

GMA Network, Inc. A case study

Case background:

GMA Network, Inc. wanted to become the No. 1 broadcast station in both ratings and revenues. One of the biggest challenges the Network faced was the defeatist culture of employees. The company also did not have a cohesive corporate identity. The operational support and management systems were also inadequate to support the growing organization.

Strategy/Program implemented:

- A unified corporate equity program that defined the company's vision/mission and core values
- Changes in the organizational structure and management systems
- Customer orientation
- Effective communications program

Program design and implementation:

An all-encompassing company vision/mission and core values was launched. The company's mission/vision/core values served as guide posts in the Network's rise to the top.

The changes in organizational structure strengthened key departments and created new ones which optimized performance. The defeatist culture was transformed to a culture of excellence.

With the development of high performance teams, Network employees achieved higher productivity. This was evident in the quality of their work and their desire to do better and to do more for the good of the company. As a result, the company achieved its goal to be No. 1 in the industry both in ratings and revenues.

Various communication tools were used to disseminate information among employees. Constant communication included a feedback system from management to employees and vice versa.

Value brought by HR:

HR was a part of the team that conceptualized the corporate mission/vision and core values- the Kapuso equity. HR had a major role in the development of high-performance teams through the management training and skills development program it employed. HR also introduced a performance management system that promoted productivity and excellence.