



## Gleneagles

*The Gleneagles Hotel is a member of The Leading Hotels of the World, one of the Great Golf Resorts of the World and a founder member of Connoisseurs Scotland. This iconic property was designed in the style of a French chateau and Capability Brown, the celebrated 18th century landscape gardener, inspired the landscaping The "Palace in the Glen" as it is sometimes described, hosted the G8 summit of world leaders in July 2005.*

### The Challenge

When Gleneagles, the luxury Scottish hotel, decided to do more to pull away from its competitors, it had to develop employees to deliver its brand promise in a way that also exceeded the unique expectations of every customer...

Patrick Elsmie, managing director, Gleneagles, explains, "Our competitors were gaining ground. We needed to pull away again. That required identifying what made Gleneagles truly special so that we could unite our workforce behind a shared mission and consistently deliver that across the business."

### The Approach

Patrick brought the senior management team together to think about how they could use organisational values to give the business an edge, while the marketing team commissioned a significant piece of research to define what made Gleneagles great from a brand perspective. The resulting brand values were then communicated to all 700 employees.

"It quickly became apparent that employees didn't understand what our new brand values, such as 'traditional but not stuffy' meant for them in practice," says Janette Scott, HR director. "So we brought in Hunter Roberts to help our people understand the essence of the brand and turn it into reality for the customer."

### The Solution

"Hunter Roberts invested time upfront in getting to know us, building relationships with our brand agency and leadership team," says Janette. "This enabled them to fully understand our proposition before going on to work with managers to translate our brand promise, 'service to delight in a world of contrasts', into key behaviours staff could adopt.

"The result was the creation of four values to drive all behaviour within the business," she adds. "The 4Cs, as they quickly became known, define what it is to be a Gleneagles employee. You have to contribute, be part of a community, be creative and do things consistently."



After engaging managers, Hunter Roberts then conducted further workshops with all frontline staff, in groups of 20-40 people, to fully embed the values. "The workshops were outstanding," says Janette. "Hunter Roberts used some great actors to help frontline staff see for themselves how their thoughts and actions impact on the perception of the Gleneagles brand, and on the overall success of the business."

## The Results

"Hunter Roberts gave our people a new mindset and more energy, enabling us to delight customers and increase profits," says Peter Lederer CBE, chairman of Gleneagles. "Customers are spending more because employees are more aware of what to sell, what's beneficial to each customer and how best to connect them to the services available."

Patrick says, "The 4Cs have become an integral part of our business. They are being used by employees to structure staff assessments and team meetings. It's become second nature to ask, 'How does this fit with our values?' helping us to create competitive advantage by understanding and exceeding the expectations of every guest."

*He concludes, "Hunter Roberts has had a very positive impact on our business, enabling us to deliver exceptional levels of customer service to improve business results. We hold the entire team in very high regard and wouldn't hesitate to work with them again."*