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-Craig Beard

Chief Operations Officer

Established by founders Craig Beard and Tim Wallis in 2001, IT consultancy Content and Code Ltd are one of the UK's market leaders in the provision of Microsoft business solutions, having been a Microsoft Gold Partner since 2003.

Based in central London, the company has seen exceptional organic growth over the past seven years, and now employs 55 people, and has a turnover of £5 million.

Being in a competitive market, and employing a lot of very specialised staff, Content and Code were aware that they needed to address the issue of staff retention.

"Our policy has always been to train our own staff," explained Craig Beard, COO of Content and Code, "And we invest a lot of time and money in doing this. We were aware that the sector was becomingly increasingly competitive, and that we may be at risk of losing staff to competitors, and so decided to introduce a bonus scheme to help us

motivate and retain our good people."

"The initial idea was simply to motivate performance and help staff retention through financial reward," he continued, "But once we spoke to Innecto, they showed us that we could use a bonus scheme to change behaviour too – something we had wanted to do for a long time."

Realising that they didn't have the expertise or resource in-house to carry out such a project, Content and Code brought in Innecto Reward Consulting to develop their bonus scheme.

"They understood our business better than any of the other consultancies who pitched," explained Beard. "And in contrast to a lot of the big companies, they offered a truly bespoke service."

"We had three objectives which we wanted to achieve through this project," explained Beard, "To drive performance, to change employee

behaviour, and to motivate employees to go the extra mile. The challenge was to come up with one bonus scheme which would achieve all three."

Throughout the project Innecto worked closely with Content and Code, and maximised employee involvement. A design team was set up which included employees from across the company, and the team took part in a series of workshops to help develop the new scheme and establish what would work.

"Innecto recommended that we set up a design team, and this was an excellent suggestion," said Beard. "It ensured that staff felt they had played an integral part in developing the new scheme, and that they took ownership of it."

Concentrating on the new objective of changing behaviour, as well as driving the business forward, Innecto developed a series of three closely-linked bonus schemes, (one each for fee-earning, sales and

support staff), which were based on encouraging employees to become more customer and sales aware.

“Each scheme is triggered by personal and company objectives, and directly rewards employees for achieving key metrics; billing time, sales, customer satisfaction, and the development of intellectual property,” explained Beard. “We wanted every employee to recognise

the impact they could make to winning and retaining accounts, and to demonstrate that everyone’s actions and behaviour can influence the bottom line.”

Launched in May this year, Beard judges that the scheme is already proving to be a success.

“Even within the first few weeks we’ve noticed changes in people’s approach,” commented Beard.

“Employees are driven by the targets, want to achieve their financial award, but more than this are motivated by the chance to be recognised for good performance.”

“I am extremely pleased with the end result. It was a revelation to me that we could change behaviour through a bonus programme, and Innecto has helped us to develop a scheme which motivates all our employees

throughout the company towards achieving our business aims.”

“Innecto’s knowledge and expertise in this area was invaluable. We now have motivated, high-performing staff, and a scheme which will not only help us to retain staff, but to attract the best in the industry.”

