

Hello Scotland is a 4 and 5 star incentive inbound tour operator for Scotland alternatively known as a "Destination Management Company" or DMC.



Lean Team

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Lean Implementation Project

The project was to identify bottle necks and duplication in work processes aiming to free up staff capacity to convert more business. The analysis highlighted waste within invoicing, file management, client communications, supplier management and proposal generation. The cost benefits of Lean are in excess of £40,000 and capacity for £250,000 extra work has been created.

The team used the following tools to analyse the business throughout the lean programme:

- Spaghetti Workflow Diagrams – documenting paper trails before and after lean implementation
- Why, why, why – creating root cause analysis processes to identify and eliminate waste

- 5S – implementing professional file management systems and uncluttering the business environment
- Blue Sky Thinking – utilising "Lean" concepts to analyse true "Value Added Activity" for new innovations
- Process Mapping – Visualising the actual day to day activities leading to cost and waste analysis
- Team Work/Meetings – Developing a culture of openness and change
- Poke Yoke – developing simple process innovations to ensure that "right first time" is achieved

A new paperless invoicing system was introduced

- Implementation of paperless system through CRM & Sage
- Elimination of duplication from Project Team and Accounts department
- Reduction of time from 59 hours collectively as a team to 39 hours saving 20 hours

Supplier Management Actions

- Supplier education template (Poka Yoke)
- Reduce number of staff in meetings
- Objectives set for FAM trips and training
- Use of CRM to track bookings

Metrics showed how Hello Scotland spent (per year):

- 289 hours visiting supplier venues
- 198.5 hours in supplier meetings in the office

Client Communication Actions

- Set time line for client communication
- Use of scripts and CRM to improve client contact
- Use of CRM to keep a history of client communication

- Communal online storage
- Scheduled tasks
- Detailed Communication History
- Online access when needed
- Option to upload relevant documents

Proposal preparation Actions

- 702.5 hrs of the teams' time reduced by having fewer team members in each meeting
- 63% reduction in proposal preparation lead time

"Lean Management as a business process is hugely valuable to any organisation. The opportunity via Scottish Enterprise to have a company such as Accelerate come into our business and tailor fit the solutions to our needs has really helped take the business forward. The main advantage is that the whole team are now aware of the "why" for such management implementations and have all taken individual and team responsibility in driving the projects forwards."

Isla Buchanan, General Manager