

Broadcast Australia

A new way of working

Broadcast Australia owns and operates one of the most extensive terrestrial broadcast transmission networks in the world with over 580 transmission sites, ensuring the nationwide delivery of key TV, radio and other communications services.

Broadcast Australia is part of the BAI group - a range of subsidiary companies including Hostworks, RFE in Hong Kong, BAI Canada, Airwave Solutions and Transit Wireless.

ANALYSIS

A business analysis was carried out, which identified a number of opportunities to improve the accuracy of the estimation processes, timeliness of bidding for work and delivering of projects efficiently to time, cost and quality. Studies concluded that a number of projects in the previous year ran over budget.

A management culture questionnaire was also conducted which highlighted the need for improvement in definition of responsibilities and accountability.

PROJECT APPROACH

Following the Analysis, Broadcast Australia (BA) commenced a 36 week project with a team of 3 Renoir consultants and 3 fulltime taskforce seconded from BA.

Two work streams headed by Management Action Teams (MATs) were formed – one for Process and one for MCS.

The scope was straightforward: Increase productivity and reduce budget overruns.

IMPLEMENTATION

Although the scope was straightforward, implementation was particularly challenging as it coincided with a restructure and a large software implementation. Change fatigue was the enemy and our key weapon was communication, something we pride ourselves on. Through regular feedback sessions and many weeks of one on one coaching on the floor, we got buy-in, ownership and the intended results.

RESULTS

To ensure sustainability of the reduction in budget overruns and improvement in productivity, we installed a Management Control system, an effective automated dashboard reporting tool and optimised the entire end-to-end process.

"I have worked with many consultants and this is the highest level of ownership that I have seen in a change project."

Stephen Matthews, CFO



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"We now begin a new way of working at BA."

Peter Lambourne, COO

Key Results

Reduction in project budget overruns

Increase in efficiency and productivity