

## Case Study

### EVALUATING EMPLOYEE COMMUNICATION ENTERPRISE INNS PLC



#### Background

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The leading specialist operator of leased and tenanted pubs in the UK – Enterprise Inns - has achieved dramatic growth over the last decade, increasing its estate to over 7000 pubs. With such significant growth, the pub company wanted to evaluate employee communication and understand how it could improve.

Enterprise Inns appointed Allman Communication to undertake a comprehensive review of its employee communication arrangements, report on findings and make recommendations.

#### Objectives

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The key objectives of the communication review were to:

1. **Audit** a sample of Enterprise Inns' employees about the effectiveness of existing formal and informal communication channels, content and its culture.
2. **Analyse** the findings from the audit, along with Enterprise Inns' identified employee communication requirements and best practice.
3. **Act** by delivering a summary of recommended areas for action and improvement.

#### Approach

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Allman Communication needed to gain the confidence and trust of employees who took part in the review. Therefore, the audit was promoted as an opportunity for employees to put forward their ideas in confidence about what was working well and what could be improved. It was important to gain a broad range of opinion and Allman Communication ensured there was participation and input from across Head Office, field staff and leadership.

#### Actions

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The following activity was undertaken to deliver a comprehensive review and recommendations for the client:

- Preparing the facilitation framework, including focus group invitations and interview guide.
- Conducting eight focus groups/one to one interviews about communication effectiveness.
- Reflecting on industry best practice/expertise via desk research.
- Presenting the report findings and recommendations to the Enterprise Inns' Board.

#### Results

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The review resulted in recommendations leading to the appointment of an internal communication role, revisions to the company's annual conference, the introduction of new 'Ask the Exec' sessions and the decision to run an employee opinion survey.

#### Client feedback

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Commenting on the execution of the communication review, **Ted Tuppen, Chief Executive, Enterprise Inns** said, "I have again been impressed by her understanding of the business and application to the task."

#### Talk to us

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To find out how we can help you better communicate with and engage your employees, please contact:  
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