Using Integrated Insight to Drive Growth

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BBC NEWS

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Agenda

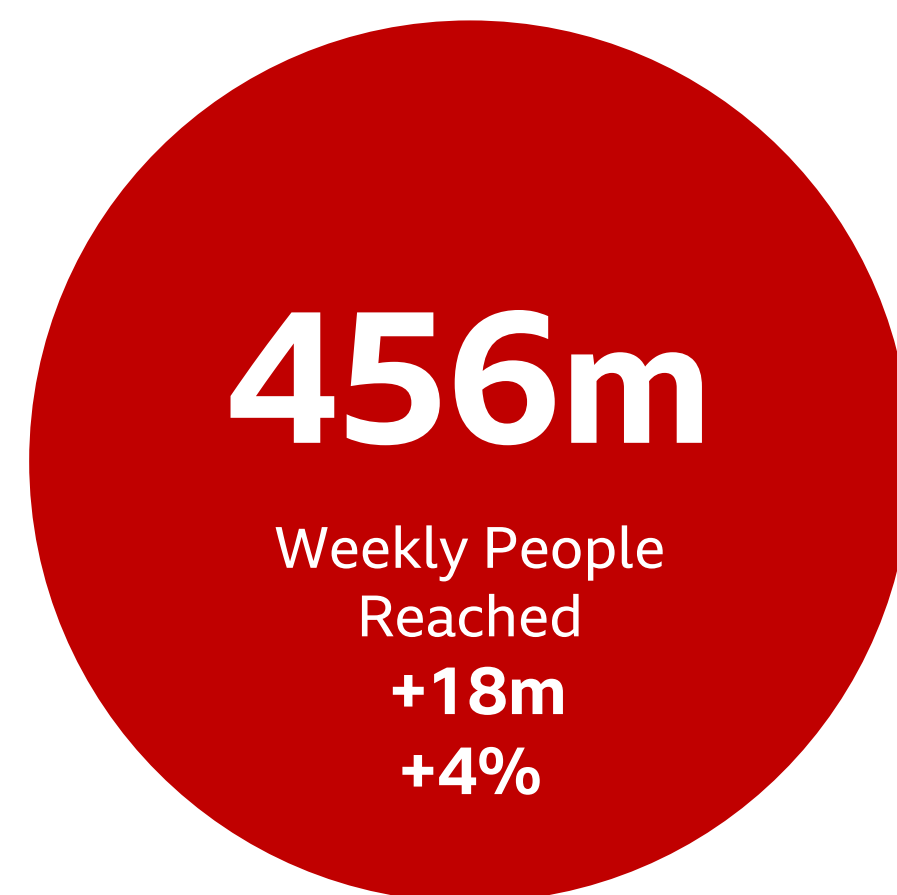- **Context**
- **Solution**
- **Reflections**
- **Outcome**

