

CASE STUDY

Kindle Design Ltd

Topic: The Improvement Programme

“Working towards Investors in People through The Improvement Programme has been hard work but enormously rewarding. Its impact has been felt across the entire organisation; from how we sell our services through to our business strategy. The end result is new found levels of commitment, energy and drive that are felt right across the company.”

Jamie Lonie
Director



BACKGROUND

Size:	3 employees
Sector:	Marketing & Design
Location:	Edinburgh
Status:	Achieved Investors in People accreditation in 2008 via The Improvement Programme.

THE ORGANISATION

Edinburgh based Kindle Design Ltd have a mission of providing measurable and effective marketing services, linked by their simple but effective core values of attention to detail, value for money and delivering on promises.

Within the small team, expertise includes brand consultancy, communications management, sales promotion, advertising and events marketing.

- **20% increase in productivity and efficiency**
- **15% increase in client satisfaction**
- **100% client retention**
- **Successfully short-listed for Scotland's biggest public sector tender in marketing services**

THE CHALLENGE

As with many small businesses, Director Jamie Lonie had spent some years working 'hands on' in the business but hadn't been able to spend much time on the business and it was felt that it was not working at its full potential.

As Jamie says, "I wanted to achieve a platform for business growth. We were involved in a major public sector tender and having Investors in People was going to be beneficial in securing our place on the shortlist, but once I looked into it I realised that Investors in People could provide that framework for developing the business and give us direction."

THE STRATEGY

Jamie decided to work towards Investors in People accreditation by joining The Improvement Programme which is designed specifically for small and medium sized organisations in Scotland to help them realise their full potential.

As well as one to one training and support from an advisor, users can participate in six group workshops introducing the programme and focusing on five key management practices; Strategic Planning; Culture and Communication; Developing People; Effective Management, and Managing Performance.

Users also benefit from unlimited online access to Investors in People Interactive where they can download templates, example forms and processes, and can use a diagnostic tool to give an indication of how close to best practice an organisation is in the 5 management practices explored and developed in the workshops.

Working on the programme meant that Jamie had the time and support to develop and introduce systems and key processes to accelerate the business.

"Many of the systems we developed have come about as a result of spending time focusing on the business instead of my clients after IIP training sessions – the time spent with our consultant in classrooms as part of The Improvement Programme helped to focus my efforts in this direction."

"I'd leave with my mind racing through new ideas. Perhaps my most valuable hour in the past 5 years of trading was working on strategy on the train from Glasgow to Edinburgh after an IIP training session."

THE RESULTS

The Improvement Programme has helped accelerate a wholesale shift in the business. "Instead of operating like an inward looking small business, we are now thinking and acting like a much larger business", says Jamie.

While the skills existed within the company, they needed a framework of robust business systems to support them, which are now firmly embedded in the company. "They are fully ingrained in the culture of the business

and are part of the day to day toolkit of employees," he explains.

All staff members are contributing to business objectives through their involvement in the Sales and Quality plans. Engagement has been improved by ensuring that employees understand what it is that the business is trying to achieve and where their personal objectives contribute to success. "The connection is very clear for staff to see", says Jamie.

Since achieving accreditation Kindle Design has experienced very positive steps towards increased turnover and client diversity. Client retention and staff retention is 100% and they have already received an increase in speculative job applications.

The company has measured a 20% increase in productivity and effectiveness from employees and a 15% increase in client satisfaction. Perhaps the biggest win was that the company was successfully short-listed for Scotland's biggest public sector tender in marketing services, a sign of things to come.

"Working towards Investors in People through The Improvement Programme has been hard work but enormously rewarding" says Jamie. "Its impact has been felt across the entire organisation; from how we sell our services through to our business strategy. The end result is new found levels of commitment, energy and drive that are felt right across the company."