

Case Study

Top 10 pharma company Effective engagement within R&D

A global forum for the future:
can we have synchronised global broadcast and engaged debate?



Situation

At a time of profound change within R&D, the senior Leadership launched an ambitious initiative to not only cascade consistent communication of performance results simultaneously throughout the world but to use this as an opportunity to foster direct engagement with the leadership team.

Modelled on a forum-style format, the aim was to encourage all R&D personnel to put questions directly to the individual members of the leadership team attending the key global locations, and create dynamic discussion and debate around key issues.

Despite an earlier review and some changes being made, this pivotal portal for interactive communication was still not delivering value as a catalyst for energising change.

Requirement

Prior to an Executive meeting to discuss the on-going commitment to this initiative, Mansfield Buchanan was asked to independently evaluate the situation, identify opportunities for improvement and put forward recommendations.

Outcome

The detailed review examined every aspect of the event, from the original aspirations behind the concept design, through to the attendance profile. Analysis of post-event feedback and a review of the practical challenges that had arisen for organisers and participants were also used to gain insight into the issues undermining the effectiveness of these resource-intensive events.

The resulting insights not only highlighted the extent to which the existing approach was failing to achieve the engagement required to deliver meaningful business value, but also exposed the key issues that needed to be addressed to bring the concept back on track.

Working closely with the Senior Communications Manager, a framework was developed to enable this to happen.

Impact

The key findings and recommendations provided the Executive owners of this initiative with the thought-provoking analysis and practical recommendations necessary to ensure that this concept was more closely aligned to the needs of the business and better positioned to achieve its aims.

*"We wanted a catalyst
for driving change in
R&D leadership culture
and accountability ...*

*... the name was
changed but in essence
nothing else"*

*"... and I want to give you
my very best thanks for
your support – it has been
most valuable both to the
company, the managers I
work with and to myself".*

*Senior Communications Manager,
R&D Communications*

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