

Developing a Corporate DE+I Communications Plan for a Luxury Brand

This client is an international alcohol company that focuses on manufacturing and marketing luxury champagnes, wines, and spirits.

The client has had regional diversity, equity, and inclusion (DE+I) groups for several years but only recently started to develop and grow their global DE+I team and objectives. This growth has emphasized the need for a global communications plan as well as strategy and alignment amongst key stakeholder groups.

The client engaged Clarkston's DE+I experts to develop a global DE+I corporate communications plan, focusing on establishing communication processes, identifying target audiences, and defining roles and responsibilities amongst the global and regional teams.

Consumer Products Case Study

PROJECT OVERVIEW



KPIs

- **Conducted 7 interviews and collected over 100 survey responses to help identify current pain points and future goals**
- **Classified 9 key stakeholder groups, including groups to be developed or reengaged, which were incorporated throughout the communications plan**
- **Identified 19 human resource departments (HRDs) and 12 employee resource groups (ERGs) that require updated key contacts**
- **Created a communications plan that will substantially increase content creation, communication frequency, and employee engagement annually**

"(The Clarkston team) quickly became an extension of our team. Their consistency and commitment to our success were the driving force behind the completion of the project. They were agile and patient with our ever-changing timeline. The end product was far beyond our expectations. In addition to the communications plan, the team stepped in to provide translation services for a separate project and consistently offered support to this team of "one." I will forever be grateful for the work that we did together and the lasting relationships formed."

- Global DE+I Manager

INDUSTRY:



Consumer Products

PRODUCTS AND SERVICES:



Wine and Spirits

PRIMARY OBJECTIVES:

- Collect feedback from key stakeholders on global DE+I communication pain points and key goals
- Determine as-is communication processes, challenges and opportunities
- Develop a global communications plan inclusive of recommended communication processes, target audiences, and roles and responsibilities

RESOLUTION:

- Interviewed key executive stakeholders to determine level of alignment, pain points, and future goals pertaining to DE+I communications
- Created and distributed a survey to 100+ employees around the world to identify awareness of global DE+I objectives, level of perceived support, areas of opportunity, and future content interest
- Consolidated interview feedback and survey results to determine as-is processes, current gaps, areas for improvement, and actionable next steps to mature communication strategies
- Developed a communications plan inclusive of a communications operating model; cadence schedule by key stakeholder group; RACI (responsible, accountable, consulted, and informed) matrix; and a communications

KEY BENEFITS:

- High-level communications operating model that the client can leverage and expand upon
- Meeting structure and cadence amongst 9 key stakeholder groups to increase alignment and collaboration pertaining to DE+I communications
- Process for various key stakeholder groups to align, execute, publish, and distribute communications across internal organizations to minimize the gap between global and regional groups
- Sustainable structure for key communication channels for the global DE+I team to follow so that employees are able to view information in a variety of formats
- Strategic and tactical next steps for continued evolution and improvement

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