



Communication Business Model

OPERATING MODEL DESIGN

Develop the operating system of your communications
department further

EVOLVE THE OPERATING MODEL OF YOUR COMMUNICATION DEPARTMENT

Megatrends such as digitization and individualization are forcing companies to rethink communications. Stakeholders are becoming more demanding, and they are using a wide variety of digital channels. It is becoming increasingly important to react quickly and to link content across different media.

Other key success factors are close cooperation across disciplines and better

integration in the implementation of activities. After all, communication tasks are not only performed by the communication department, but have long since been taken over by other departments such as marketing, sales, and HR. In order to be able to fulfill their mission in the future, communication departments need to optimize or redesign their operational model. This often involves greater agility and innovation.

THE QUESTION OF “HOW?”

An “operating model” describes how an organization works together to achieve strategic and operational goals. It refers to processes, structures, working methods, and ways of thinking. The operating model is about the **“how”**. It is sometimes referred to as the **“operating system”**.

THERE ARE EIGHT RELEVANT DIMENSIONS FOR THE OPERATING MODEL:

- Mission & Alignment,
- Structure & Coordination,
- Governance & Steering,
- Processes & Methods,
- Technology & Assets,
- Insights & Knowledge,
- Partnering & Network
- and People & Culture.

Who has what tasks? Where are important decisions made? How does internal coordination work? How are internal and external partners involved? Which tools support collaboration? What skills need to be developed? These and other questions must be

answered within the framework of an operational model. A good understanding of its dimensions is important so that it can be as integrated and effective as possible.

OPERATING MODEL

In cooperation with Prof. Dr. Ansgar Zerfaß from Leipzig University, we have developed a reference model that can be used to transform marketing and communications. It can be used to transform communication as well as marketing departments.

MISSION & ALIGNMENT

- Self-conception of communications
- Positioning within the organization
- Alignment with organizational strategy

PEOPLE & CULTURE

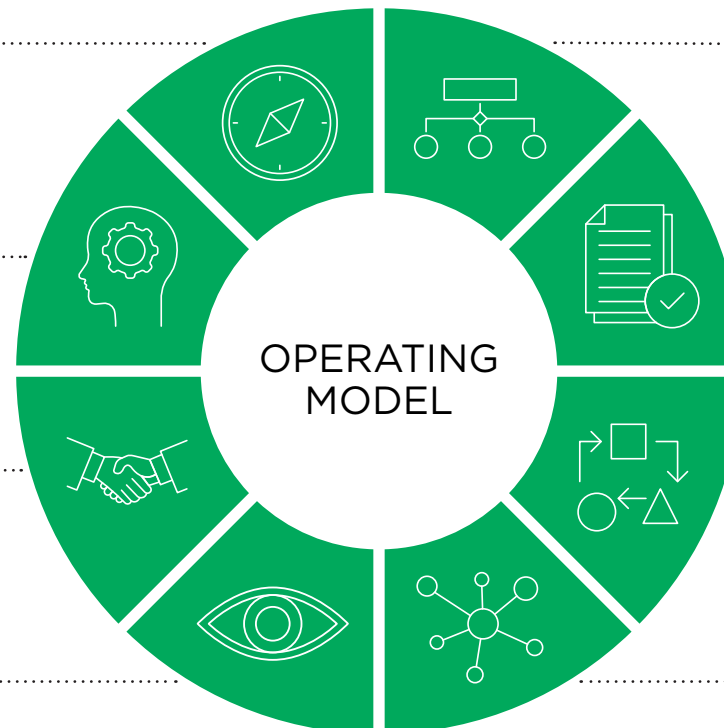
- Leadership culture and values
- Competency management
- Recruiting and talent management

PARTNERING & NETWORK

- Functional and technical network
- Expert and content-related network
- Legitimacy and informational network

INSIGHTS & KNOWLEDGE

- Information retrieval and monitoring
- Information use and data analytics
- Knowledge management



STRUCTURE & COORDINATION

- Positions, roles and responsibilities
- Reporting lines
- Coordination and decision-making bodies

GOVERNANCE & STEERING

- Resource allocation (budgets, staff, data)
- Policies, guidelines, and quality management
- Performance indicators and reporting standards

PROCESSED & METHODS

- Stakeholder communication processes
- Internal advising processes
- Work methods and management tools

TECHNOLOGY & ASSETS

- Digital infrastructure and tools
- Digital services and assets
- Databases and content

KEY QUESTIONS IN THE FURTHER DEVELOPMENT OF YOUR OPERATING MODEL:

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| 1 | How do you want to work together within your department and with internal interfaces in the future? | 2 | How can your existing operating model be evolved to meet current communication requirements? | 3 | How can you bring more flexibility and agility to the organization? | 4 | How should your future communication processes be designed? |
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| 5 | What skills and tools do you need for this? | 6 | How can you strengthen coordination in your area and with internal interfaces? | 7 | Who makes what decisions? | 8 | What values and principles should guide collaboration in your area? |
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| 9 | How can you measure and evaluate whether collaboration is working? | 10 | What pilot project is appropriate to test your future operating model, and what steps are necessary to implement it? for its implementation? |
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APPROACH

From vision to implementation of the collaboration model

We support you in evolving the operating model for your marketing and communication department. It is important that workflows are always adapted to individual needs and situations. Together with you, we develop the best solution for your department, ensure internal alignment, and guide the transformation with close involvement of the team.

OUR TRIED-AND-TESTED APPROACH IS BASED ON THREE STEPS:



1

DEFINE

Where do you want to go?

Developing the target image.

2

DESIGN

How do you get there?

Designing the operating model.

3

TRANSFORM

How do you implement it?

Piloting and phased implementing.

READY FOR BUSINESS?

Do you want to evaluate the business model of your communications department and put it to the test? Then please contact us.

Complement Advisors

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