

Consumer Products Case Study

PROJECT OVERVIEW



Driving Adoption of a Retail Media Operating Model Through OCM

A leading global consumer health company had completed the design of a new Retail Media Operating Model as they sought to improve how retail media investments were planned, measured, and governed across the organization. With the future-state operating model defined, successful adoption depended on helping teams understand new roles and decision rights along with governance and ways of working.

Stakeholders spanning Brand, Sales, Shopper Marketing, Retail Media Strategy, Commercial Strategy, and Analytics were navigating inconsistent ownership and fragmented measurement, and they had varying approaches to planning and decision-making. Without a structured adoption strategy, the organization risked reverting to previous behaviors and inconsistent processes.

The client engaged Clarkston to develop and execute an Organization Change Management (OCM) strategy that helped teams put the new retail media operating model into practice. Role-based communications and enablement addressed what would change in employees' day-to-day work, while governance and reinforcement approaches supported consistent adoption across impacted teams.

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INDUSTRY



Consumer Products

PRODUCTS AND SERVICES



Consumer Healthcare

PRIMARY OBJECTIVES

- Conduct a rapid stakeholder and change impact assessment across retail media workstreams
- Identify adoption risks and organizational barriers to launch
- Develop a full end-to-end OCM strategy
- Create role-based communications and “What’s Changing for Me” materials across impacted teams
- Design governance, measurement, and reinforcement approaches to support long-term adoption
- Deliver role-based enablement sessions to operationalize new ways of working

RESOLUTION

- Conducted stakeholder interviews across Sales, Shopper Marketing, eCommerce, Retail Media Strategy, Analytics, and leadership teams to understand current-state ways of working and adoption risks
- Developed a retail media adoption roadmap aligned to organizational readiness
- Designed role-based enablement materials, including role expectations, process flows, and governance forums
- Facilitated cross-functional workshops to validate the Wheel of Work, clarify ownership, and identify handoffs across planning, activation, execution, and measurement
- Developed executive leadership messaging, enterprise communications, and role-specific communication toolkits to support rollout
- Established governance recommendations, including recurring meeting cadence, reporting structures, escalation paths, and reinforcement activities
- Designed and facilitated Activation Sessions and role-based Execution Labs to reinforce new behaviors and future ways of working
- Created reusable enablement resources, including KPI dictionaries, RACI documentation, process flows, and role-specific reference materials

KEY BENEFITS

- Established a structured OCM strategy to support activation of a new retail media operating model
- Created consistent role definitions, governance forums, and decision rights across business teams
- Improved organizational readiness through targeted communications, leadership messaging, and role-based enablement
- Developed a scalable governance and reinforcement model to support long-term adoption beyond initial rollout
- Increased alignment around retail media planning, performance visibility, and cross-functional collaboration
- Created reusable enablement materials to support future onboarding and continued evolution of the operating model



KPIs

- 15+ stakeholder interviews conducted across six business functions
- 20+ role-based enablement materials, governance forums, and communication deliverables deployed
- Role-based enablement sessions delivered across Shopper Marketing, Retail Media Strategy, eCommerce Brand Managers, and leadership teams

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