

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

Lynn Neil (Revenue Manager), Dawn Ward (Office Manager) Ross McLauchlan (Marketing Manager) and Pascal Eck (Executive Head Chef) took part in the Business Improvement Academy to continue working on improvement projects in line with previous managers that had taken part. The team worked together to analyse the Bookings Processes and the Administration processes behind the Leisure Club.

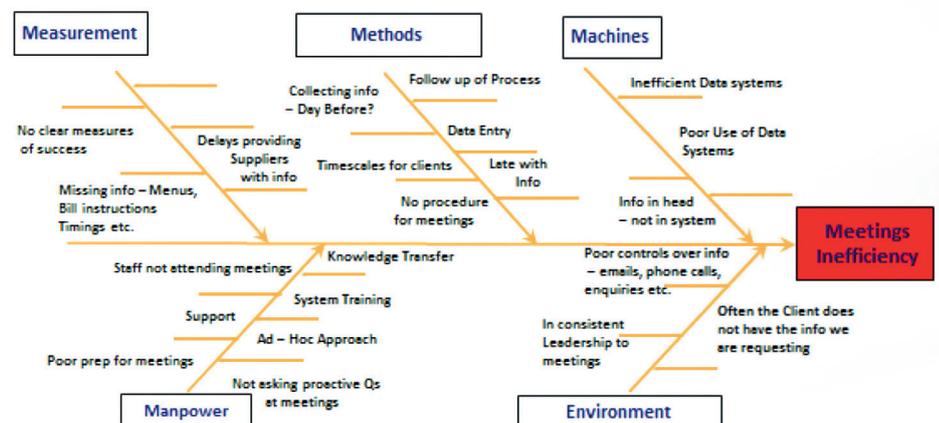
### Project Analysis

Lynn mapped out the Christmas Bookings Process from enquiry through to guest check out after the event. This highlighted a number of issues including formal follow up, excessive manual processing, management of multi changes, errors in pricing, payment delays and general communications on specific details.

Dawn mapped out the Leisure administration process highlighting issues such as seasonal bottlenecks, membership types, issuing of member cards, cancellations, administration fees and poor visibility of data.

Ross and Pascal mapped the booking events for Weddings, Conferences, Sport and Functions from enquiry through to full delivery of each booking.

### Meetings - Fishbone



## Business Improvement Academy Glynhill Hotel Case Study

Throughout the mapping process the team were able to collect data on volumes, details of activity, disconnects and areas of inefficiency. This led to a new data capture system being put in place to monitor activity across the complete bookings environment. A visual management system was introduced to show:

- Enquiries breakdown by value and volume
- Booking breakdown by value and volume
- Conversion rates for Conferences, Functions, Weddings and Sports Events

### Making Change Happen

As the team were collecting data and capturing activities they began to structure the operational meetings around "lean Management". An Ishikawa diagram (as shown on previous page) was presented to operational groups illustrating the issues around the meetings:

This led to a group focus on the problems within day to day communications and a re-structuring of the meetings to concentrate on improved communications. The new visual management system was developed to upsell with new targets created from the analysis.

A project was initiated to restructure the Leisure Club Administration processes following the mapping activity and communication to staff.

The issues reported from the bookings analysis created actions as below:

- Changing the entering of payments into computer to same day to make things easier and streamlined for Accounts Office balancing
- Consolidation of customer data on to email communications to save on postage and returned mail
- Requesting rooming list at same time as final balance instead of calling guests numerous times for different things
- Organising Pre Drink List before events to upsell drinks and get payment in advance

### Benefits of Improvement

The new KPI's from the visual management system is planned to increase sales revenue on basic packages for 2017/18 as below:

**Conferences - £22k**

**Functions - £27k**

**Weddings - £58K**

### In addition the team reported:

- Better communications
- Better meetings structure
- Working together – Teamwork
- Understanding where the problems are
- Building confidence

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*"We have now had a number of managers involved in the Academy and this has led to an improvement in the overall professionalism of how we handle our day-to-day activities. Since engaging with the Academy we have reached the finals in the Visit Scotland Thistle Awards."*

The team from The Glynhill Hotel

**accelerate,**

