

CASE STUDY



LANGSTANE PRESS

“At Langstane Press we recognised the need to evolve just as the new standard has, and were delighted to use the new approach from Investors in People. The standard has delivered an even greater benefit to our business and helped us achieve an even bigger edge over some of our larger competitors.”

Colin Campbell, Managing Director

BACKGROUND

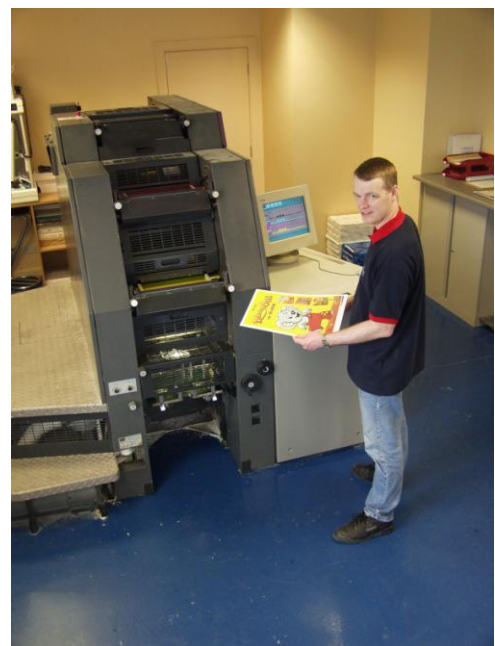
- Size:** 160 in 3 locations
- Sector:** Business Services
- Location:** Scotland
- Status:** Most recently recognised in 2009

THE ORGANISATION

Langstane Press is a family business dating back to 1947 and Colin Campbell the Managing Director is part of the second generation of the original family. Langstane Press were first assessed in 2003 and had their new approach assessment in January 2009.

The business operates in the office products industry which is a highly competitive industry and this relatively small business competes head to head with much larger global operations. They have grown to be one of the top 10 dealers in the UK.

Over the years the company has experienced rapid growth through acquisition and they continue to drive their business despite operating in such a tough marketplace. They are ISA9001 and ISA14001 accredited and also have a Royal Warrant to supply goods to the Royal Household at Balmoral. Kay McAuley is the new Human Resources Manager and both she and Colin were 100% committed to working with Investors in People to receive accreditation with the new approach.



- They have utilised Investors in People new approach to manage growth through acquisition
- Since doing Investors in People there is a much amplified engagement between the company and its people and communication has continued to improve
- The new approach has opened up learning and development across the company.

THE CHALLENGE

In 2007 they acquired a business gifts company to complement their existing product range and despite the fact this organisation was new to the fold they decided to include it in the 2009 review. Therefore the review would be a challenge in itself with all the relatively new components to the company. This transient period took their employee base up to about 160 employees some of which were very new to Langstane.

Due to the freshness of Kay in her new role and the need for her to settle in the review was extended. Also the organisation was moving in a new direction and they were keen to use the new approach hoping the Investors in People framework would increase drive for their business. In addition it needed to embrace all the new changes in the company in tandem with current and new staff.

THE STRATEGY

The new approach from Investors in People gave them a snapshot of where the business was and where and how they could make even the smallest of changes. They gathered information and as time progressed they were delighted to find out that they had a strong case to pass to the assessor.

As a new HR Manager Kay expected to be inundated with enquiries and appointments with the staff but because of the strong values of all line managers there were relatively few problems during the assessment. Investors in People had already taught great practice and staff were exposed to excellent communication so it made a clear and easy approach. Their prior work with the standard and upholding its principals helped Kay integrate into her job and make the review processes straightforward.

THE RESULTS

The organisation is very informally managed but simultaneously very well structured. Langstane Press are currently looking to work with Investors in People to facilitate the development of a corporate strategy (up until now they haven't had, or really needed to have, any written business plans).

They have utilised Investors in People new approach to manage growth through acquisition (which has included getting staff TUPE'd over and integrating new organisations into the culture, HQ and leadership management styles etc). The recent takeover of the new business 20 miles away made the transition seamless and all immediately felt a part of the business due to the way the Standard has shaped the company and its procedures.

Since doing Investors in People there is a much amplified engagement between the company and its people and communication has continued to improve. Employees are listened to more proficiently which in turn has helped develop them effectively. The new approach has given them more of a clear voice within the company.

Generally support was excellent across the company and there was genuine concern that employees got what they needed to do their jobs and the best support available. All the interviews were really strong and they obviously have the right people in the right places across it. People find it a pleasure working for the company and they have created success with their people that isn't overshadowed by a feeling of pressure. Kay was herself a new starter some 6 months ago and was treated exceptionally well despite some unforeseen personal time off. But there was support from the moment she began working there and compassion for her situation. She believes this is directly attributable to the Investors in People ethos running through the company.

They have struck the right balance between investing in and motivating their people due to the continued work with the Standard. Kay feels that the new approach has opened up learning and development across the company. She has found that external courses are a great tool for the business and to demonstrate internally that they are committed to their staff they are given the autonomy to make their own choices.

Langstane Press is now a more robust and fitter organisation due to their continuous work before during and after their accreditations. Communication was always important but this has been developed further and made more prolific. Colin feels leadership building throughout the company is a key objective and has thus tailored his annual presentation to mirror this emphasis to all attendees. The framework of investors has been integrated into the business and there is a subconscious use of it throughout the work they do and not just when a review is up and coming.

KAY McAULEY, HUMAN RESOURCES MANAGER COMMENTS

"We value our staff and reward them but not just monetarily. At Langstane we are proud of our many long serving staff and believe the standard has taken this retention to another level. We have strived to make them feel happy and by participating with Investors in People we ensured this will continue to be the case."