



Leaders Impact: That's Culture

A journey of self-realisation at
Pernod Ricard Winemakers



Pernod Ricard Winemakers

Open Up Our World of Wines

OPEN UP OUR WORLD OF WINES



USA

Kenwood Vineyards

Premium Sonoma Winemaking Pioneer



ARGENTINA

Graffigna

No.2 Argentinian wine brand in Canada and the UK by volume



SPAIN

Campo Viejo

No.1 Spanish wine brand globally by volume



AUSTRALIA

Jacob's Creek

No. 1 premium Australian brand globally



NEW ZEALAND

Brancott Estate, Stoneleigh

No.1 New Zealand wine brand domestically by volume & no.2 New Zealand premium wine brand in the UK by volume







Pernod Ricard New Zealand



Pernod Ricard Australia





Pernod Ricard Winemakers
Open Up Our World of Wines

decade
of change



OPERATION SITES





PRODUCTION
VOLUME (9L C/E)

FTE

WINERIES

OWN
VINEYARD
(HA)

PRODUCTION
LINES

WAREHOUSES

2007
BUSINESS
FOCUS:
MASS

16.1m
cases

640

5

1,623

10

5

2017
BUSINESS
FOCUS:
PREMIUM

8.2m
cases

381

2

981

5

2

I Say



Pernod Ricard



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the point
of **realisation**



iSay 2015 vs. 2013



PRW iSay in all categories



Significant decline against Australian FMCG norm



-8*

Engagement vs PRW 2015

**Product
Allowance**

**Onsite
Gym**

Culture

Behaviours

Norms

Values



What is our culture today?

What do we want it to be?

What is creating this culture today?

What the hell are we going to do?



understanding our culture





“An organisation’s culture is the foundation on which a person’s motivation is built and it is this motivation which drives performance, both for that person and the organisation.”

“As leaders we need to create an environment which provides purpose and meaning, where people can learn and grow, in which they feel supported and enjoy what they do.”



“The way a leader leads others impacts on the way they behave and work and this ultimately defines the culture and accepted way of working.”



CREATING MINDSET CHANGE



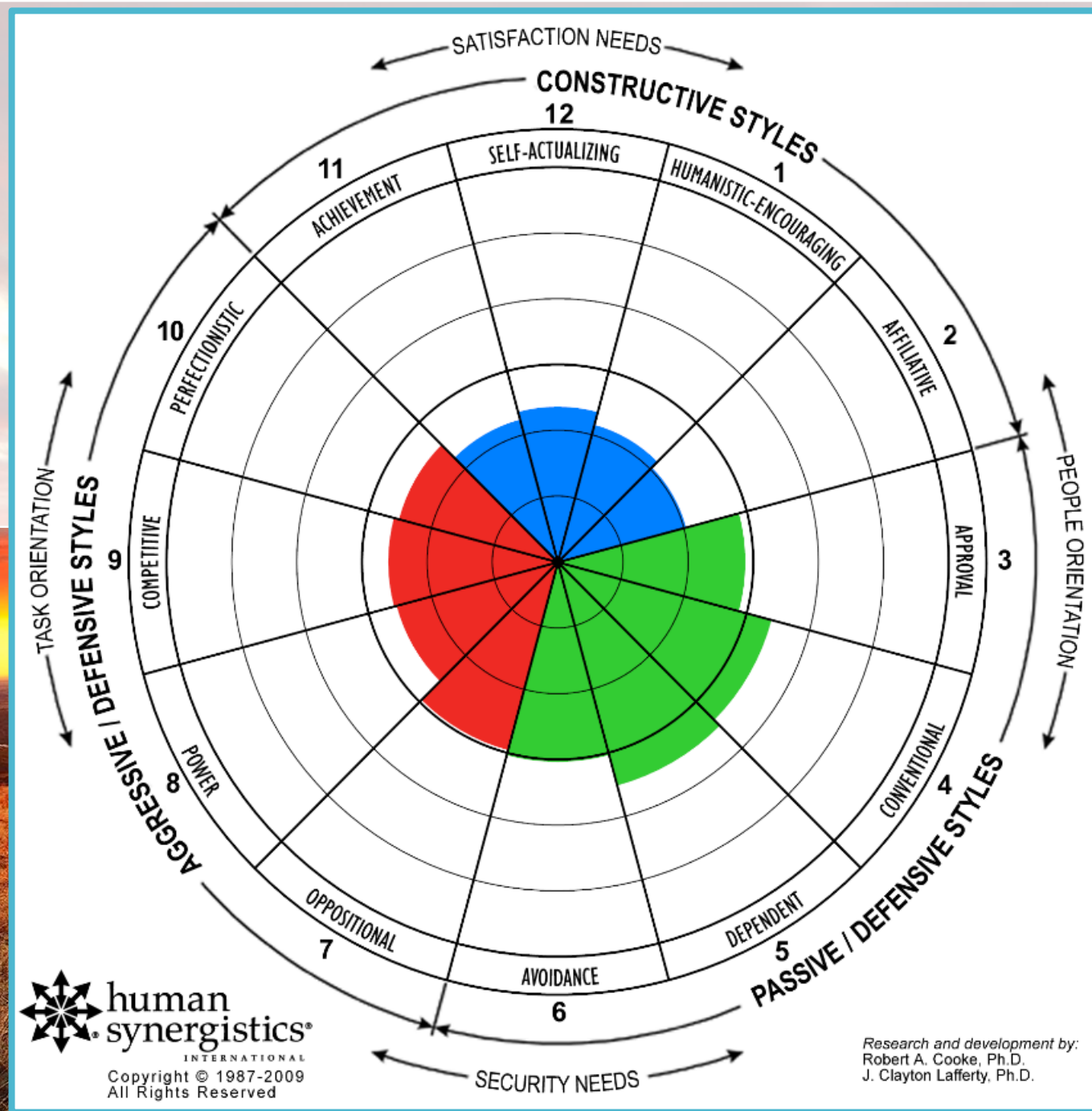
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CREATING MINDSET CHANGE



