



Developing a Comprehensive Change Management Competency

Developing a change management roadmap, toolkit, and internal team to support the transformation of a global wine and spirits industry leader.



The Client

A leader in the premium wine and spirits industry, employing 18,500 associates worldwide, marketing and distributing the most comprehensive portfolio in the industry with 240 brands in over 160 countries.

The Challenge

The company was experiencing significant changes due to a simultaneous combination of external and internal influences. These factors included an unprecedented global pandemic that dramatically shifted consumer buying behavior, a burgeoning digital transformation which challenged most functions of the organization, and the formation of a new executive team. The impact of these events was expansive, and company executives recognized their existing change management competency was weak.

The Parker Avery Group was engaged to elevate the company's North American change management competency and provide project teams with a repeatable change process that would serve as the framework for current and future initiatives.

The Parker Avery Solution

Through the course of several months, Parker Avery facilitated weekly client team work sessions to collaborate on building and refining the change management roadmap along with the recommended structures, tools, and processes. Key activities included:

- Collecting and reviewing existing change management processes and tools
- Conducting over 35 stakeholder interviews across different functions and levels to understand cultural norms and behaviors
- Administering a change leadership competency evaluation
- Completing a change maturity audit and current vs. desired state gap analysis

- Recommending roadmap options with structures, tools, and processes to close gaps
- Piloting and refining a "Leaders of Change" program to equip all management levels with skills needed to guide their teams through transformation

Parker Avery formed a cross-functional "core change" team leveraging client subject matter experts from communications, learning and development, and human resources. This team was sponsored by a team of leaders in these respective disciplines.

Additionally, Parker Avery created the client's internal change management onboarding program and led its initial launch.

The Result

The client now has a strong change management strategy, team, and toolkit tailored to their operating environment and company culture. This capability equips the project teams and leadership with a solid understanding of how to successfully navigate change throughout the geographically-dispersed organization. The company is leveraging its new change management competency throughout the current challenges and will continually update and strengthen this capability moving forward.