



Case Study - BDO Stoy Hayward

Building Foundations for Engagement

BDO Stoy Hayward, is the UK member firm of the world's 5th largest accounting network, BDO International. BDO Stoy Hayward specialises in helping businesses, whether start-ups or multinationals, to grow. The company offers business consultancy and accountancy services worldwide and has 2,700 employees across 15 UK offices.

The company has won a number of awards for its people practices including the Accountancy Age Employer of the Year Award for two consecutive years – an unprecedented achievement – in 2004 and 2005, and is one of The Sunday Times Top 100 Companies to Work For.

Continued change in the accountancy profession has brought consolidation among the largest firms, tighter legislation and accountancy standards and better awareness of corporate governance standards. As a result, this has opened up new markets for the mid-tier accountancy firms. With ambitious growth plans and a desire to retain a unique culture different from the 'big four' internal communications plays a significant role.

With the appointment of a new Internal Communications Manager, Wayne Clarke, HarknessKennett were asked to undertake a review of internal communications across the Firm. Working in partnership with the Internal Communications Manager we designed a series of interactive Speak Up Sessions to gain feedback and practical recommendations from a cross-section of people at BDO Stoy Hayward. In total, we ran 20 sessions across the UK in just over four weeks.

As well as qualitative feedback we also provided all participants with a questionnaire to gain quantitative data.

Findings were successfully developed and shared with the Internal Communications Manager and subsequently the senior team within four weeks, leading to a refreshed commitment to communicate internally to support BDO Stoy Hayward's culture. Significantly, this research enabled the organisation to develop its first National Engagement Plan.

"Internal communication in a professional service firm can be a challenge. This research demonstrated that to communicate effectively we need to adopt a range of approaches both at the centre and in local offices to manage change successfully.

Our senior partners were actively involved in the process and as a result were committed to taking action on the results. Importantly, we have been able to establish some real baselines that we will be able to track over time. HarknessKennett have helped us establish some solid foundations for internal communications at BDO Stoy Hayward. The support provided by the team at HarknessKennett was fantastic, and I would thoroughly recommend them."

Wayne Clarke
Internal Communications Manager
BDO Stoy Hayward