

Ashton Gardens Wedding Venue Redesign

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Problem Statement

- Ashton Gardens is a Walters Wedding Estates company with 16+ years of experience
- Home to 22% of the weddings in Greater Houston
- Looking to raise revenue earnings and increase profit margins while attaining the highest efficiency
- Main operational issues including improper storage locations, excessive glass casing breakage, and lack of space for the groom's room
- We aim to increase bridal party accessibility, minimize operational costs by reducing wastes in transportation, labor and storage.

Objectives

- Raising overall earnings by 12%-20%
- Relocate storage rooms and groom's room to most optimal area
- Implement new flooring to prevent glass breakings with a \$5,000 dollar budget
- Redesign the storage room to store up to 50 extra custom tables, chairs, and signage
- Reducing bar restock time by at least 30 seconds
- Increase in drink turnover by 10%
- Create new schedule to reduce excessive labor costs by 6%

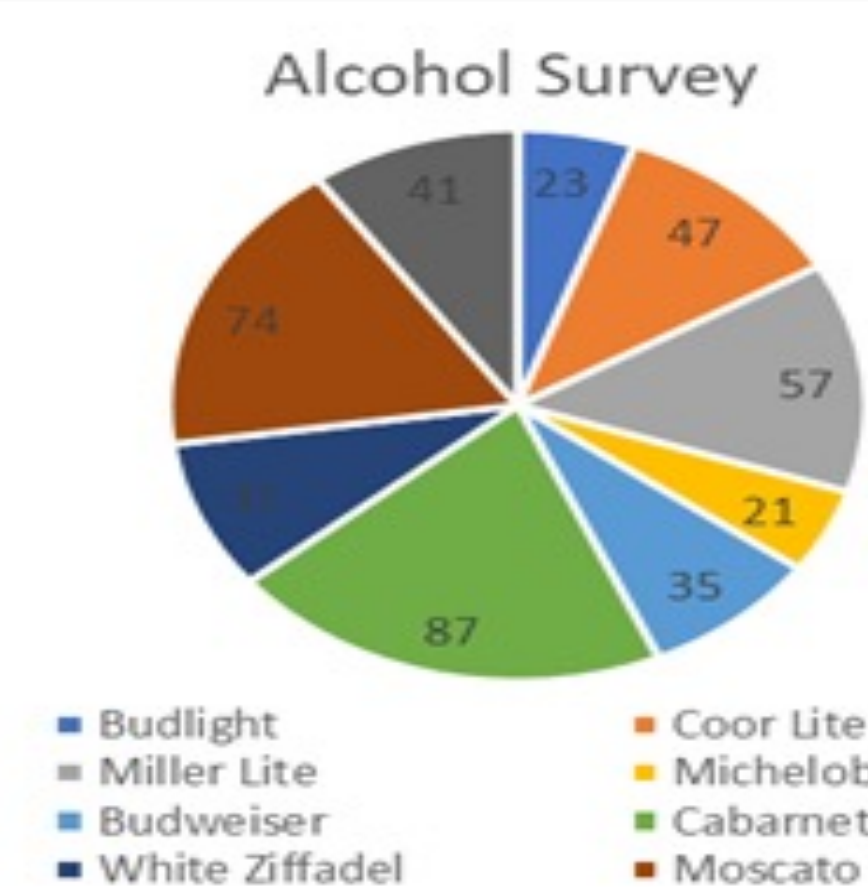
Data Collection

Ashton Gardens Wedding Monthly Data				
Wedding:	Date	Guest Count	Wedding Cost	Revenue
AGNH: Hackleberry	Friday	154	\$ 23,204	\$ 10,194
AGNH: Bernier	Saturday	234	\$ 55,707	\$ 35,946
AGNH: Harvey	Sunday	193	\$ 37,765	\$ 22,136
AGNH: Fuller	Friday	85	\$ 21,453	\$ 10,124
AGNH: Harris	Saturday	105	\$ 24,743	\$ 11,459
AGNH: Genove	Sunday	256	\$ 47,419	\$ 26,439
AGNH: Luffler	Saturday	95	\$ 20,130	\$ 9,783
AGNH: Madison	Sunday	147	\$ 22,043	\$ 9,872
AGNH: Smith	Friday	139	\$ 25,169	\$ 11,349
AGNH: Cortez	Saturday	201	\$ 39,451	\$ 21,459
AGNH: Nguyen	Sunday	178	\$ 36,390	\$ 19,725

- Total wedding cost for a month: \$353,474
- Total revenue for a month: \$188,486

Monthly Glass Breaks	
Type:	Total Breaks
Wine	36
Beer	11
Highball	23
Lowball	21
Champagne	47
Goblet	32

- Highest glass breaks = Champagne glasses
- Champagne glass manufacturer sells wine, beer and champagne glasses together = purchasing extra glass unnecessarily



- Most common alcohol: Cabernet (served in wine glasses)
- Informs servers which glasses and bottles to restock

Analysis

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- Sorting alcohol prior to events
- Standardizing alcohol package that the wedding offered
- Sustaining these practices throughout the wedding season

Six Sigma

- Reduce the amount of glass cases purchased every quarter.
- Aim to enhance company's goods, services, and processes, including production, marketing, finance, and administration
- Avoid repetitive costs by using a constant distributor for glass casings.



