



DBA Design
Effectiveness Awards
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The Glengoyne Distillery

*Experience Nurtured and
Matured for 10 years*



Executive Summary

The distilled drinks industry has understood for decades, that opening the doors to curious visitors creates committed customers.

Historically, small distilleries have always welcomed these visitors, laying on perfunctory tours albeit placed sometimes uncomfortably alongside the realities of a production facility.



No.1

Best Tour in Scotland



+117%

Visitors



+81%

Visitor Spend



+68%

Retail Sales

Operating at Dumgoyne, Scotland, since 1833 Glengoyne is a small distillery with the capacity to produce just over one million liters of alcohol per year and employs 56 staff on-site.

Since 2009 Glengoyne Distillery, through a process of design, has been leading the way in turning every distillery visit into both a successful brand experience and an increasingly profitable revenue stream.

A steady 10-year program of investment to redesign the visitor experience and leverage the commercial potential of the site has resulted in a 81% increase in visitor spend and a 68% rise in the value of on-site retail sales.



1M Litre

Glengoyne Capacity



12M Litres

Roseisle Capacity

Most importantly though, visitor numbers increased by a whopping 117% from 37,792 to 81,848 in this 10-year period. Dramatically outstripping the national rise of 56% in distillery visitor numbers since 2010.



In monetary terms this represents *REDACTED CONFIDENTIAL DATA*. The outcome is that this little distillery is now one of the most visited in Scotland and was this year proud to be cited as the No.1 Best Tour in Scotland.

Source: * 6th July 2019 #1 in The Herald's Top 10 Best Tours in Scotland.

Context – Comparative information

The Scotch Whisky Association reported in 2016 (updated in 2018) that:

→ Distillery visits increased by 7% to 1.6 million between 2014 and 2015.

Visitors to Glengoyne for same period increased by 18.5%

Overall the number of tourists visiting distilleries rose by more than 20 % in the period 2011–2016.

During the same period the number of visitors to Glengoyne increased by 49.8%.

In 2015 distillery tourists spent on average around £25 per head per visit.

At Glengoyne the average spend per head in 2015 was £30.47

Project Overview

Glengoyne Distillery first briefed us in 2008. The distillery had offered visitor tours for many years but as Glengoyne has such a small footprint and contains a fully working distillery, the experience for both visitors and staff although profitable, was cumbersome, with health and safety considerations and the predictability of footfall in a rural spot an everyday hindrance.

The objective of the first brief was simple:

- Review the tour process to enhance the visitor flow through the site.

Over time, we challenged and with our client, expanded the brief. Setting out to design a tour that would:

- Enhance not only flow but the entire visitor experience – essential for brand advocacy.
- Ease the impact of tours on the production function of the site.
- Increase visitor spend per head.

All of the above have been achieved – and much more. By building a solid client relationship and jointly implementing an incremental design program we have increased visitor numbers 117% from 37,792 to 81,848. Lifted spend per head of visitor by 79% from *REDACTED CONFIDENTIAL DATA* and re-engineered a programme of experiences that redirect, manage and pace the flow of visitors across production areas.

In 2018/19 visits to the distillery experience generated *REDACTED CONFIDENTIAL DATA* of ticket sales.

Brief Strengths & Weaknesses

The program was developed and implemented across the 10-year period of 2008–2018/19.



At the outset, neither we, nor the client foresaw this duration of scope, but we started from a strong position. Our client valued the quality of brand experience offered to their visitors and the tour program was already profitable.

When the first design project proved successful they were already willing to reinvest and continue with a design programme.

Measuring success on the very tangible KPI's of visitor number and spend per head made it more feasible for our client to work strategically with us over the long-term.

Developing briefs rooted in the tangible results of preceding design phases, helped our client to allocate budgets – reinvesting some of the increasing profits into further design and implementation.

There evolved a real strength in this approach. It has created a culture of regular review and refinement and in turn the design of a consistently improving and popular brand experience. This strategy has maintained Glengoyne's position as a must-see distillery even in the face of booming competition.

