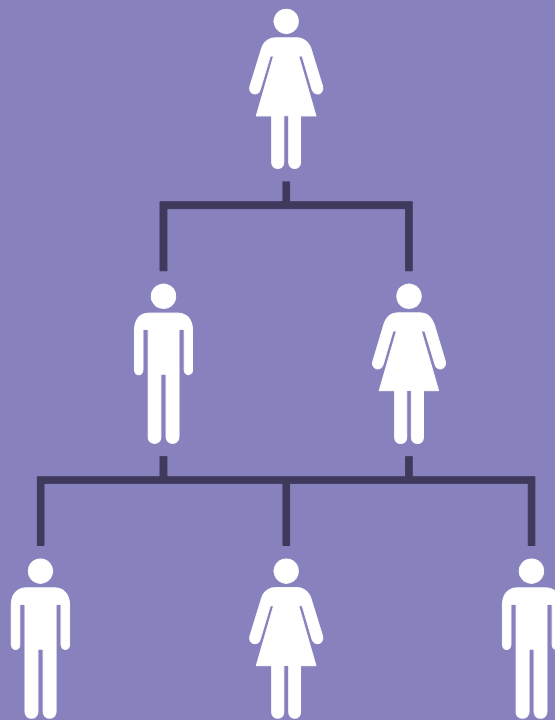


Invest in people? *Know how.*

With funding from Austria, we helped Ariola Prodcom, a distributor of money-handling machines and systems from Romania, to strengthen its capacity to provide higher quality services by working with the best practice principles of Investors in People.



Money-handling machine supplier, Romania

We helped Ariola Prodcom, a money-handling machines business from Romania, improve internal communication and customer service by introducing the best-in-class Investors in People standard. In 2014, the company saw a 10% increase in sales and a 10% increase in productivity per employee, while the main business line involved, maintenance, increased its contribution to total sales from 30 to 54%, increasing profits by 400%.

Founded in 1994 in Cluj Napoca, Ariola Prod Com (www.ariola.ro) is a distributor of money handling machines and systems. Ariola offers its customers a full service, from selecting the best solution, to installation, periodical maintenance, and post warranty services. The company's service team covers the region around Cluj Napoca, while for the rest of Romania Ariola partners with 10 similar companies around the country that provide maintenance services under the Ariola brand.

As the machines must be checked 1-3 times a week, the service department is Ariola's largest, bringing in 30% of revenues and the highest margins. In this very dynamic market where client



Employee development has resulted in improved sales.

satisfaction is very important, a main concern was to ensure cohesion and internal communication for the geographically disparate team.

The company decided to implement the Investors in People (IiP) standard, launched in 1991 in the UK by the British government and introduced in Romania in 2010. IiP is a quality standard focused on employees and one of the best performance management standards worldwide. We connected Ariola to Arc Consulting, a local consultant certified to apply the IiP methodology. The consultant:

- Performed face-to-face interviews to evaluate the company's people management policies
- Drafted a diagnostic report, analysing the degree to which Ariola achieved the 10 IiP standard indicators
- Proposed an action plan for implementing the IiP standard, which included significant changes in the company's people management structure and procedures, through job descriptions, evaluation processes, training schedules, and beyond.

Almost one year after the project's completion, the recommendations have been implemented and Ariola has received the "Working with Investors in People" Certification – one of only 10 companies in Romania to do so.

As well as improved internal communication and closer links with its partners, Ariola now enjoys improved customer satisfaction. "The most visible project result is the increased cohesion of the team", said Mr Robert Nagy, General Manager. "And in the end, we are happy to say, the customers were the ones who benefited most".

www.ebrd.com/knowhow

Productivity

+10%

Profits

+400%

Maintenance contribution to sales

+24%

Total project value

€7,200

Client contribution

€5,328