

Berry Bros. & Rudd

Developing and implementing an internal engagement strategy

BERRY BROS & RUDD

Background and challenge

Berry Bros. & Rudd (BBR) faces a strategic challenge. As a leading global wine merchant, the company enjoys a reputation for selling the very best wine but growing competition from wine wholesalers and supermarket chains means that better customer service and greater all-round competitiveness are fundamental to future success. To engage staff with this challenge and the company's response to it, BBR invited Ibis to help.

Approach

The first priority was to measure levels of staff understanding and connection with existing company goals and strategy. To do this we used our State of Engagement™ methodology to conduct a full staff survey and followed it with a series of interviews and focus groups with directors, managers and staff. The output provided the platform we needed to develop the strategy in conjunction with a newly-assembled steering group.

The strategy focused on two main areas: clarifying and articulating the message we needed to communicate and the changes we wanted to bring about and developing a balanced range of media through which we could communicate and sustain the message.

Implementation started with a series of all staff presentations followed by local team meetings, both now firmly established in the communication calendar. An Intranet and regular email performance update followed and the company has recently embarked upon an extensive training programme for all managers to improve the effectiveness of their communication and dialogue.

Results

Eighteen months after the first survey, we repeated the State of Engagement™ to measure progress. We found that the number of champions had increased and levels of indifference amongst the less engaged had fallen. The survey also helped to set out the engagement priorities for the year ahead.



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