OUR ACTUAL IMPACT

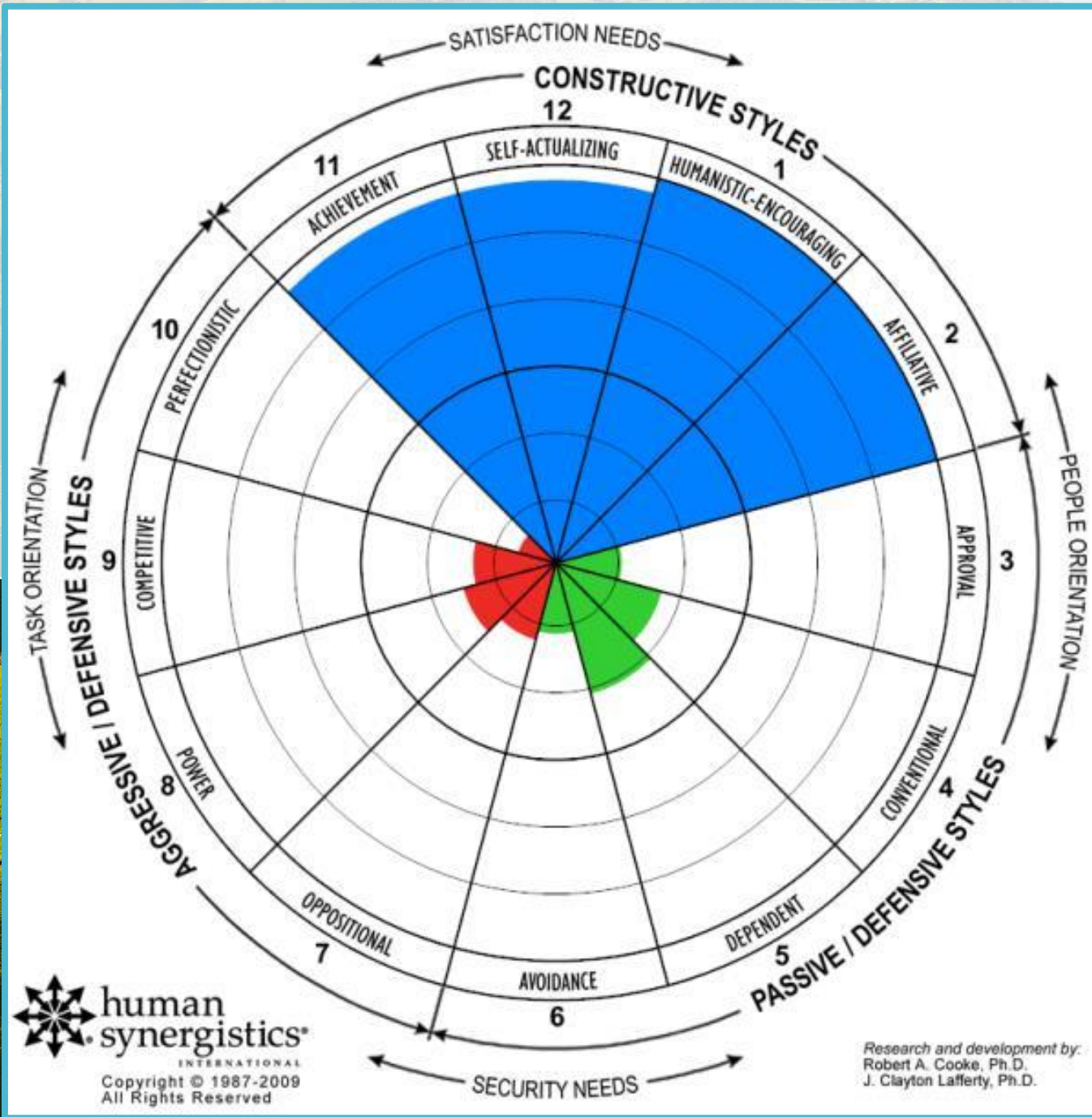


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Research and development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.

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OUR IDEAL IMPACT





A close-up photograph of a wine glass, partially filled with a clear liquid, set against a dark background. The scene is illuminated with a strong blue light, creating a monochromatic aesthetic. In the background, out-of-focus lights create a bokeh effect, suggesting a tunnel or a series of lights. The text "Some light at the end of the tunnel" is overlaid on the right side of the image in a white, sans-serif font.

