



# Using Integrated Insight to Drive Growth

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#### BUSINESS CHALLENGE

"Build an effective, high functioning, motivated, multi-disciplined research team to support ambitious business growth targets and digital transformation ... efficiently"

starting with a team of 9 looking after division of 3,000 people (with TINY budget)

BBC News - Reach Growth vs. 2022 Target

456m  
WEEKLY PEOPLE REACHED  
2021

→ 500m  
2022 ← OUR CENTENNIAL YEAR

- Small team embedded in News
- Research potential not understood
- Limited data, not prioritized

Where will this GROWTH come from?

Who are the Users?

What will they want?

#### CHANGE OF FOCUS

- Disconnect between business need and information supply
- 90% of resource for reporting
- Team commissioned by discipline or methodological specialism
- Business questions demand blended research approaches

"HOME-WORK"

Traditionally OUR BBC AUDIENCES WERE TV and AUDIO

New growth in DIGITAL CONTENT would be tough: Very competitive, with very different audiences

BBC BUSINESS NOT SETUP TO THINK ABOUT INNOVATION and GROWTH FUNDING; INVESTMENT TYPICALLY FOCUSED ON EDITORIAL OR TECHNICAL TEAMS

CLEAR NEED for blended approach to projects; mixed methodologies, and a range of specialities...

#### NEW Model

FOR HOW WE WORK  
Show value quickly and "pitch" for investment in new skills and resources

Based on my previous role at Central office of Information:

TASK-BASED

THROW ASIDE TEAM STRUCTURE; COMMISSION & PLAN WORK BASED ON SKILLS

#### MY TEAM WAS TRANSFORMED from RESEARCH to providing INTEGRATED INSIGHTS

STRATEGIC "What we do"  
TACTICAL "How we work"

#### DISCIPLINE-NEUTRAL PROJECT PLANNING

- PRIORITISE RESEARCH ACTIVITY THAT WILL HAVE MOST IMPACT
- INCORPORATE SKILLSET FOR DELIVERY AT SCOPING STAGE
- BESPOKE MULTI-DISCIPLINARY "VIRTUAL" TEAMS BUILT - EACH PROJECT
- BUDGETS PLANNED AND ALLOCATED BY PROJECT
- CENTRAL ALLOCATIONS TEAM

more creative approach; better results

Investment decisions based on scale & scope

Improved capacity planning

Enabled single efforts to have broader/multiple impact(s)

#### DYNAMIC RESOURCE PLANNING

- TASK LEADERSHIP AT ALL LEVELS OF SENIORITY
- DYNAMIC RECRUITMENT AT ALL LEVELS
- FLATTER STRUCTURE
- PEOPLE-CENTRIC LINE MANAGEMENT

#### The Change Process • COPING WITH CHANGE

- COUNTER-CULTURAL • CHANGE FATIGUE (recent re-orgs)
- DIFFICULT FOR LESS CONCEPTUAL THINKERS • FEAR OF WORKLOAD INCREASES • LOSS OF STATUS FOR MANAGERS

#### ENABLERS: Clear communication

- Framing • Tenacity • Transparency in project allocation • Virtual specialist teams
- Single point of contact • Show more than tell
- Wider organisational change & investment programmes

#### Some Reflections

what I might do differently another time...

- FRAMING: Change isn't happening "to" people - they need to "be" the change
- INVEST MORE TIME IN PLANNING & RESOURCE ALLOCATION
- CLARITY OVER ROLES & RESPONSIBILITIES
- NEED FOR AN "ACCOUNTABLE" LAYER
- TIGHTLY DEFINED OBJECTIVES and SCOPE
- PROJECT MANAGEMENT RESOURCE

See video/slides for OUTCOME and BENEFITS in THIS SUPERB CASE STUDY!