



Case Study - BBC

Making it happen through internal communications

The BBC is the world's largest public broadcasting company with 27,000 employees and a further 15,000 freelancers and contractors. Greg Dyke joined the BBC in 2000, as Director General, with the challenge to develop an organisation that was effectively led but also a place where creativity could flourish and people could realise their potential.

'Making it Happen', a wide-ranging, ambitious change programme, was launched by Greg Dyke in February 2002 to turn the BBC into the most creative organisation in the world where people enjoyed their work and felt supported and empowered to excel.

As part of both enabling the 'Making it Happen' programme and pursuing its outputs there has been discussion about the enhanced role and function of internal communication in the organisation.

The Head of Internal Communication asked us to benchmark the BBC's internal communications with other world-class brands also undergoing significant change. We jointly identified a number of organisations who are using their internal communications function to successfully facilitate their change programmes.

We researched the most appropriate organisations and identified relevant contact points for each. Organisations included: BP, Diageo, Discovery, Marks & Spencer, Microsoft, Nokia, Viacom, and Vodafone.

A key focus for the research was to identify the appropriate placing of the internal communications function and also levels of investment. Participants were assured of anonymity and in return for taking part were provided with a copy of the findings.

Feedback from participating organisations was supported by desk research and other published material to identify benchmark expenditure on internal communications and how the function was organised. We are currently working with Russell and his team to identify the next phase of the benchmark process.

"Internal communicators are always under pressure to demonstrate how they further the organisation's goals and how they add value. It's a measure of our success to date that the more we have achieved, the more the organisation wants to solve a high quality problem to have."

"This project demonstrated to us how other successful organisations might have addressed these challenges and how their IC areas are resourced. This is difficult information to get and the findings we received will enable us to present our plans and what we do in the context of how the 'best in class' operate."

Client Verdict