



Case Study - Arup

Internal Communications Review

Following a period of phenomenal growth across Europe, design and engineering consultants, Arup, needed to get a clear understanding of whether their internal communications were effective in such a rapidly growing organisation.

Arup Europe's Marketing and Communications Manager, Emily Falconer commissioned HarknessKennett to conduct a review of internal communications. A key driver for the review was to ensure that the growth of the organisation had not diluted the unique core philosophy and values of the organisation set out by founder Ove Arup.

The research set out to identify employees' current perceptions of internal communications within the organisation, with a particular focus on the penetration and effectiveness of existing channels and messages. The review also set out to highlight communications practice from across Arup Europe.

We employed a mixture of research techniques, including an online survey, face to face and telephone interviews with over 50 senior leaders and many employees, and discovery days at a number of key European locations.

Based on the review's outputs we developed a set of very practical recommendations for developing an internal communications approach that responded to the growth challenges of the business. The review outputs and recommendations were presented back to the Europe Board and many are now being successfully actioned by the organisation.

"The review was very successful in identifying the big communications challenges for us as we continue to grow. It helped to focus our energy on the internal communications activities that will make a real difference to the organisation."

Emily Falconer
Marketing and Communications Manager
Arup Europe