



Case Study – British Sky Broadcasting

Channel Audit

British Sky Broadcasting (BSkyB) operates the UK's largest digital pay television platform providing more than 8.1 million customers with over 400 channels of world-beating entertainment. Sky has over 13,500 employees in the UK, all working in the entertainment business. These include customer contact agents, primarily based in Scotland; people involved in creating and delivering the content that customers watch; and a nationwide network of mobile installation engineers.

A new Director of Internal Communications, Phil McManus, and a reinvigorated internal communications team were keen to assess the effectiveness of existing channels in supporting the business priority of customer focus. HarknessKennett were approached to undertake a channel audit and to gain employees views on potential new channels aimed at pushing the boundaries of internal communications within Sky.

HarknessKennett undertook a range of research activities to reflect the different audiences. These activities included an online survey; telephone interviews with mobile workers; focus groups covering the main business divisions and locations; and telephone interviews with people from head office departments. In all, the research captured the views of in excess of 16% of Sky's UK employees.

The research clearly demonstrated people's enthusiasm for enhanced internal communications to inform and engage. Feedback also illustrated the key role that managers play in the communication process. Effective internal communication at BSkyB is not about more communications from the centre but about facilitating managers to be effective communicators with their teams. The project also reinforced the need for future segmentation studies to match the needs of the functionally and geographically diverse audiences.

"I was encouraged by the response to this research, both in terms of quantity as well as quality. HarknessKennett's study has provided us with a benchmark for ongoing communications and given us the evidence and rationale to make changes."

Phil McManus
Director of Internal Communications
British Sky Broadcasting