

The privately owned 4 star Glynhill Hotel and Leisure Club is ideally located just five minutes from Glasgow Airport, and with the M8 only 200 yards away, destinations such as Glasgow City Centre, The SSE Hydro, and Braehead Shopping Centre are within easy reach. Containing a restaurant, carvery, three bars, a swimming pool and spa complex, along with free parking and free Wi-Fi, The Glynhill Hotel is the perfect destination for weddings and conferences.



Business Improvement Academy Project

Tom Semple (Operations Manager), Annette McArthur (Conferencing & Banqueting Sales Manager) and Debbie Vernal (Housekeeping Manager) took part in the Academy with a view to developing their business skills and improving the Hotel throughout.

Project Analysis

Kotter's 8 step change model provided a good foundation for the team to see the benefits of the Business Improvement Academy. They decided to work together and explore different avenues across the running of the hotel to apply modern lean management techniques. Initial mapping out of the Wedding Events process from first contact through to the last dance and breakfast the morning after led to mini projects becoming a focus across the business.

Brainstorming of the 7 wastes highlighted opportunities in many areas including:

- How staff take enquiries
- Bride & Groom specific requirements
- Incorrect pricing information
- Communications in room allocation and turnaround times
- Front end information gathering and reporting
- Prioritisation in parallel events
- Menu organisation
- Information on linen requirements
- Communications throughout the supply chain

The team used **affinity diagrams** to prioritise mini projects and implement changes with an emphasis on **Poka Yoke**. The understanding of how MURA, MURI, MUDA impacts on every business allowed the development of solutions to work with staff to reduce bottlenecks, reduce waste and create lean behaviours to benefit all. Inefficiencies relating to the initial mapping process were communicated through problem statements highlighting a loss of **£11,080** on the current state. As the momentum for change gathered, other areas of the business became targets for improvement with the staffing of restaurants and logistics of customer service being analysed with a view to change.

'Wonderful course, wonderful tutor, just wish we had done this sooner!!!'

Tom Semple, Operations Manager

Making Change Happen

Within 2 months of engaging in the programme the team had acted on a series of mini projects addressing the initial "waste walk" and they also took the opportunity to change the way that the restaurants were organised. This meant bringing different teams together, changing shift plans, changing the setup of menus and delivery of services to end use customers. This was done in line with new monitoring systems to control direct labour costs and to compare to previous activity.

Benefits of Improvement

Monitoring the changes over a further 2 months has seen direct labour cost reduce from **19%** of sales to **13%** of sales. The pattern is expected to continue and this will give the Hotel a **£60,000 annual saving**. In addition customer feedback has been very positive and staff are more than happy to bring in the changes as they can see the benefits to the company and the customer.

Further benefits include:

- Staff using new skills
- An excitement about improving productivity
- Waste being more visible to motivate change
- New confidence in staff
- More staff lined up for future Academies.

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'I found the course to be challenging at times however Brian was an excellent trainer and was always happy to take the time to explain in more detail, always with a smile on his face. It has been extremely beneficial to the Hotel and for me personally, giving me the confidence to make changes. Before the training had finished we had already started to make small changes and implemented them with great results. I would highly recommend the course to companies of all sizes!!'

Annette McArthur, Conferencing & Banqueting Sales Manager

'Taking part in the Business Improvement Academy has helped me to define what I aim to achieve and has actually made Lean Management something I automatically put into practice in every detail of running my department. I am already seeing improvements and saving money.'

Debbie Vernal, Housekeeping Manager