



Stuart Cassells

General Manager, The Macallan Estate







Scottish
TOURIST BOARD



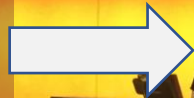
VISITOR
ATTRACTION







- No Operational Structure
- No Clear Objectives or Role
- Unhappy People



- A Negative Culture
- Poor Customer Service
- An Inconsistent Visitor Experience



Mixed Reviews

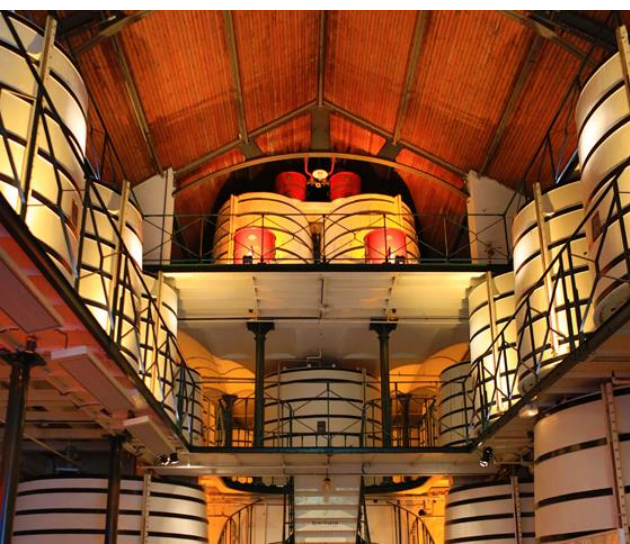
*I have learned
that people will
forget what you
said, people will
forget what you
did, but people
will never forget
how you made
them feel.*

Maya Angelou
1928-2014



Photo by Michael Collopy





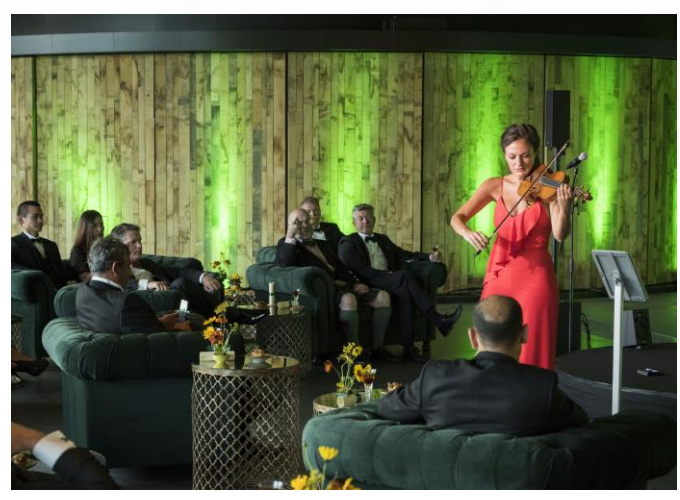


Vision:
THE ULTIMATE LUXURY SPIRIT EXPERIENCE

Mission:

To create and deliver incomparable, immersive and unforgettable experiences of The Macallan for our highest value consumers and partners, that inspires emotional advocacy, builds relationships and leads to direct prestige sales whilst helping establish The Macallan as the Ultimate Scottish Luxury House.

Underpinned by an active statement of our **commitment to sustainability**, giving more to our community and managing the Estate for our future legacy



E. B. I.



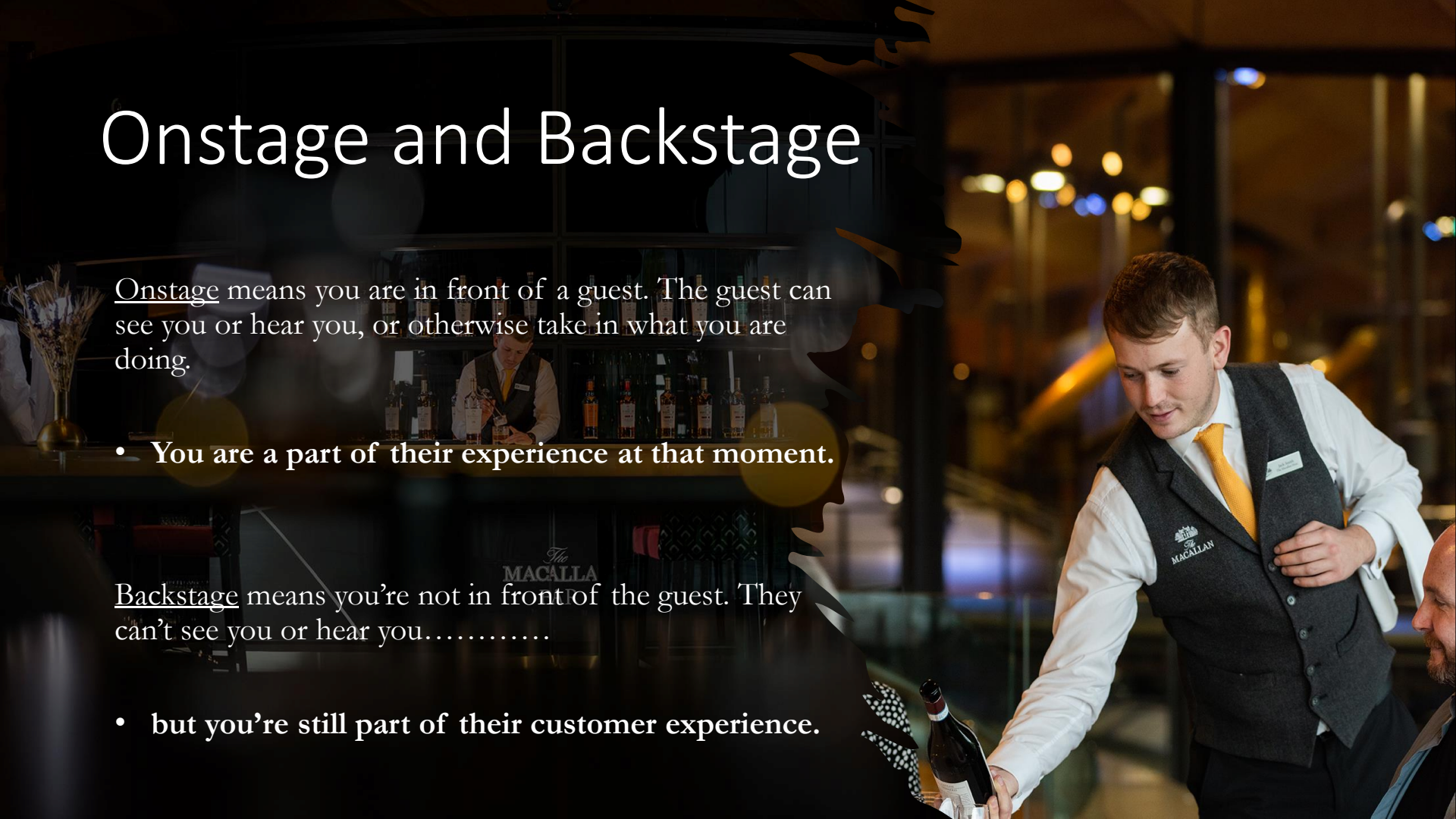
Onstage and Backstage

Onstage means you are in front of a guest. The guest can see you or hear you, or otherwise take in what you are doing.

- **You are a part of their experience at that moment.**

Backstage means you're not in front of the guest. They can't see you or hear you.....

- **but you're still part of their customer experience.**





The
MACALLAN[®]

HIGHLAND SINGLE MALT
SCOTCH WHISKY



Thank you