The brief was not without its challenges of course. Although in a country setting, Glengoyne is situated in a beautiful but geographically difficult position.



Enclosed by mountains, a road, a waterfall, a famous walking route and privately-owned land, any extension to the footprint of the site is impossible. The improvements in flow and capacity therefore had to be delivered within the existing site and buildings.

Across the decade, we have managed to incrementally redesign the Glengoyne Distillery experience. With no increase to the existing footprint of the site or disruption to production whatsoever.

Our strategy included:

- Continually revisiting the site as customers to look for stress points and opportunities to improve the experience
- Regular consideration with client of new external influences, tourism trends and consumer opportunities
- Adopting an attitude of 'continuous improvement' allowing us to carry elements of a brief forward to 'next project', for best client value for money and minimal operation disruptions
- Designing a second layer of tours not restricted to the operations area to help realise full scope and possibility of the site
- A focus on quality of experience to increase value of every visit – not just volume of tickets sold
- The commitment to provide the best possible visitor experience and thereby a premium representation of the brand, has meant that an increase in sales figures in 2018/19 was still achievable with a reduced footfall providing even better quality of experience.

Market Place

Scotland is currently home to 128 operating malt distilleries. There are 68 Scotch whisky visitor centres which are open to the public and a further eight available to visit by appointment.

Design Solution

Retail Area. 2009 – 2010

REDACTED CONFIDENTIAL DATA

On-site retail sales at distilleries encourage visitors to carry the brand beyond the location, to share their experience with others and become advocates for the brand.

In this first phase of work, we considered where we could achieve the biggest impact for the client with available budgets and resources. We took the unusual step of first addressing the final point of the visitor experience – The retail shop. This is the last step in the visitor's journey, located at the exit and we wanted to make sure they would leave with the best possible impression of the brand.

This is also the area where we could see that the product sales experience and profits could be improved significantly by some well-considered design, so we took the opportunity to completely redesign the existing shop to create a much more premium experience for visitors. Also addressing the brief on improving people flow, we created a clearer journey through the product range and a more efficient payment experience.

The differences in an experience can come from the elements that are not immediately apparent – in this case an upgrade to the roofing and insulation. This and the introduction of LED lighting throughout made the interior more welcoming. These improvements to space, flow and ambience were designed to encourage linger and in turn, sales. The added benefit of improved environmental efficiency was also welcomed by the client.

The most visibly impactful design feature of the retail space, the custom designed display unit complete with bottle backlighting, now houses the core product range. The graduated curve of whisky, building across the spectrum of colours in the range, culminates with a rare 40-year-old bottle of whisky, glorified on a stone and glass plinth.

This design approach to product staging, elevates the Glengoyne product in the view of the visitor. In more recent years it has become an attractive backdrop for social media posts. Again, serving the purpose of brand advocacy – this time in a new medium.

Behind these tangible changes, we introduced a clear and hierarchical retail strategy to give visitors a highly desirable brand experience in the final stage of their tour.

The inclusion of dedicated tasting areas and a self-fill unit – both highly novel at the time – increased interaction opportunities for sales staff, elevating the retail experience even further.

The ultimate measure of success for this stage of work, was the increase in retail spend per head. Designing a better experience encourages more visitors to purchase as they leave. Interaction opportunities help staff to navigate customers to the more premium, higher value products in the range, which are displayed with the respect this Whisky deserves.



+16.8%

Retail average spend per head
2008/09 v 2009/10



2019

Retail sales increased 64% to
£27.09 per head from £16.17
in 2008.



2019

Tour ticket prices had increased
by 121% to £11.48 from £5.19.

2014 -2015 Tour, Maturation Warehouse, Woodroom and Mill Area

REDACTED CONFIDENTIAL DATA

The most substantial design phase we've undertaken at Glengoyne. This saw us working to address the core of the brief – to provide the best visitor experience without disruption to production.

