



ELIZABETH ARDEN INVESTORS IN PEOPLE

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AN ORGANISATION-WIDE CHANGE PROGRAMME IMPROVING INTERNAL COMMUNICATIONS AND DEVELOPING HUMAN RESOURCES

Background:

Elizabeth Arden manufactures and markets a wide range of world class beauty products for skincare, make-up and designed fragrances.

Their head office in London supports over 600 national sales personnel who sell in a highly competitive retail market.

Managing Director, Susan Taylor, announced intentions *"to make a dramatic difference in the market place. Our people will receive the best support and training in order to sharpen our professionalism"*. Key to this strategy was a commitment to use the Investors in People framework for best practice.

Challenges:

Their consumer and retail partners expectations of quality service and products were increasing year by year. This demanded continuous innovation and relationship management in order to surpass perceived client needs. Arden's plans, policies, systems and processes therefore required a review which involved all staff levels so that subsequent changes would be understood and enthusiastically implemented company-wide.

They therefore commissioned an external qualified consultant, Clive Bonny, a member of The Solutions Organisation, to perform a diagnostics survey, facilitate Arden's production of an action plan to manage change, and guide them through the journey.

Implementation:

The initial survey included a questionnaire to all employees as well as group meetings and one to one interviews with a representative cross-section of staff and managers. The results were publicised openly to all personnel, by the management team covering issues in business planning, communications, training performance measurement and management effectiveness.

This led to the formation of a cross-functional focus group representing people at all levels to generate ideas and actions to address the issues. This group was given authority to canvas other employees and to recommend improvements to the senior managers. They formed special interest syndicates, meeting on a regular basis to improve processes such as induction, appraisal, communications channels and the evaluation of training. The rôle of the external consultant was to critique their findings, ensure synergy between the various projects, and advise on best practice.



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"new ideas for individual and organisational development "

Outcomes:

Elizabeth Arden now publicly recognises the many successes achieved by employees input into business process improvements. The following is an extract of their published annual report.

"Since starting the Investors in People journey at Elizabeth Arden we have implemented many formal and informal practises to enable us to communicate more effectively with each other and to ensure that all Elizabeth Arden employees are being developed so that they have skills to meet the requirements of the business."

Outlined below is a summary of the key initiatives that have been undertaken and their impact on the business.

Aims & Objectives Booklet	This document and its predecessors are designed to provide a shared understanding of what we want to achieve.
Consultant Area Meeting	These are meetings to ensure that Consultants have a clear understanding of what they need to do in order to maximise the retail opportunities in every door.
Feedback Sessions	Feedback sessions have provided additional avenues for communication from staff at all levels and locations.
Training Strategy & Plans	Ensures that there is a clear link between the company training plan and business plan and that training resources are effectively managed.
Appraisal & 6 Month Review	Provide frequent reviews of individual development needs.
Training Evaluation Forms	Allows an analysis of the benefits of the training course and review of how the learning is being applied to the job.
IIP Focus Group	The contribution of the focus group members has resulted in organisational change and has provided new ideas for individual and organisational development.
Coaching Skills Training	This intensive programme has provided Area Managers with the skills to provide on the job training to help Consultants improve their performance.
League Tables	The circulation of this information provides the opportunity to assess the impact of training and coaching in Consultant's performance.



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Clive Bonny says ***"I am particularly impressed with the way they have taken the national standard as a minimum benchmark. They have introduced many innovative processes which exceed IIP requirements."*** Their HR Manager, Caroline Bruce, is now reviewing the "values" of the organisation to promote even more cross-functional synergy.

For more information contact Clive Bonny at: 0181-876 1454 or Caroline Bruce, Elizabeth Arden: 0171-574 2700