

CASE STUDY



Keywest Design & Advertising Ltd

Topic: Investors in People in times of change

“If we didn’t have what Investors in People has helped us put in place, I don’t know if we would have survived this.”

Raymond MacHugh, Director



BACKGROUND

Size:	9 employees
Sector:	Design and Marketing
Location:	Glasgow
Status:	First achieved Investors in People accreditation in 2002

THE ORGANISATION

Keywest Design and Advertising Ltd was formed in 1992, specialising in Graphic Design. Over the years, the company has expanded and areas of expertise now include advertising, website design, marketing and public relations.

The company mission statement is that it will deliver an excellent service to our customers as a one stop shop communications solution provider. This will be achieved through enriching the lives of their employees and creating a unique and stimulating environment. Keywest Design’s traditional client base is focussed predominantly in the building industry, with regular longstanding clients of many years.

- **Clear policies and procedures linked to business objectives**
- **Formalised training and development for staff**
- **High client satisfaction ratings and business referrals**
- **Able to react to economic change quickly and with confidence**

THE CHALLENGE

When the organisation opened for business in 1992, it was a small company with big ideas and aspirations. After nearly 10 years, directors Margaret Hamilton and Raymond MacHugh weren't satisfied with just maintaining the status quo and wanted the organisation to become more professional and achieve its potential. However both recognised that the managers didn't have the skills to take things to the next level. As Margaret says, "In business people who are good at their jobs are often put in charge of other people, but aren't necessarily going to be good themselves at managing people. We needed a structure to train and support our managers and staff to help us move forward." The organisation also wanted to formalise policies and procedures and have clear business objectives. These were all big changes for the company, and Margaret and Raymond needed a framework to help. Investors in People was identified as the best path to success.

THE STRATEGY

The organisation wanted complete transparency during the process and made sure that every member of staff was aware of what was happening and what was expected of them. Representatives from Investors in People were also invited to speak to staff members about IIP and the process of accreditation. With the active two way communication, progress towards accreditation was smooth. Margaret was impressed: "It wasn't until halfway through the process that we saw that accreditation was actually secondary to the benefits that we were getting."

THE RESULTS

Investors in People ensured that the company was able to operate much more professionally, with formalised induction procedures, training and development, regular 1 to 1 meetings, knowledge sharing and much more. Key initial wins for the organisation were a professional brochure and an in-house intranet. "It put in place company procedures and made us do things we'd never done before," says Raymond. "Investors in People fast-tracked everything. What would have taken us 5-10 years to achieve as a small business took us a matter of months." He continues: "The key thing was to enhance professionalism in the organisation and to give us the focus to put it in place. It drove us to look at the business and was very successful in a very short space of time." Client satisfaction levels and referrals were very high as a result of the impact of IIP and the company was rated at #5 in Scotland. The recent credit crunch has affected everyone, and Key West is no different. Having worked almost exclusively with regular clients in the building industry, they were impacted considerably when that sector was amongst the first to be hit. The sector alone provided 6 different revenue avenues for the company. The organisation was forced to reduce staff levels and go from 30 employees down to 9. However both Raymond and Margaret feel that having Investors in People meant that they could be clear about

the situation and operate from an informed position quickly. They were also able to be transparent about the process without the need for closed meetings and unnecessary stress. Feedback from staff during the redundancy process has been positive.

As Margaret says "People noticed the fact that we were honest with everyone and the speed in which we were able to act. It gave people control of things."

Raymond is plain about the impact IIP has meant: "If we didn't have what Investors in People has helped us put in place, I don't know if we would have survived this."

Having Investors in People has meant that despite the changes in the economy and the huge impact on their client base, Key West can continue trading and go forward as a business. Raymond is able to "get on with things" and seek new business for the company.

"It's interesting to look around and see what's happening with the credit crunch right now," he continues, "Other businesses don't really know what they're doing. Investors in People is a huge asset for us."

"Investors in People isn't about sitting back and putting your feet up. It's about looking at how business is being done, evaluating and seeing if the business is working for you. To me any business not doing Investors in People would be absolutely mad."