Some light at the
end of the **tunnel**

iSay 2017 vs. 2015 (Au Ops)

1



PRW iSay in all categories

2



Improvements against Australian FMCG norm

3

+8*

Engagement vs 2015



5 YR accreditation



Awards 2017

Self Insured
Employer
of the Year

Winner
*Pernod Ricard
Winemakers*

Award sponsored by



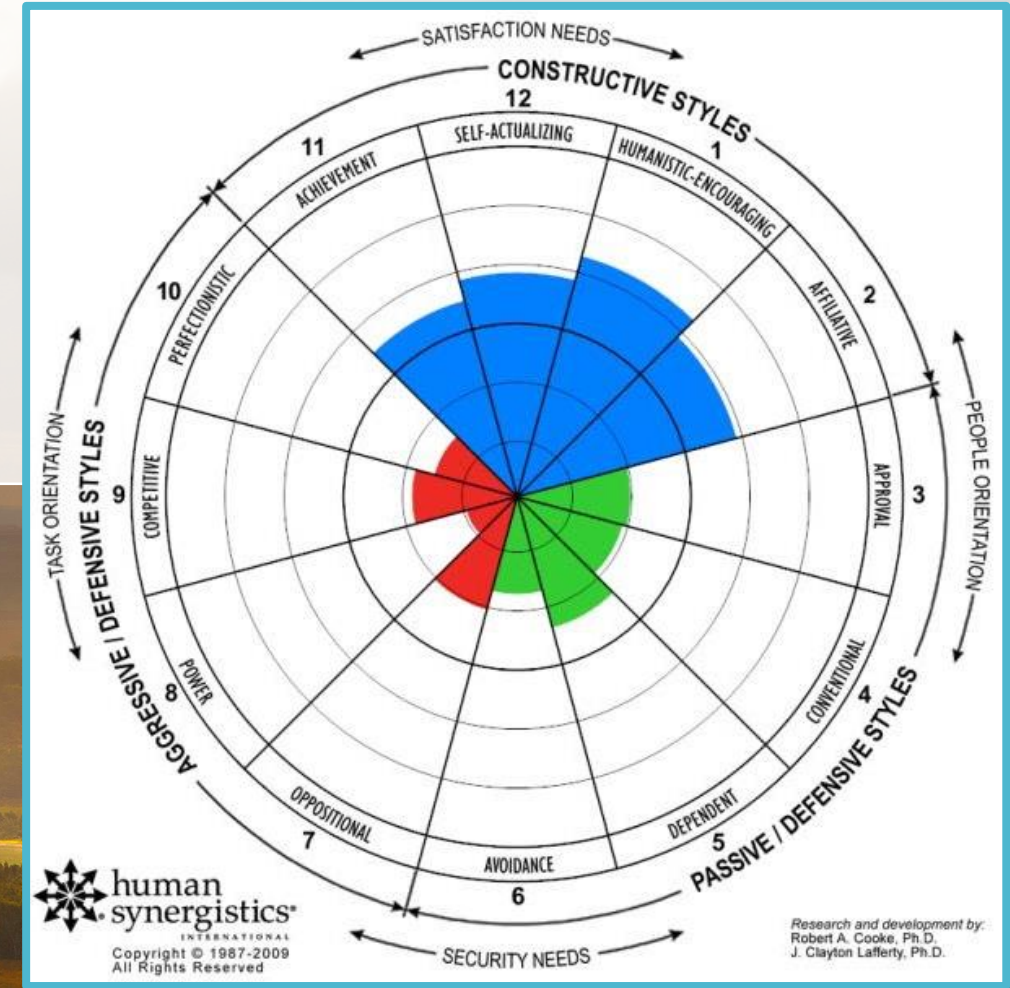
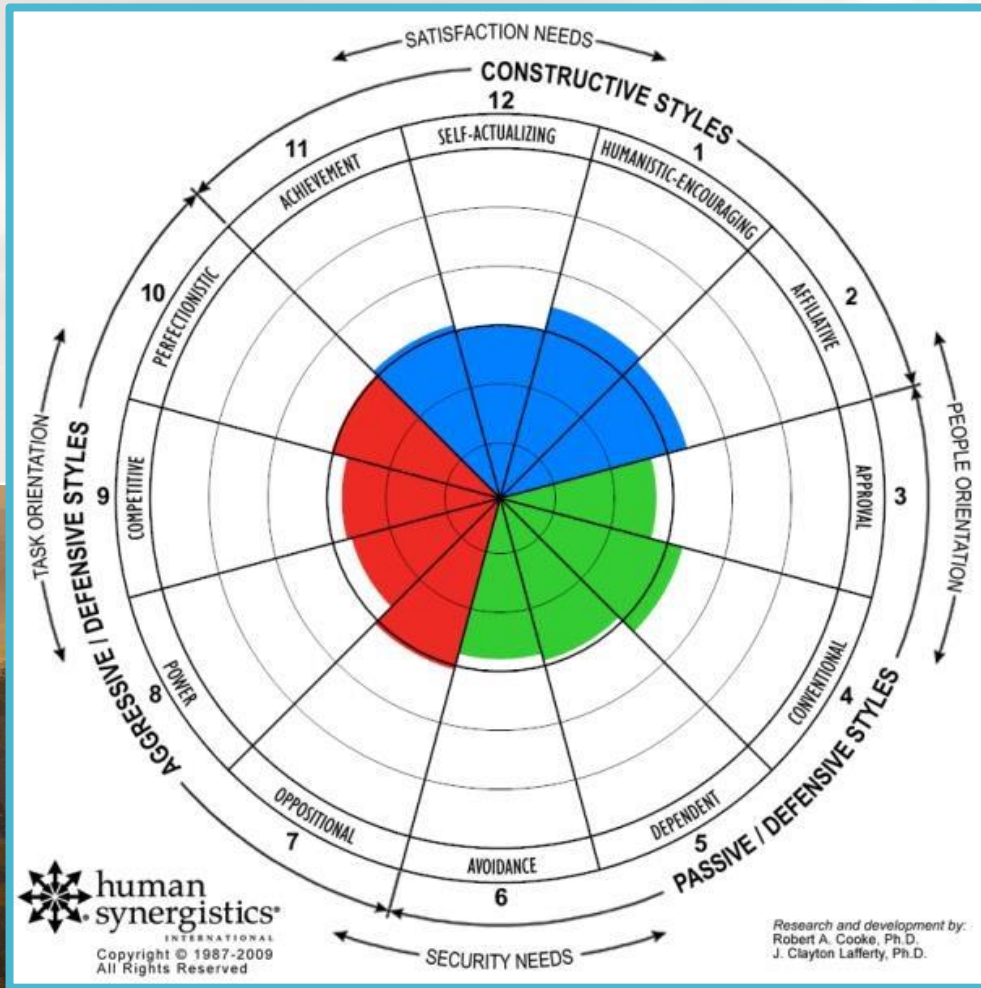
business impact



