

Since 1996 Hello Scotland has been handcrafting incentives and events across Scotland making them one of Scotland’s most creative destination management companies (DMC), passionate about delivering high quality programmes, full of fun and excitement. Since the company formed, the team at Hello Scotland have been helping groups from around the world have extraordinary and memorable trips to Scotland. Their experience, knowledge and network means that they can find venues that are off the beaten track, the best hotels, exciting activities and the most amazing Scottish food and drink.



Excite | Plan | Deliver

Business Improvement Academy Project

Hello Scotland engaged with the Academy as a team comprising of Elaine Hamilton, Managing Director; Kirsten McGuire, Project Team Leader; and Jenn Whittle, Project Manager. Having previously been involved with SE Lean Management programmes, this was a new opportunity to develop a team approach to looking at current work flows and business processes.

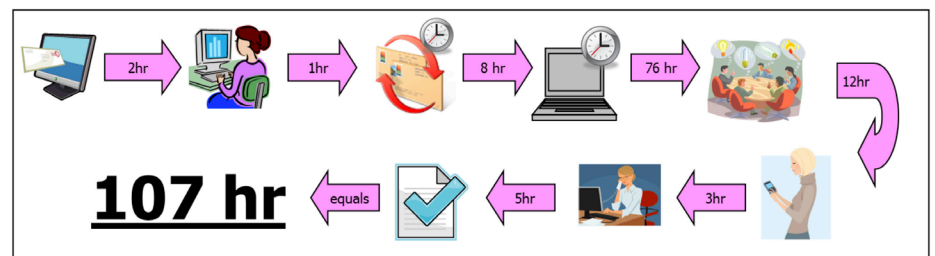
Project Analysis

As a group they process mapped the front end of the business from receiving enquiries, creating proposals and developing plans for events. The maps were created in consultation with the wider work force and displayed in the office for data to be collated on a day to day basis throughout the project. The team agreed on five bottlenecks within the processes as shown:

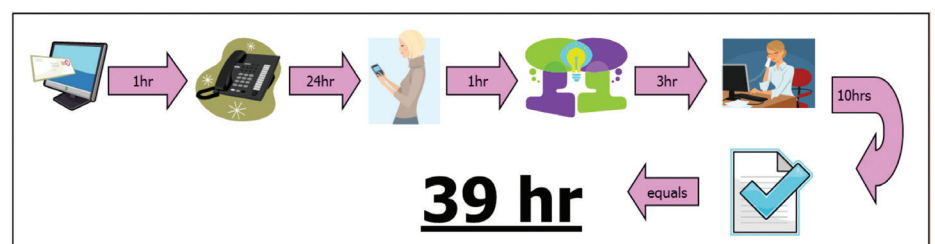
- Initial contact with clients on new requests
- Quoting for all requests received

- Organisation of files on the company infrastructure
- Communication
- Supplier management

Spaghetti charts were produced to highlight the complexity of communications resulting in numerous process steps. Mathematically every process has a complexity level of the square of the number of steps, a statistic that fostered a motivation for reduction. A key process was measured with the team showing the current state and then the future state upon consolidation and improvement.



Proposal process map after Lean thinking implementation.



Having worked with all staff to reduce process through the reduction of NVA as shown above, the team went on to display financial KPI's to focus the business on improved performance. The plan was to:

- Improve conversion rates
- Increase business margins
- Improve quality and customer service
- Create more value for clients

The quotation process became an area of focus and the team introduced an evaluation procedure for all future quotes resulting in a

scoring criteria that would impact on resourcing plans. Throughout the analysis and implementation of change, Lean Tools such as why-why and Ishikawa diagrams were utilised and displayed in the office.

Potential Business Benefits

New KPI's for quotes and proposal conversion have been introduced and within a short space of time the company is beginning to see the signs of significant improvement. Operational measures have been introduced showing benefits as below:

With on-going measurement, the potential for increased capacity through reduction of non-value add resource consumption has the potential to maximise at 15,467 per annum. This could see a benefit of £464,000 in increased sales per annum if the hours can be utilised in line with current conversion rates

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Lean Process	Before (HRS)	After (HRS)	Saving TOTAL (HRS)	Saving TOTAL (%)
INITIAL CLIENT CONTACT (Per quote with 219 quotes per year)	107	39	68	63%
QUOTE FOR ALL BUSINESS (based on 3 months of quote matrix usage)	51	3	49	96%
INTERNAL STORAGE FILING (based on 8 team members x20 mins per working day)	13.3	6	7.3	55%

“The Improvement Academy gave us the opportunity to take time out of the business to work on the business. It was also very beneficial to network with other local companies allowing my team to bounce ideas off the other delegates who were also trying to improve their businesses.”

Elaine Hamilton, Managing Director