

Wine Giant Benefits from New Organizational Change Expertise and Focus

Client Challenge

The client is a leader in the premium wine and spirits industry, employing 18,500 associates worldwide and distributing 240 brands in over 160 countries. The company was experiencing significant changes due to a combination of external and internal influences. These factors included a global pandemic that dramatically shifted consumer buying behavior, a burgeoning digital transformation that challenged most organization functions, and the forming of a new executive team. The impact of these events was expansive, and company executives recognized their existing organizational change expertise was weak.

The Parker Avery Group was engaged to elevate the company’s North American organizational change expertise and provide project teams with a repeatable change process to serve as the framework for current and future initiatives.

Parker Avery Solution

Over several months, Parker Avery facilitated weekly client work sessions to collaborate on building and refining the organizational change roadmap along with the needed structures, tools, and processes. Key activities included:

- Collecting and reviewing existing organizational change processes and tools
 - Conducting over 35 stakeholder interviews across different functions and levels to understand cultural norms and behaviors regarding change
 - 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 organizational change expertise
- 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 leaders in these respective disciplines.
- Moreover, Parker Avery strategically designed and led the client’s internal organizational change onboarding program, instilling confidence in the process and its effectiveness.

RESULTS



ORGANIZATIONAL
CHANGE ROADMAP
DEVELOPED



ORGANIZATIONAL
CHANGE TOOLKIT
DEVELOPED



ONBOARDING
PROGRAM
CREATED

The client now possesses strong organizational change expertise and a toolkit tailored to their operating environment and company culture. This expertise 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 organizational change expertise through the current challenges and will continually update and strengthen this capability moving forward.