OUR ACTUAL IMPACT (2016 vs 2018)

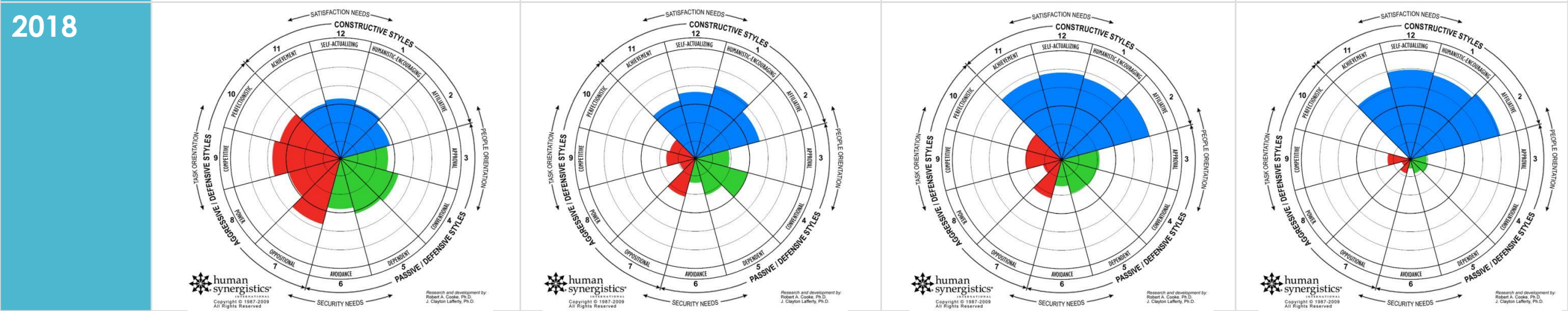
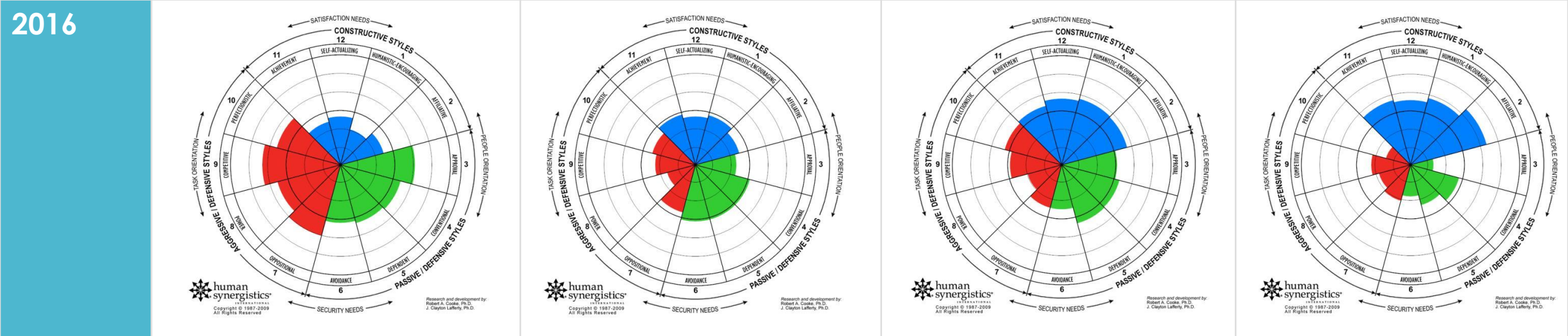
2016