Implementation

Storage Rooms

- Constant crowds and low drink turnover = 55% increase in hazards
- Relocating to larger storage room to first floor = 32 second faster restock and 14% increase in drinks served
- Installation of vinyl tiles

Groom's Room

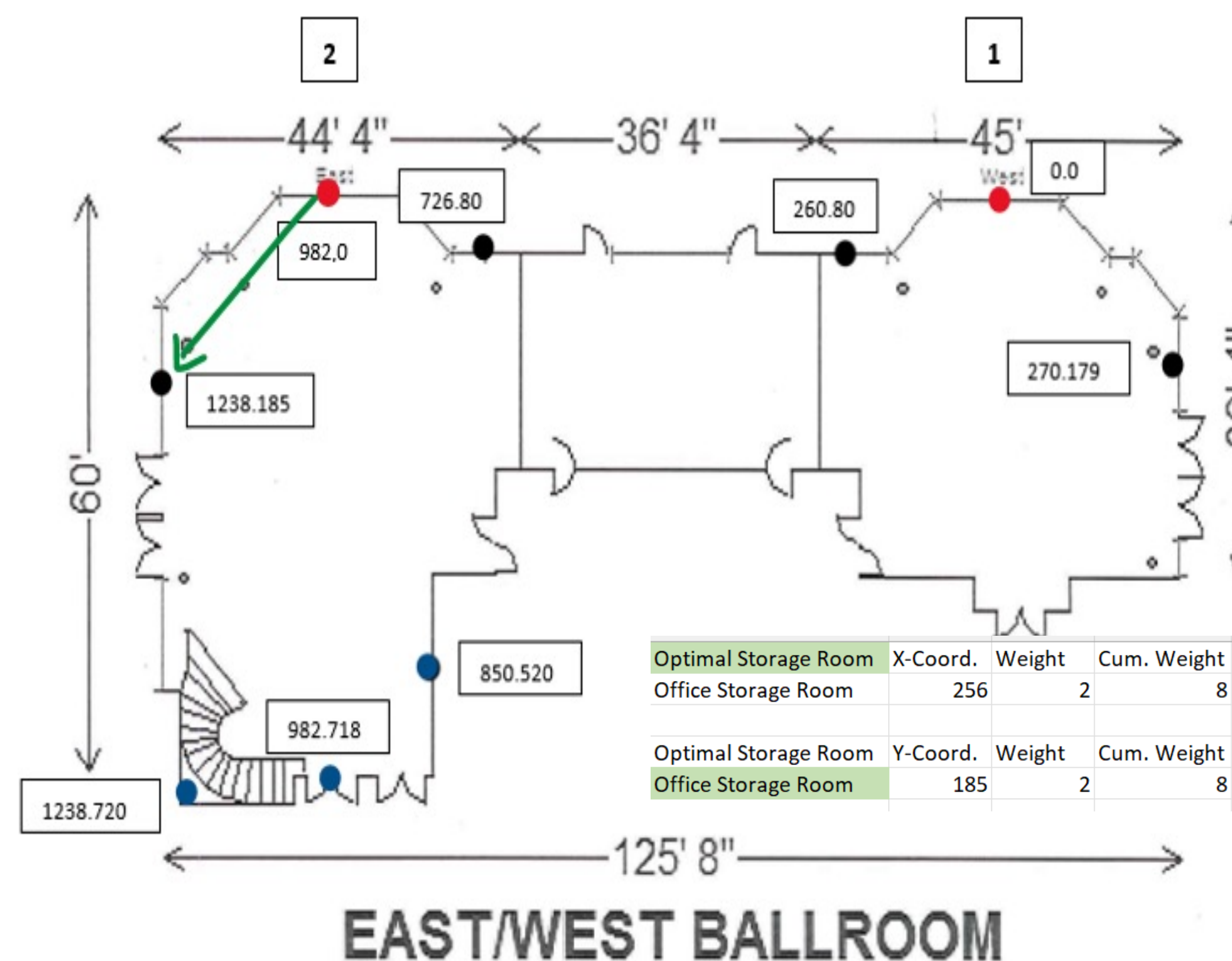
- New facility with more resources across from the bridal suite in current forestry
- More space for bigger bridal parties and ease of access to the church remains

