

Executing an IT Roadmap to Enable Organizational Transformation for a Wine & Spirits Company

This client, a family-owned marketer of wine and spirits brands in the United States, had embarked on a company-wide transformational journey with aspirations of becoming one of the most successful wine and spirits companies in the industry. Over the years, they found themselves “keeping the lights on” rather than enabling transformation. With this transformational goal set for them, they knew they would need a partner to be successful.

The client engaged Clarkston Consulting to lead them on their journey in the IT space. Clarkston was tasked to assess the current state of the IT organization; provide recommendations for improvement across the processes, technology, and organizational design; implement IT portfolio and program processes; and support the development of a multi-year IT strategy and roadmap.

As a result of this engagement, the client now has a clear, five-year strategic plan for their IT organization and a toolkit to help enable their transformation.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

PRODUCTS AND SERVICES:



Wine & Spirits

PRIMARY OBJECTIVES:

- Establish standards, processes, and ways of working within the IT department
- Support IT's journey from being a reactionary department to an enabler and pusher of transformation
- Ensure the IT department was set up to be successful in the organization's new direction

RESOLUTION:

Clarkston's role was to help the client raise the standards across IT by:

- Assessing various IT capabilities
- Assisting in the development of the IT strategy
- Developing a multi-year IT initiative roadmap
- Evaluating the current IT organization
- Applying key IT processes for Demand, Portfolio, Project, Incident, Problem, and Change Management
- Aiding with implementing Data Warehousing capability improvements
- Implementing a new IT Service Management (ITSM) tool

KEY BENEFITS:

- Helped the CIO execute Demand and Portfolio Planning across the business for fiscal year
- Aligned Business and IT on IT Services Planning
- Enforced best practice IT processes for: Demand, Portfolio, Project, Incident, Major Incident, Problem, Change, and Service Management
- Selected and put forth an ITSM tool to continually deploy, improve, and retire IT services
- Enacted Team Operational Excellence practices within an improved SharePoint structure to promote collaboration and team effectiveness

KPIs

- Developed a 5-year IT roadmap
- Aligned the future-state IT organization chart with the roadmap
- Created a toolkit of over 25 tools and templates
- Established quarterly business-IT alignment workshops

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