

## case study

# ODEON Cinemas – ODEON Team Briefing (OTB)

**Challenge** – ODEON, a name synonymous with film in the UK, merged with UCI Cinemas in 2005 and became the largest cinema operator in the UK with nearly 6,000 employees and 110 cinemas across the UK. The company's employee survey and a subsequent communications audit highlighted that internal communication – particularly face-to-face, two-way communication – was a high priority for the newly merged business. The business' Mission to 'Redefine Cinema' has also led to a range of actions and initiatives to make ODEON a great place to watch films and an employer of choice, and effective communication with employees is seen as critical in achieving these.

**Approach** – Using reports from the monthly cycle of senior team meetings, and guided by the tenets of the company's Mission and Values, **agenda** works with Group & UK HR Director Mike Stevens to write the content for an informative and engaging two-page monthly document that forms the basis of a structured briefing process. The OTB, as it is called, follows a template designed by **agenda** (and piloted with a cross section of employees) which is ready for managers around the business to deliver to their teams and attractive enough to be pinned to noticeboards as a reminder of the key business messages. The brief is also recreated as a PowerPoint presentation for those who want to use that format.

**Outcome** – The OTB gives teams in ODEON a focus for discussion in their monthly meetings where they can talk about the key strategic issues that are highlighted in the OTB and reflect on the implications and opportunities arising for their team. In addition, the process allows for questions and feedback to the senior team.

Said Group & UK HR Director Mike Stevens: 'agenda guided us in developing the OTB concept and supports the generation of each monthly briefing. Responses in our most recent employee survey indicate that employees feel better connected with the business than they did last year and I feel sure that the OTB is now contributing to this.'