2018

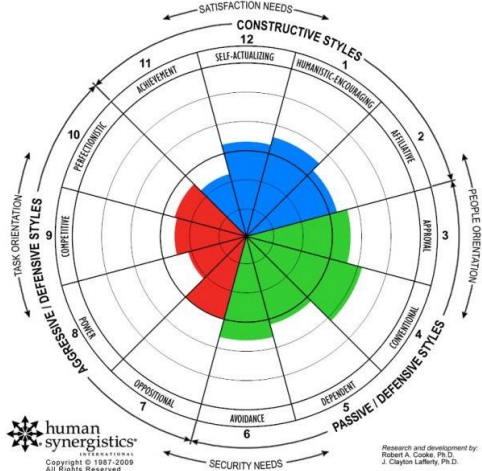
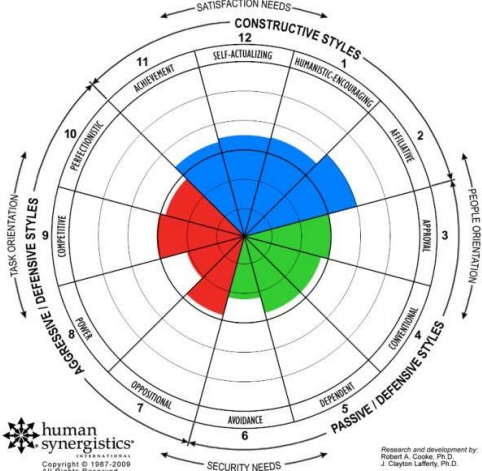
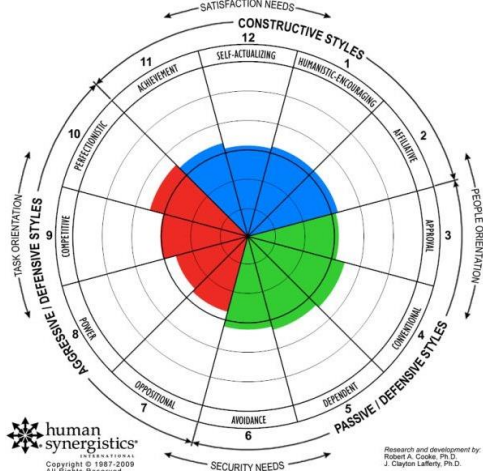
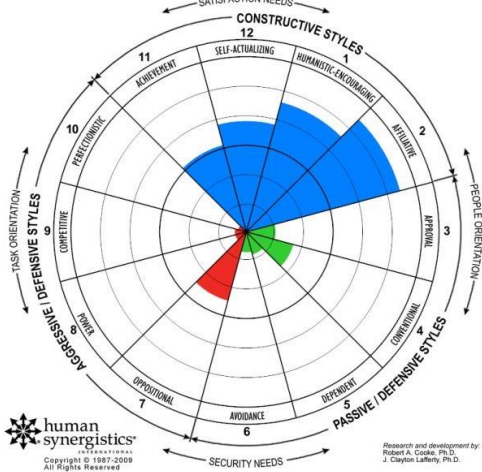
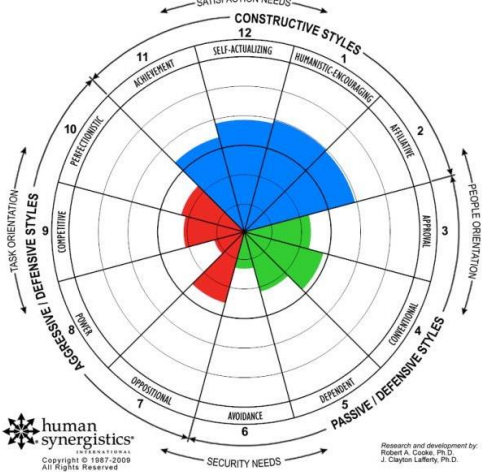
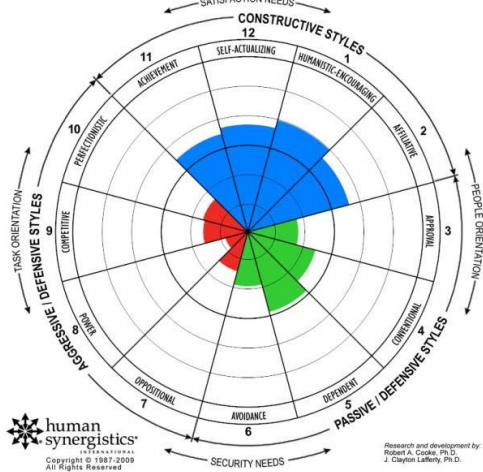


LI QUARTILES 2016 vs 2018

Year	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
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LI QUANTILES 2016 vs 2018

Year	Managers	Peers	Direct Reports
2016	 <p>human synergistics Copyright © 1987-2009 All Rights Reserved</p> <p>Research and development by: Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D.</p>	 <p>human synergistics Copyright © 1987-2009 All Rights Reserved</p> <p>Research and development by: Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D.</p>	 <p>human synergistics Copyright © 1987-2009 All Rights Reserved</p> <p>Research and development by: Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D.</p>
2018	 <p>human synergistics Copyright © 1987-2009 All Rights Reserved</p> <p>Research and development by: Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D.</p>	 <p>human synergistics Copyright © 1987-2009 All Rights Reserved</p> <p>Research and development by: Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D.</p>	 <p>human synergistics Copyright © 1987-2009 All Rights Reserved</p> <p>Research and development by: Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D.</p>

