



YOUR STRATEGY IS TO OUTPERFORM THE MARKET AND RE-ESTABLISH YOURSELF AS A LEADER. HOW DO YOU GET YOUR STAFF TO SUPPORT THE CHANGE?

Yell basically invented the classified advertising market with the Yellow Pages. However, the arrival of new competitors, and Google in particular, has changed the market forever. Yell now needs to reassert itself and attack the new entrants head on. In order to achieve this Yell needed all its 4,000 UK staff to play their part to make it happen.

BIG GOALS

Although the classified advertising market is worth £4bn in the UK, it is expected to shrink by 3-4% in the next few years. In light of a declining market and increased competition, the targets for Yell are very aggressive. The level of growth demands a new way forward. It also implies accelerating implementation of new strategies, ideas, systems, processes and behaviours.

NERVOUS TIMES

The financial targets alone have meant major changes at Yell UK. The impact on staff is significant. Yell staff are more used to incremental change than the fundamental change required. Staff, although loyal, have started to question their place at Yell.

The challenge for Dave was to make the change interesting and exciting rather than threatening and frightening.