

CASE STUDY



The Glenmorangie Company

“Since originally achieving the Standard the company has seen a year-on-year increase in turnover and profits and an increase in employee satisfaction. We value Investors in People very highly – the Profile tool itself is very useful for us as it helps us to continuously improve both our organisation and our employees through a very effective benchmarking process.”

Paul Neep, Chief Executive



BACKGROUND

- Size:** 350 permanent employees
- Sector:** Whisky Manufacturing
- Location:** West Lothian
- Status:** Recognised since 1998

THE ORGANISATION

Macdonald & Muir was founded in 1890. The Glenmorangie Distillery (in Tain) was bought in 1918, the Glen Moray Distillery (in Elgin) in 1920, Crabbie's in 1993 and then the Ardbeg Distillery (in Islay) in 1997. We formed a joint venture with Drambuie in 2001 - Glenaird Ltd - and in January 2004 we bought Scotch Malt Whisky Society. In January 2005 we ourselves were acquired by Moët Hennessy and The Glenmorangie Company is now one of 50 “Maisons” owned by the world's largest luxury brands company. The company takes its responsibilities with its employees seriously and is keen to be a good employer.

IMPACT OF USING INVESTORS IN PEOPLE

Since originally achieving the Standard we have seen a year-on-year increase in turnover and profits and an increase in employee satisfaction. We have taken part in the Sunday Times Top 100 Companies to Work for Survey and have progressively improved, achieving 78th in UK in 2002, 42nd in 2003 and 30th in 2004. However we were not eligible to enter in 2005 due to the change of ownership in the company. Having good communication and management practices has helped us to cope with the uncertainty of change - and even although we have made several redundancies this year we were heartened to hear our employees are still very loyal and believe strongly in the company. Being reviewed every three years ensures that in the time between Reviews we continue to focus on, and act on, our feedback and continually improve our people management practices. We believe that going forward with the Investors in People we will want to achieve even higher levels than we are currently scoring and will be able to measure more effectively whether our actions are successful. Using Investors in People helps the company to focus on its commitment to train and develop its employees to achieve our business objectives. We value Investors in People very highly. It gives companies a clear roadmap and scorecard for measuring their performance in these areas over time. It also gives them the ability to benchmark how well they are doing against other companies - and to then be able to set their own targets ever year to ensure continuous improvement. It's challenging but very worthwhile!