

Industry Body – Takes the Cork out of its New Strategy

The Situation

The Portman Group had a new CEO arrive at a critical time in the drinks industry when the government was threatening tighter regulation. The industry had no clear alignment and purpose around alcohol social responsibility. The organisation had to act fast and strategically to reshape the future before it was done for them. The CEO wanted to reshape and rejuvenate the trade body to ensure it could lead at a critical juncture in the industry's time line.

"9 Months later we have a rejuvenated organisation, a clear strategy that is working and we've taken charge of our agenda – leading social responsibility around alcohol. This is exactly what I wanted to achieve and we got it right the first time around. I've got the buy-in of industry leaders and we are working in an aligned and unified way."

Henry Ashworth, Chief Executive Officer

Our Solution: Vision & Strategy Mentoring

We engaged directly with the CEO and his whole team to first get a sense of the current industry status. These interviews formed a critical backdrop to our work in reshaping the Vision & Strategy. We applied two key frameworks (Strategy & Engagement) and worked through step by step the future state ambitions, purpose and remit of the organisation. Working at the pace of the CEO, at every stage we took a step out of the detail to appreciate the perspective of key stakeholders and the dynamic between the Portman Group and each group. These included the Department of Health, the drinks industry CEOs, the drinks industry social responsibility teams, the general public, the health lobby, and the Portman Group team. At the end of our work we coached the team to ensure they were confident and well rehearsed in the launch of their new strategy and vision.

The Results: Impact and Value Add

We were able to look critically at the strategic positioning of the organisation but importantly through the lens of all of the relevant key audiences. This meant we were building an engagement strategy along the way, de-risking the process and creating confidence in the team. We mapped to the CEO's particular needs and worked in a style that was conducive to him while retaining our critical friendship and challenge to his thinking.

Coaching



Vision & Strategy



Leadership Development



Did you know that in a study of 200 companies in the Times 1000, 80% of directors said they had the right strategies but only 14% thought they were implementing them well? [\(Cobbold & Lawrie, 2009\)](#)