

Global Beverage Company Becomes an Industry Leader with Vaya Group



EXECUTIVE SUMMARY

- [Our client is a global beverages company who had recently separated from its parent company.
- [The culture was a hungry and scrappy spirits company that knew the importance of performing quarter over quarter to avoid acquisition from a competitor.
- [Decision-making powers were concentrated at the top levels, who worked long hours to ensure company growth.

CHALLENGE

The goal was to grow and maintain a high enough share price so the board and CEO could choose a buyer or so they could continue as a significant player in the industry on their own. They had goals for leadership talent as well:

- [To improve leadership selection in the organization
- [To evolve and develop the executive leadership team
- [To improve internal succession planning and development for executive roles

IDENTIFYING THE PROBLEM

Vaya assessed the current ELT members, emerging leaders, and the organization's job profiles of critical roles to help operationalize their framework. In addition, Vaya started external hire assessments for senior level positions.

- [Across the organization, there was a lack of leadership framework to define the expectations for leaders, which led to a lack of talent development and future leaders.
- [The bench of ELT successors was questionable, which led to many decisions bottlenecking at that level and an inability to step back and focus on foundational issues that impacted talent and org infrastructure.
- [Outside hires were ineffective, as they were accustomed to more resources and processes in place and didn't fit the relationship-oriented culture, which led to high turnover.
- [Performance reviews were optional and the feedback that was given was in the moment and reactive, which caused employees to hyperfocus on results rather than developing critical leadership skills.

INDUSTRY:

Liquor/Global Beverages

APPROX. ORG SIZE:

4,800 employees worldwide

US/INTERNATIONAL:

Offices and production sites around the globe

REVENUE:

\$3.1 billion



SOLUTION

Vaya built a customized Assessment Center and Assessment Solutions for the client's emerging leader program.

- [Vaya was asked to be part of the selection interview and provide an unbiased view of each participant.
- [Vaya gave guidance and counsel on who to select and what was important from a skill and behavioral perspective while the client owned the final decisions.
- [Partnering closely with the client, exercises in the Assessment Center were updated with a fresh look and feel.
- [As the partnership progressed, the client added Vaya-facilitated workshops to its program roadmap and was an early adopter of Vayability to support development pull-through.




RESULTS

The implementation of the custom Assessment Center set the stage for development over time. The right behaviors and skills are being measured, Assessment Center performance is predictive of promotions longer-term, and participants who use it and are highly engaged with Vayability achieve stronger growth.

The Assessment Center is not only perceived as fair and thorough, but participants feel the program helps prepare them for leadership roles, and those who have been promoted feel the program played a significant role.

The client has also increased their retention rates and had very few participants drop out of the program.

KEY OUTCOMES

- [**67% of program participants have been promoted**
- [**61% of those promoted are in leadership roles**
- [**68% of program participants are still at the company**
- [**Perceived growth of those highly engaged in the program is 2x+**



Is your leadership program equipped to create a strong bench?

**SCHEDULE A
FREE CONSULTATION**

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