000 named entities, and 2,000 business topics in 40 industries, and over 4,000 topics covering 40 practice areas in the legal profession. This collected corpus of rules can now be leveraged for specific knowledge applications inside the organization.

In the LexisNexis Content Organizer offering, the developed corpus of LexisNexis concept identification technology is instantiated in the Verity Intelligent Classifier infrastructure. This allows for the first time the application of the LexisNexis knowledge asset to the universe of enterprise content.

Enhancing Internal Content

There is clearly a major difference between the universe of internal corporate content and the world of professionally published information served up by LexisNexis and other information services. All of the publicly published content was written by professionals, within document structure guidelines, and generally edited for clarity, and even enhanced sometimes by subject and keyword identification (metadata) “tags.” Internal content, on the other hand, is generally created by amateurs, in many different formats, with or without official or consistent structure, and virtually never enhanced with metadata.

Despite the difference in the conditions of their creation, however, each is usually of equal value in the business decision and research process. It is the combination of the two into a single, accurate view of relevant content that delivers value to the business professional. There are two fundamental advances offered in this area by the joint offering.

Applying Concept Rules to Internal Content

For enterprise knowledge applications, both levels of the LexisNexis intellectual asset are available through the Verity Content Organizer software infrastructure. This means that any content accessible by Verity (which can include information from databases, collaboration tools, content management systems, email, and over 250 common document file formats) can be passed through the LexisNexis rule base. The result will be internal content filtered and categorized in exactly the same way it would have been if it were centrally processed at the LexisNexis online service.



Insurance

- Insurance Operations
- Health Insurance & Managed Care
- Liability Insurance
- Life Insurance
- Property & Casualty Insurance
- Reinsurance
- Workers' Compensation
- General Industry

For LexisNexis subscribers, simultaneous navigation and search of this categorized internal content and the external information sources in the online information service is now available through Verity's Federated Search facility. This is only the most straightforward approach to leveraging joint offering for expanded views of unified knowledge sources, however.

Custom Business Rule Extensions

By applying the facilities of the Verity K2 rules-based classification engine, enterprise knowledge application developers have the ability to select which areas of the LexisNexis categories and rule sets to expose to particular groups of enterprise professionals. They also have the ability directly to extend or edit the specific concept definitions to create a customized version of the classification engine for the enterprise, or to meet the requirements of particular groups of professionals in different business contexts across the enterprise.

This facility goes to the heart of the executive's dilemma explored above. With the joint offering, the expensive part of the library science that underlies effective content presentation and navigation is provided on day one with the "preconfigured" taxonomy structures and category models. With a local customization effort, the "last mile" of accuracy for particular groups of professionals can be completed with a relatively low level of investment. At this point, the large variety of internally created and stored information can be analyzed and presented at the same level of precision, and even within the same structures (if desired) delivered by the professional information service providers.

Leveraging Content Structures for Accurate Delivery

Utilizing absolutely new functionality within the Verity K2 infrastructure, knowledge applications can leverage the value of taxonomy structures in more profound ways than we have discussed to this point.

As any organization who has gone far in working with information organization and structure will readily attest, the existence of multiple business contexts within the firm, and the need for these multiple world views of content to interact in many business applications make for a highly complex set of development problems where information structures collide. For example, the Marketing department in most firms will require a different organizational view of their business content environment than even the Sales group down the hall, and perhaps a dramatically different one than the Research and Development function in the other building.

Relational Taxonomy

Verity has developed a functionality, referred to as relational taxonomy, which allows the knowledge worker to access two or more taxonomy structures in relation to each other in the service of radically narrowing information selection to return only the most relevant content available. This facility provides the opportunity to leverage internally-developed classification hierarchies while simultaneously bringing into play the array of pre-configured industry taxonomies available from LexisNexis. Using multiple sets of these filters simultaneously dramatically improves the quality of comprehension on the part of the user as well as the accuracy of search operations.

For example, in looking at the way the Marketing department works with content, competitor intelligence is often an important ongoing activity. In the course of gathering that intelligence, the group may have created a database of information on various aspects of competitor activity, collected emails or threaded discussion content from the field sales group about particular competitive activity, and profiled product capabilities in internal memora.

