

# CASE STUDY



## Montpeliers (Edinburgh) Ltd

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**Linda Mitchell, Training Manager**



### BACKGROUND

**Size:** 250 employees  
**Sector:** Style bar/ Restaurant  
**Location:** Edinburgh  
**Status:** Recognised since 2004

### THE ORGANISATION

Montpeliers is widely recognised as one of the most dynamic and forward thinking bar/ restaurant groups in Scotland.

With eight cutting edge bars based in Edinburgh's city centre, Montpeliers' stylish bars attract a core young professional clientele looking for a premium food and drink offering. Since forming in 1992, the group has gone from strength to strength and won many awards for outstanding service, quality and operational expertise within the industry.

- **Helped establish and refine staff training programme**
- **Assisted objective setting**
- **Brought clarity and direction to development activities**

## THE CHALLENGE

Due to the nature of the industry, there were specific challenges that the company wanted to address with Investors in People. They wanted to have a more structured leadership and development programme and also needed something that would take account of the problems of shift work in arranging typically workshop-based training.

They were also aware that management training had definite gaps, and that there was generally a lack of information sharing in the organisation. Although some staff members had worked with Investors in People in the past and knew the benefits that the framework would bring, they now had to introduce working with Investors with People across the organisation.

## THE STRATEGY

Before starting work on the process, the team had been a bit daunted by the challenge of mapping the indicators to what they did as a company. Getting everyone's buy-in across the board was extremely important if introducing Investors in People was going to be successful.

The organisation achieved this through a series of briefings and one to one sessions with staff and managers. While some did not know what the Investors in People framework was initially, when talking to them about what it is in reality and what it stands for, the response was that "they all immediately get it" and that got people on board.

## THE RESULTS

Business planning at Montpeliers involves staff at all levels of the business in the planning process from strategic positioning down to the details of day-to-day operational planning required to deliver "repeatable excellence". This is used to continually strive to keep the business ahead of competitors.

Investors in People kick-started the activity towards a successful redesign of the organisation's whole training and development programme, considered to be an industry leading programme. The implementation team reported that setting objectives and streamlining the processes made things much easier and made it clearer to everyone what needed to be done.

While there was great success in developing general staff training and development, viewed as a major challenge, Montpeliers are continuing to refine their management training programme.

The company found that one of the benefits of working with Investors in People is that preparing for reassessment can be "a great refocusing tool". Investors in People has helped steer processes towards best practice, as well as "the badge" being a great recognition of Montpeliers' commitment to staff and development.

Given their relatively small size, the commitment and awareness of the importance of staff training is very strong. It is a point of pride that many employees who have been trained by Montpeliers

have progressed within the industry, working for some of the most prestigious bar and restaurants throughout the country.

The company have developed a training website which allows staff, managers and senior managers to track individual development for each member of staff. This provides a flow of information which assists the company when preparing business plans.

The company plans to further develop their training programme into a complete learning programme for hospitality which would also include legislative and licensing areas.

"I really believe Investors in People benefits any company as it helps you look at your organisation", says Linda Mitchell, Training Manager. "You get useful feedback from staff and management and it helps you see any gaps that you might otherwise miss. It's a great tool to use for any business!"