

# Structuring a future-ready communication function

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Fickle markets, growing competition, increased business risks, pressure to increase productivity and time to market, cost reductions, the need for innovation and collaboration, decentralised teams, limited skillsets and talent - these challenges and requirements are the order of the day for organisations across business sectors.

As a result, many organisations are moving away from traditional silo-based models to a centralised approach that enables efficiency and excellence. Though the model has been prevalent for a number of years in areas such as IT, locally companies have been slower in adopting a Centre of Excellence (CoE) for their communication function. However, more than ever, communication as a business function needs to adapt - or slowly die.

## A Centre of Excellence: enabling excellence and efficiency in communication

In short, a CoE is a virtual collection of specialised skills most commonly established as a digital platform with a community that includes external communications, internal communications, HR, digital and technology enablers (eg, IT), marketing, brand and external partners (eg, agencies and research consultancies).

A CoE enables the communication function to:

- Be individually and collectively more efficient.
- Shape culture.
- Create networks.
- Improve generalist and specialist skills (enhancing communicators' capabilities as trusted advisors).
- Drive modernisation and innovation in communication.
- Instil one shared narrative across shared message plans.

Establishing an optimised CoE for communicators in your business can improve existing communication practices and grow new capabilities to maximise value, enabling delivery on strategic focus areas.

Some of the tangible benefits of establishing a CoE for communication in your organisation include:

- Elimination of silos, duplication and waste - ultimately reducing and **ensuring maximum return on communication spend**
- **Standardisation**
- **Reduced complexity**
- **Process alignment**
- **Aligned** strategic priorities, planning, focus areas and topics across marketing, and internal and external communication
- Interconnected communication - **'connecting the dots' for the organisation**
- Skills development opportunities across the communication community
- Simplified team **collaboration and shared-learning**

In addition to knowledge transfer between the CoE and individual projects and campaigns within the business, a CoE also promotes knowledge transfer from external resources, like your agencies and other suppliers, which is critical in empowering self-servicing communicators. The result: overall alignment, quicker time to market, reduced costs and communication excellence.

## Know more

If you would like to know more about establishing a CoE for your communication function, get in touch with icandi CQ. We have the expertise to assist you in implementing a CoE that's right for your communication function.

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