For this we challenged the flow and pace of the tour. Spreading wider into the spaces on-site, adding more structure to the visitor journey, creating new engaging content.

We extended the content of the tour to demonstrate the maturation process. Maturation is such a key part of the whisky story that it should be included in tours wherever possible. From an experiential viewpoint, the impact of standing amongst casks stacked for aging is always impressive. The challenge we have at the Glengoyne site, is that the maturation warehouses are located on the opposite side of the road from the main distillery. Navigating traffic makes it tricky to include these in the core tour structure. We resolved this by transforming the original kiln house and an existing building adjacent to the distillery building, into a small, boutique warehouse.

The design of a new stone arch with bespoke wrought iron gate, gives sight into the kiln house from the adjacent building, thus forming a new warehouse that can now be easily visited as part

of the current tour. A futuristic cask racking system makes best use of the small space available.

In the adjacent building, continuing to address visitor flow and experience, we created a unique maturation display formed out of cask staves. Structured from the range of cask types used by Glengoyne this clearly shows the effects of the maturation process – type of cask and passing of time, on the spirit. Providing an atmospheric space to share clear insight into how whisky gains its flavour and the importance of the distillery's expertise in choice of wood and casks is crucial to brand differentiation.

Demonstrating to the visitor the care and lengths gone to by Glengoyne when sourcing their casks imparts a knowledge that makes the decision to purchase higher value products more compelling.

To further reduce bottlenecks on the tour routes we designed a small aside, positioned within the mill room, complete with an interactive and sensory display. This sense of discover, coupled with a hands-on experience is a refreshing alternative to a typically pedestrian part of traditional whisky tours. The skilful use of illustration and a hand operated flour mill give visitors a clearer insight into ingredients, the malting process and the importance to taste in the milling of the barley.

2017 Ticketing and entrance including exterior signage

REDACTED CONFIDENTIAL DATA

Due to the 'back-to-front' nature of the Glengoyne estate, the visitor centre is located at the rear of the distillery. This means visitors must walk through the distillery before they can find out about tours or purchase tickets. This caused both access and congestion issues for visitors – giving an unfavourable first impression. In 2017 we repurposed a small cottage, next to the distillery entrance - previously used only as an office. With clever design we managed to maintain and upgrade the office space (no disruption to operations) whilst still converting the cottage into a welcoming reception and ticket office.

The ticket office was designed with a new structural double door entrance and DDA compliant ramp with glazed doors, thereby widening access to more possible visitors.

We opened up the ceiling to reveal a double height space and designed for here, a bespoke and flexible display of signage to clearly explain the various tour options and prices. By providing self-guidance opportunities like this, we again eased the flow in areas of bottleneck.



Tour Welcome & Tasting Ritual. 2018

REDACTED CONFIDENTIAL DATA

Glengoyne is a strong example of a brand experience that does not stand still. In 2018 the visitor centre and tour start area were beginning to show strain under the increased visitor numbers and tour sizes. (A victim of our own success!) Continuing to actively manage the experience with design, we revisited this area, devising a new space planning solution to accommodate more visitors. The brief for this area also asked us to maintain flexibility for events as these are becoming increasingly popular.

The redesigned visual identity in the space was also updated to reflect the latest brand aesthetic for coherence and to bring a contemporary style to the space.

Staying always true to the spirit of the original brief, and remaining ever practical in a search for efficiencies, we included in the design an upgrade to the adjacent prep kitchen and serving bar.



+140%

In 2018 visitors' numbers had climbed by 140% on year 2008.

Summary of Results

Despite a recession, a veritable boom in direct competition and a fraction of the budget available to the brands owned by bigger distilleries, Glengoyne has progressively improved experience, footfall and spend. In 2018 Glengoyne made claim to be the most visited Distillery in Scotland.

In brand and industry terms

Glengoyne has led the industry in designing in-depth experiences.

