



## Case Study - Abbey

### Evaluating communication during change

Abbey has been through a great deal of change in recent years. In September 2003, the organisation changed its name to Abbey, unveiling a dramatic new look and feel. Significantly, in 2004 Abbey agreed takeover terms with Spanish bank Banco Santander Central Hispano.

HarknessKennett was invited by the Abbey communications team to provide research on how employee communications had been perceived during a period of change.

The aims of the project were to understand employees views on Abbey both pre and post takeover, and the quality and quantity of information that employees receive from both Abbey and the Group as a whole. Focus groups were held across the bank including people at all levels and functions from Glasgow to London and were supported by a quantitative survey.

This research has enabled Abbey to gain a full picture of how their employees are responding to the changes within the organisation, the future direction of the organisation, and the most effective ways of disseminating key messages throughout the organisation.

*“HarknessKennett provided invaluable support, working in partnership with our own communications team, to ensure that we had the information we needed to help us begin our employee planning process. Without doubt their support gave us the opportunity to see the organisation without any preconceptions, and ensured an impartiality that has been really effective in demonstrating where improvements need to be made.”*

Client Verdict