

# case study

## Interim Management In Action

### Red Bee Media calls in Russam Interims to support business transition



#### About Red Bee Media

BBC Broadcast was created by the BBC in 2002 to provide channel creative and management services under one roof. On 1st August 2005 the company became known as Red Bee Media, and was purchased by a partnership of Macquarie Capital Alliance Group and Macquarie Bank, as part of its acquisition programme of companies with sound infrastructure and high growth potential. Red Bee Media is now very successful with clients such as Virgin Media Group, Discovery Channel, ITV, Channel 5 and a host of other broadcasters globally.

One of the most immediate challenges the organisation faced post acquisition was to create a commercially-oriented culture that could succeed in a very competitive industry. Russam GMS was brought in to provide senior specialist interim managers who could fill specific needs quickly. Fundamental to the success of the projects was Russams' understanding of the attributes the interims needed to help the company succeed in a results-oriented market, whilst making the most of its heritage of the creative excellence of the BBC.



Russam GMS has worked with Red Bee Media over the last six years successfully responding to briefs covering a wide variety of roles including Programme Director,

HR Director and Head of Performance and Organisational Development, and a number of other commercial roles. One example of this is the work undertaken by interim HR director Ian Donald. The four month assignment began in September 2009, when the then HR Director took a leave of absence. Ian was required to drive these programmes. Ian had experience of running change management programmes so was able to fit into the role seamlessly and progress the changes.

#### The Challenge

Ian's most challenging task was to keep up the pace of change and develop the commercial aspects of the company. This involved changing various aspects of HR policies including employees' contracts, the redundancy terms and conditions and employee pensions. At the same, he identified how the company could save money in other areas - for example, he saved the company over half a million pounds by renegotiating the use of taxis by employees.

Ian comments: "The prime challenges were to progress and modernise the company's HR policies and deal with employees who did not really view Red Bee Media as a commercial operation."

Ian spent many hours in intense meetings with the Trade Unions negotiating the policies and finding a resolution to all the changes needed in order for Red Bee Media to be successful. Ian's commitment to meeting with the Union on a

weekly (sometimes daily) basis to agree that the changes that would be rolled out over a year, as opposed to the original timeframe of January 2010.

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The Macquarie Bank was so impressed with Ian that it offered him another HR position dealing with HR industrial issues for another company. Kath Hollister, Red Bee Media's HR Director says, "We were undertaking a major change management programme, transforming our culture into a commercial organisation. We needed to hire people with specialist skills and experience to lead this transition. Russam GMS understood the challenges we faced and sourced highly experienced interims to work with us and help us transform our organisation into the modern, commercial and successful company we are today."