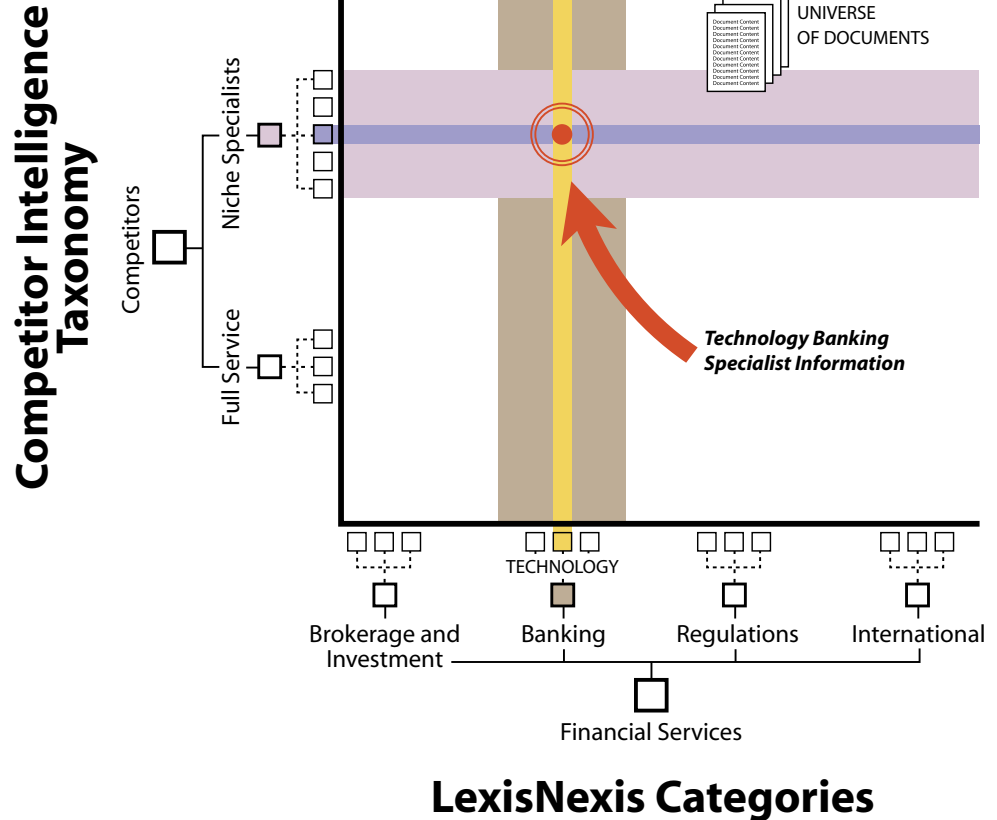
In a portal project, all of this content may have been made navigable and accessible through a combination of Verity's automatic LRC classification software and the development of a set of competitor intelligence classification business rules to further refine where content appears in the branches of the competitor intelligence taxonomy.

Structure Navigation

The operation of the Verity Relational Taxonomy capability can be illustrated simply by using a graph like the one displayed at right.

This depicts the intersection of taxonomies for competitor intelligence in the financial services industry. The example area of interest is competitive technology for online products and services in the area of investment banking.

In the diagram, the X-axis represents the information categorized in the LexisNexis Content Organizer taxonomy. The Y-axis represents a set of



information categorized in the internally-developed competitor intelligence taxonomy. The business value of the interaction of these structures in to focus each "lens" at the level which best fits the business problem set at hand. The knowledge application can provide wide focus for environmental scanning, for example, or narrow focus for specific problem areas.

In this example, the area of interest for the financial services marketing professional is the content related to Niche Specialist competitors' online product offerings in investment banking. By simultaneously navigating to the Niche Specialist branch of the internal competitor intelligence taxonomy and to the Investment Banking, Online Products branch of the Brokerage & Investment areas of the LexisNexis Financial Services taxonomy, the Verity K2 software can leverage both sets of rules to provide the marketing professional with highly focused content related to niche specialist investment bank's online offerings.

Leveraging the interaction of internally developed knowledge structures and the LexisNexis routines allows the knowledge application to present the business professional with high quality information in a virtually transparent content navigation and selection environment.



Where structured business intelligence technologies brought "drill down" and pivot tables to numeric and transaction data, classification technologies form the groundwork for exploration of unstructured information.

Leveraging Knowledge: Information Structure for Smart Products

The LexisNexis Content Organizer offering is an early example of a new kind of intelligent content product.

The emergence of "smart products" has been forecast for some time. A new appreciation for the value of knowledge assets, even in their characteristic intangible state, has spread in the executive suite. The area of electronic business information would appear to be a natural place for such products to arrive. To date, however, we have seen few advances that have gone significantly beyond "paving the cowpaths" of our accustomed, paper-dominated ways of processing professional content.

By extending the intellectual assets LexisNexis has developed over 25 years of information organization technology activity to the enterprise, a new kind of information service emerges. This time it's not about delivering day old news. With the implementation of the Verity content infrastructure, a novel business proposition arises—this joint venture offers you a way to realize returns on what you know. ■