COMBINED L/I IDEAL IMPACT

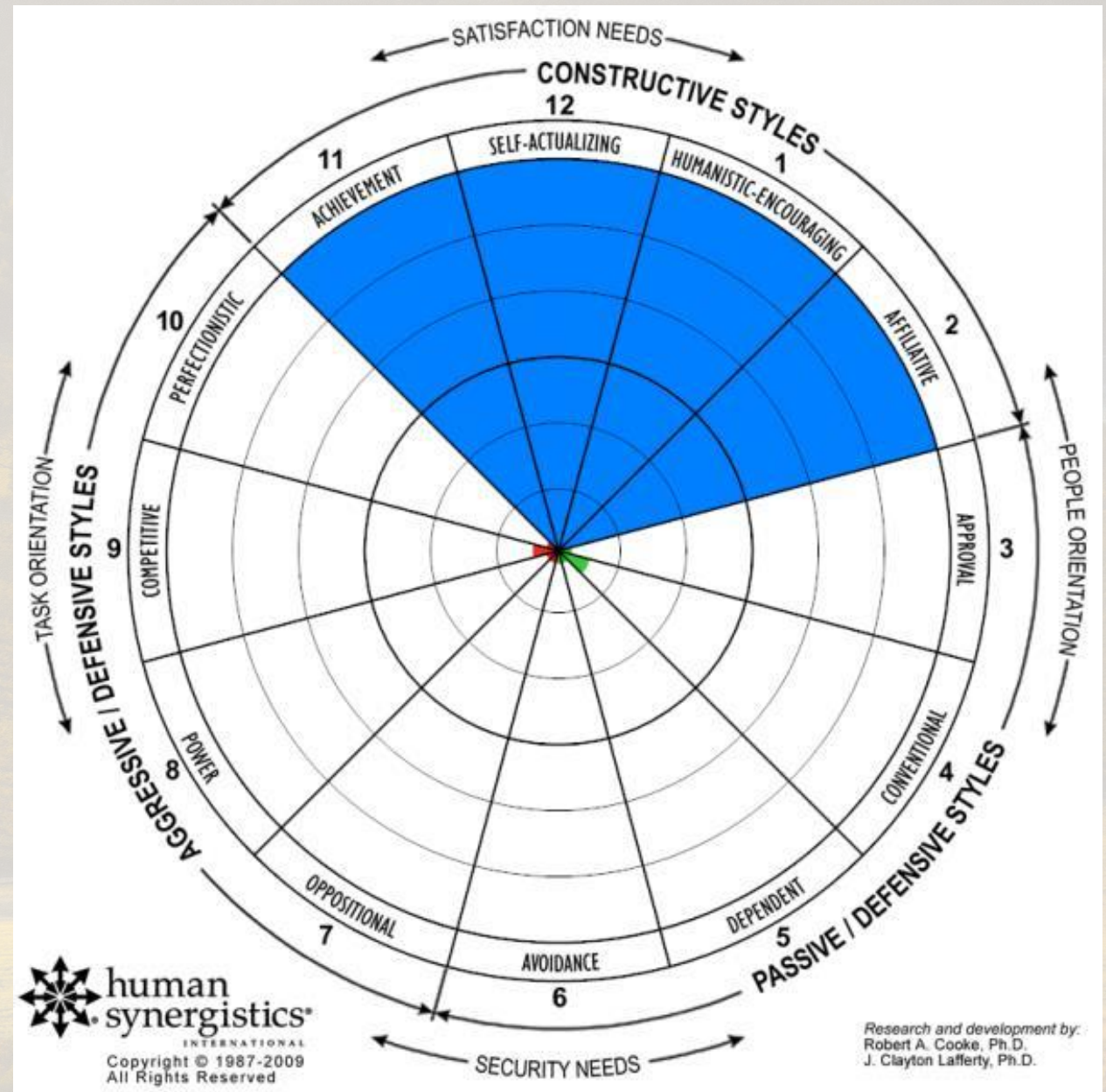
Constructive Impact

Motivation

Collaboration