The first to offer in-depth tastings, the first to blend, the first all day masterclass and is still the only place where visitors can create and leave with their own Single Malt.

Glengoyne staff work closely with our design team and are well trained and knowledgeable. The strategic design approach of the tours we have created appeals to paddlers (great customer service, beautiful surroundings), swimmers (in depth tastings, whisky and chocolate, the maturation display) and divers (masterclass, malt master).

Glengoyne has enjoyed a sea change in visitor numbers with a strong offering that consistently outperforms the industry in growth and profit terms.



Key Facts

SCOPE of work delivered, objectives, measures and associated design fees.

Context – Other influencing factors

Advertising/marketing spend

In 2008 an online marketing agency was appointed to help drive footfall to the Distillery. Since 2012 the Glengoyne Distillery Experience has been supported by a long term, strategic marketing campaign which identifies partners at accommodation providers who can influence how their guests spend their leisure time.

Whilst both of these activations have undoubtedly contributed to pulling more visitors to the site, converting this increase in numbers to revenue

wouldn't have been feasible without the design improvements to people flow or the creation of new experience elements within underutilised spaces that the design program realised. Without design help, the distillery simply couldn't handle more people and more tours crammed in.

The redesigned space and flow means that Glengoyne can serve these increased visitor numbers without any detrimental effect on the quality of the visitor experience. The quality of the experience is equally if not more valuable as revenue, from the perspective of building brand advocacy. The redesign of tour content has reset the pace, eased bottlenecks and provided more quality interaction time on site.

Dates	Project	Objectives	KPI	Fee spend	Launch date	Results <small>Note: Client FY runs Oct – Sept.</small>	Impact Increase
2009/10	Retail Area	Increase retail sales on site. Sales of product from site have higher margins and even more importantly these are a highly effective method of carrying the brand experience beyond the distillery, turning visitors into advocates for the brand and helping to attract future visitors.	Increased retail spend per head on site.	REDACTED CONFIDENTIAL DATA	Spring 2011	Retail sales per head in 2010/11 were down 2% on previous year 2009/10. Post launch, in 2011/12 sales increased again by 10%	10%
2014/15	Tour, Maturation Warehouse, Woodroom and Mill Area	Improve flow through the site to enable a better experience for even more visitors per day.	Increased visitor numbers.	REDACTED CONFIDENTIAL DATA	Spring 2015	Visitors 2013/14 – 60,297. Visitors 2015/16 – 73,763	22%
		Create a more immersive tour to improve experience for customers and deliver increased ticket price for the business.	Increased spend per head (tour fee).			p/h average tour price 2013/14 £7.79 2015/16 £9.78	26%
2016/17	Ticketing and entrance including exterior signage	Improve wayfinding to deliver best possible customer experience	Increased visitor numbers.	REDACTED CONFIDENTIAL DATA	Spring 2017	Visitors 2016/17 – 73,763 Visitors 2017/18 – 90,706	23%
2017/18	2018 Tour Welcome and Tasting Ritual	Create a visitor welcome experience to reinforce the brand proposition and deliver best possible brand experience.	Increased average tour price.	REDACTED CONFIDENTIAL DATA	Summer 2018	p/h average tour price 2017/18 – £10.09 2018/19 – £11.48	14%

The design program has meant that the Glengoyne Visitor Experience has continually improved – and the premium offers designed and added to the menu have widened the choice available.

The influencing marketing efforts have raised awareness and supported by the reputation of the new experience the visitor numbers have risen. The higher ticket prices now achievable though, can only be attributed to the design of the best possible experience.

It's important to remember too, that one of the key objectives of the brief was to relieve some of the inconvenience of managing tours around production – increased numbers of visitors

without the design changes would have added to the disruption caused.

For retail sales the increase in spend per head can realistically only be attributed to our work in the retail area. A clear merchandising and positioning strategy, glorification of product, sampling, display and layout reconfigurations have enable increased linger time, better customer /staff interaction and a premiumisation of products available.