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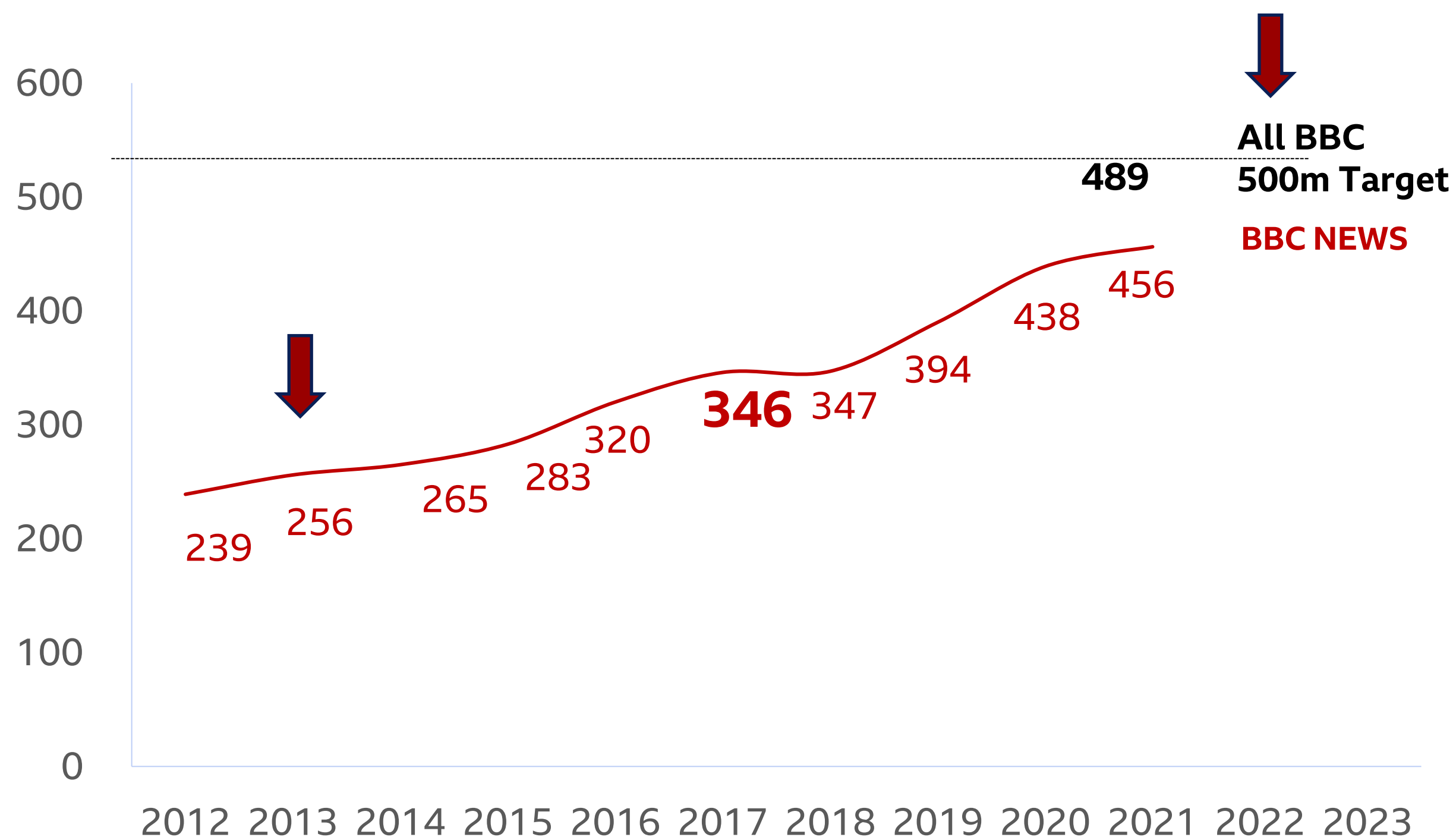
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Why?

The Business Challenge

BBC News Reach growth VS 2022 Target

BBC News Weekly Reach (World Service Languages + English)

456m

Weekly People Reached

+18m

+4%

BBC News Reach, 2021

All BBC 500m Target

489

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239 256 265 283 320 **346** 347 394 438 456

600
500
400
300
200
100
0

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023

Weekly People Reach in MILLIONS, 2016-2021

5

Source: BBC Global Audience Measure 2021

The Challenge

- Small team embedded in the News division

- Research potential not understood

- Research output not valued

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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

A Change to *How* we work to enable us to change *What* we do

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Discipline- Neutral Project Planning

- Prioritise research activity that will have the most impact

- Incorporate skillset for delivery at scoping stage

- Bespoke multi-disciplinary "virtual" teams built around each project

- Budgets planned and allocated by project

- Central allocations team

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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

- Too radical

- Difficult for less conceptual thinkers

- Change Fatigue

- Fear of workload increases

- Loss of status for managers

Enablers

- Clear Communication

- Framing

- Tenacity

- Transparency in project allocation

- Virtual specialist teams

- Single points of contact

- Show more than tell

- Wider organisational change and investment programmes

Some Reflections

- Framing

- Invest more time in planning and resource allocation

- Clarity over roles and responsibilities

- Need for an "accountable" layer

- Tightly defined objectives and scope

- Project Management resource

Outcome and Benefits

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To the Individual

- Career development opportunities

- Interesting and engaging work

- Transferrable skills

- Recognition of craft skill expertise

To the Team

- Helicopter-view of the organisation

- Broader skill-sets and enhanced capability

- Culture of innovation and learning

- Team building and problem solving

- Leadership experience

- Highly valued by the business

- More investment

To the Business

- Cost Effective

- Innovation

- Efficient and Dynamic

- Business Impact

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Questions

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