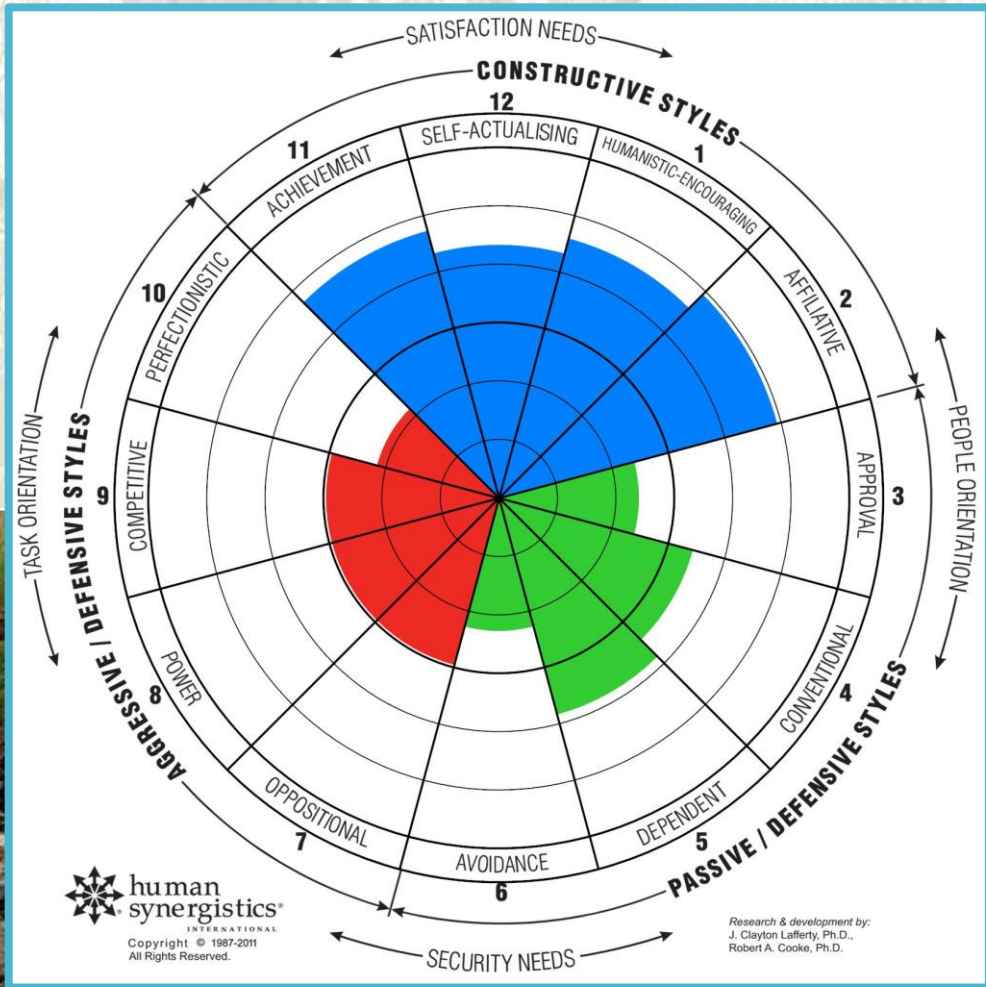
Innovative Solutions

Pursuit Excellence

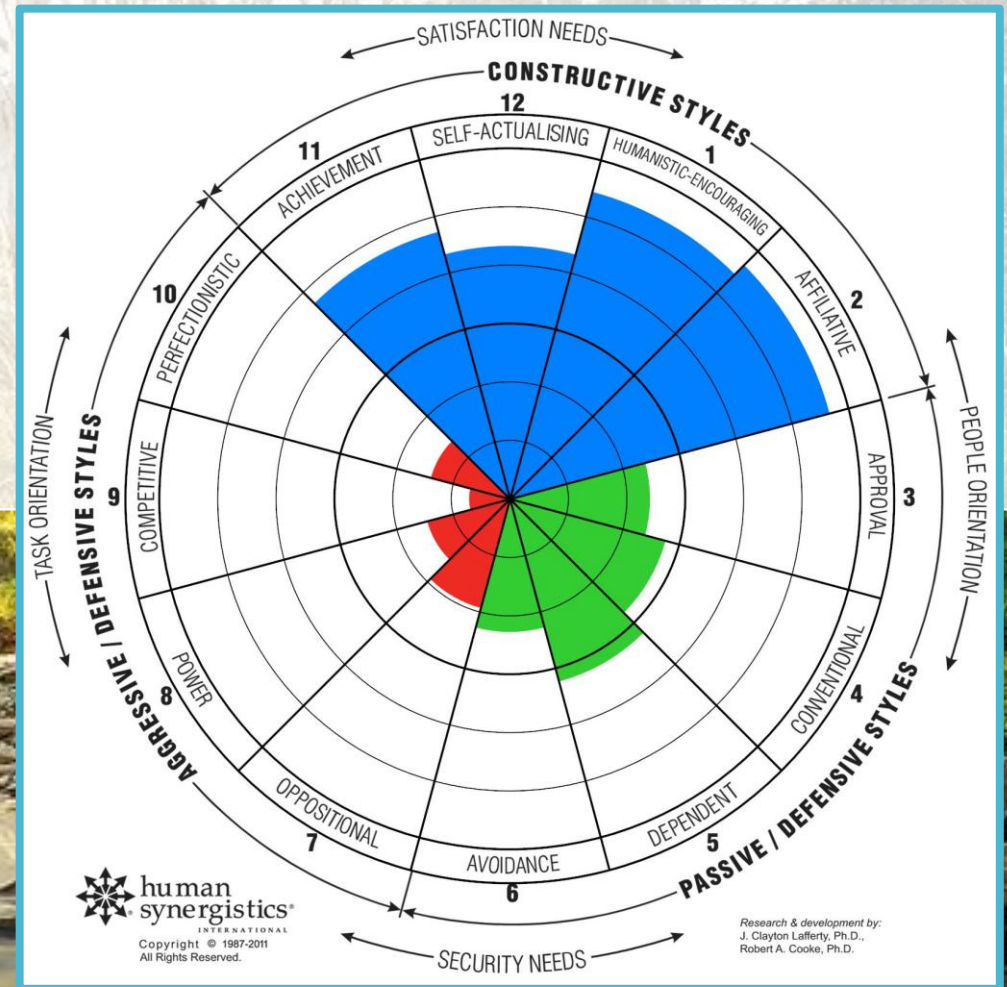


COMBINED M/I IDEAL IMPACT