Bar

- Single facility location method → 2 optimal locations for a new bar are existing storage rooms
- Make current bar mobile by adding wheels
- Increases the hall capacity by almost 5%

Schedule

- New schedule with overlap shifts
- Setup crew trained to bartend and serve
- Reduce the overall labor cost per wedding by 12%



Results

Storage Rooms

- Faster restock allows bartenders always present
- Drink service increases and revenue from the drink package for a wedding goes up
- Vinyl tiles use to reduce ongoing costs for glass purchase from 12,000 dollars in 2020 to 1,600 dollars in 2022

Groom's Room

- New groom's room → more grooms and family members in the room
- Heavy traction from hired photographers and videographers

Bar

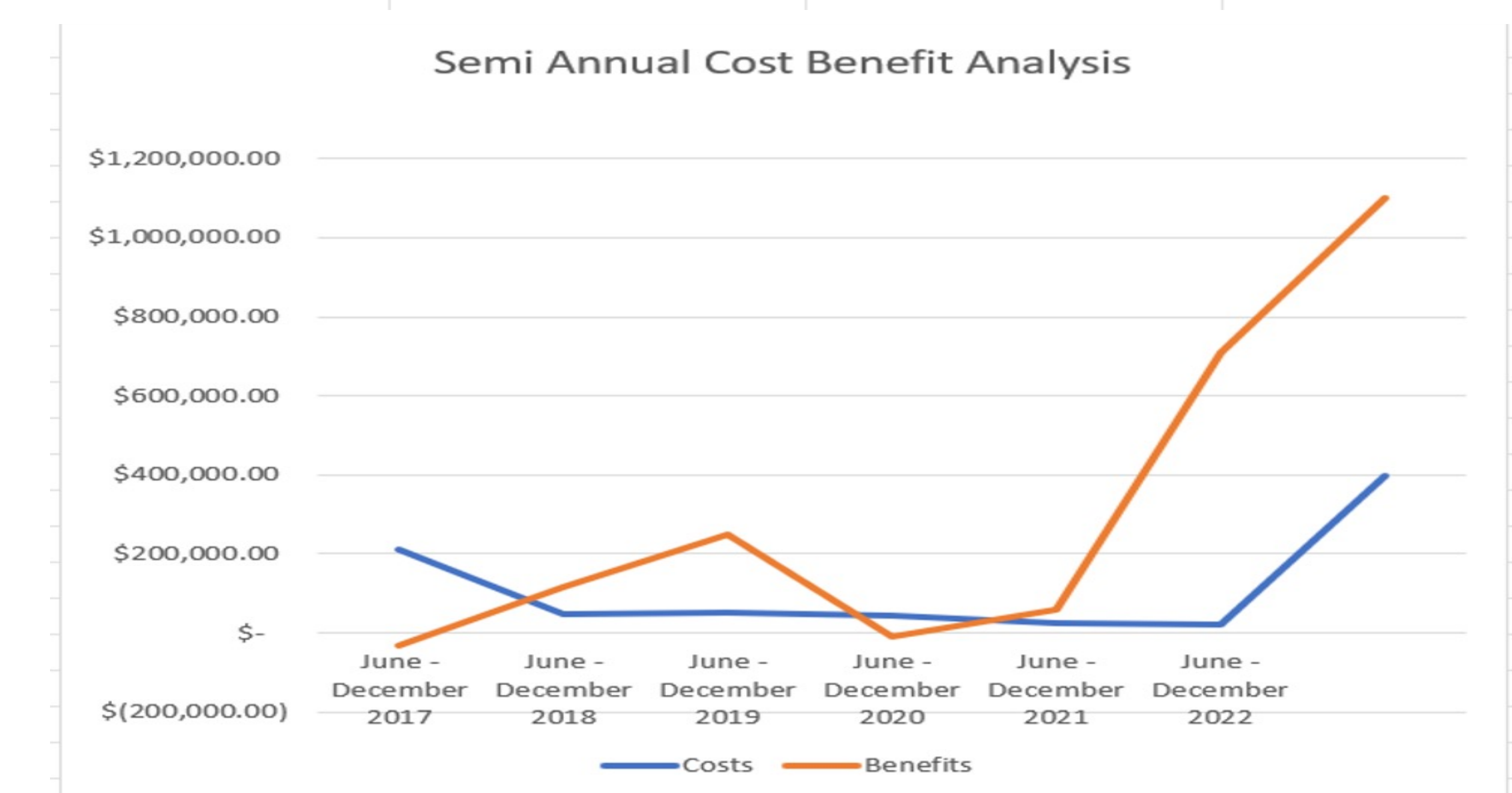
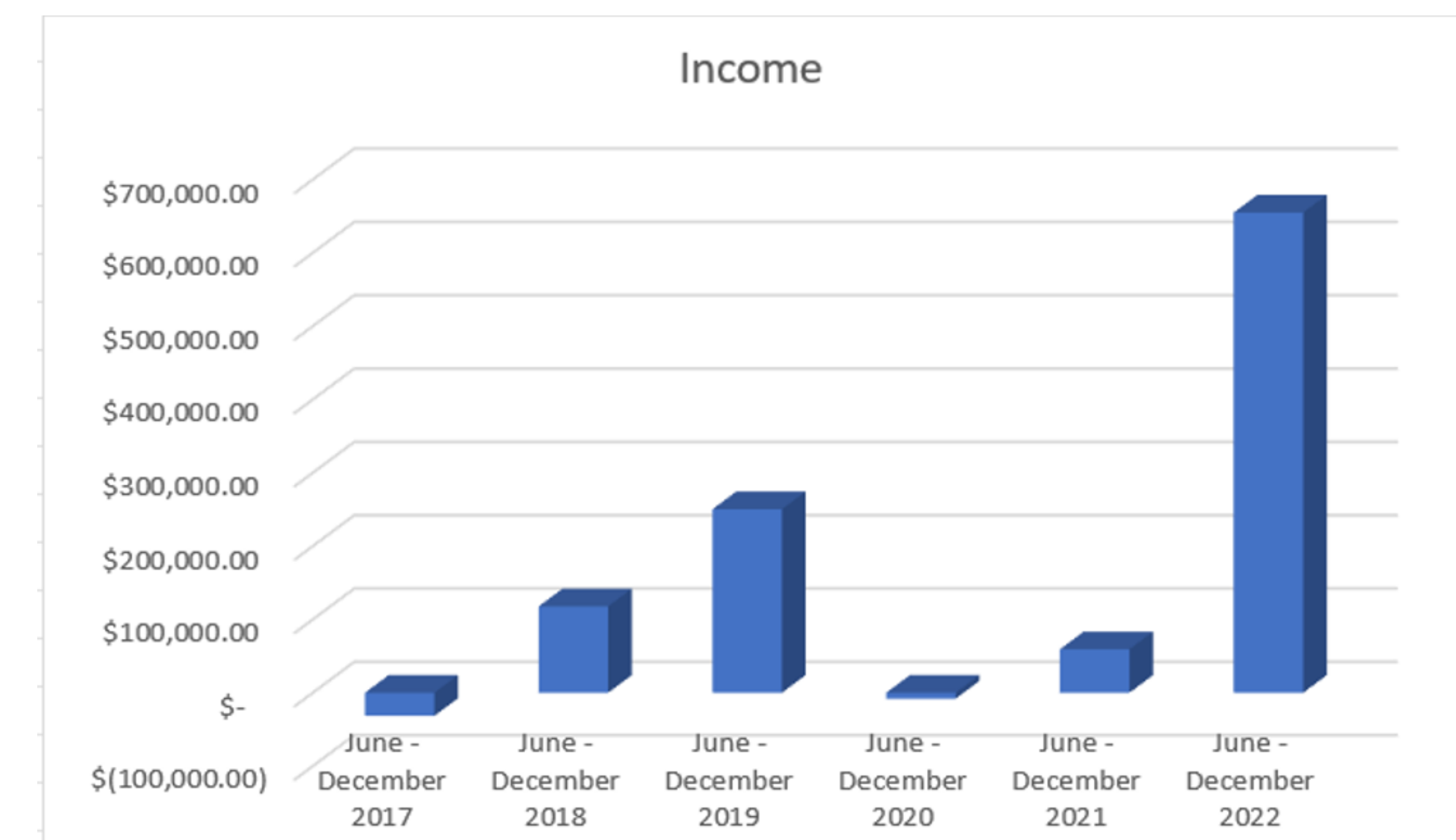
- Wheeled bar takes the maximum capacity and stretches it by 50 people
- Wheeled bar reduces extensive project costs for the year 2022

Schedule

- Labor costs reduced by \$6,000
- Average labor costs between 2018-2021 = \$22,312.50
- Average labor cost reduced by \$8,312.50 than the previous years' average

Overall

- The changes result in the highest revenue since opening
- Around \$55,000 in cost savings



References

- [1] Ashton gardens north Houston. Retrieved May 03, 2022, from <https://waltersweddingestates.com/venues/ashton-gardens-north-houston/>
- [2] 5s lean methodology, Systems & Principles - Training & Research Page. Creative Safety Supply. (n.d.). Retrieved May 3, 2022,