2016

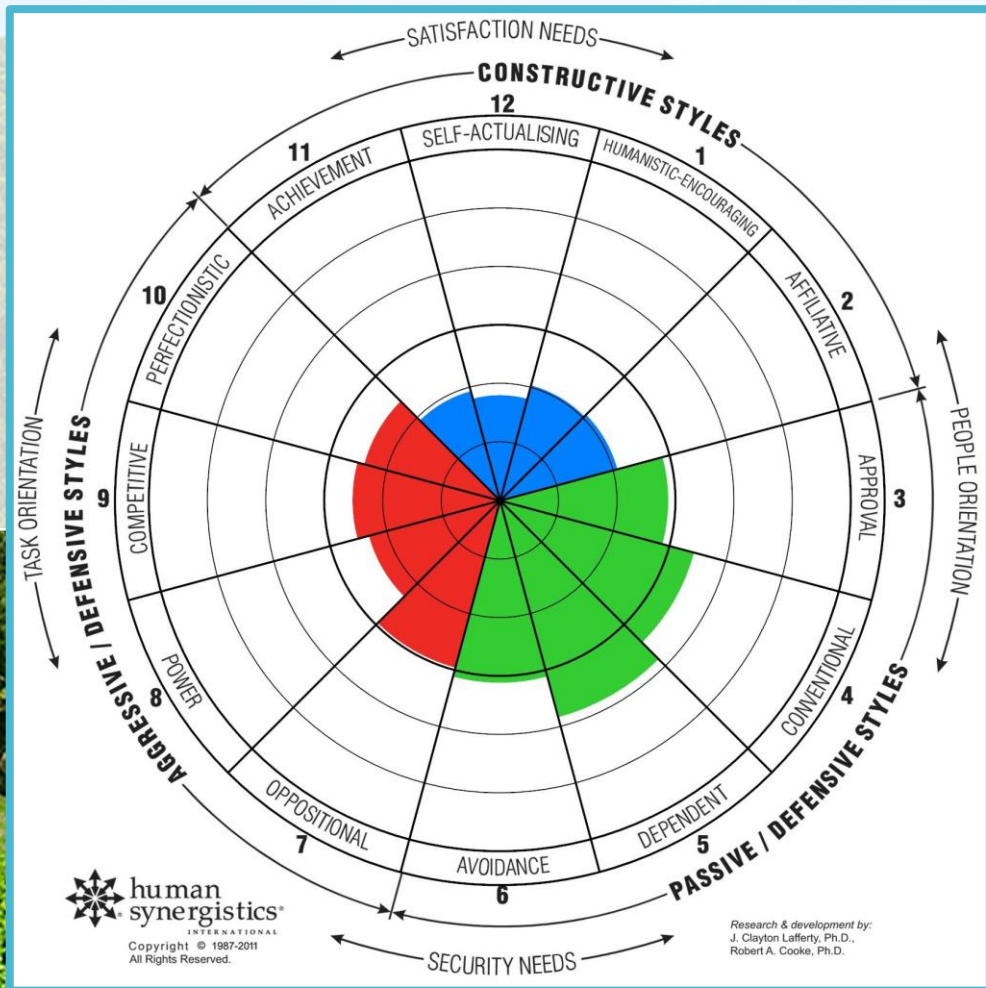


2018

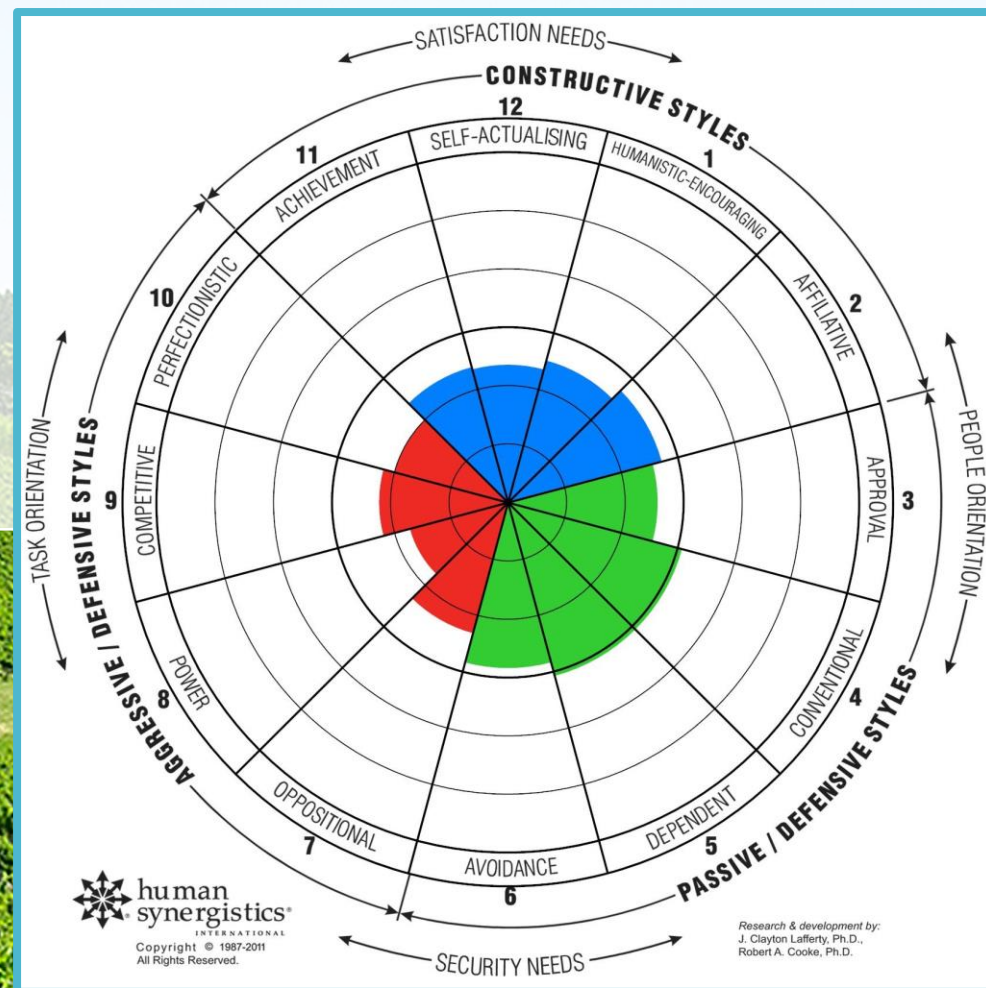


M/I ACTUAL IMPACT 2016 vs 2018

2016

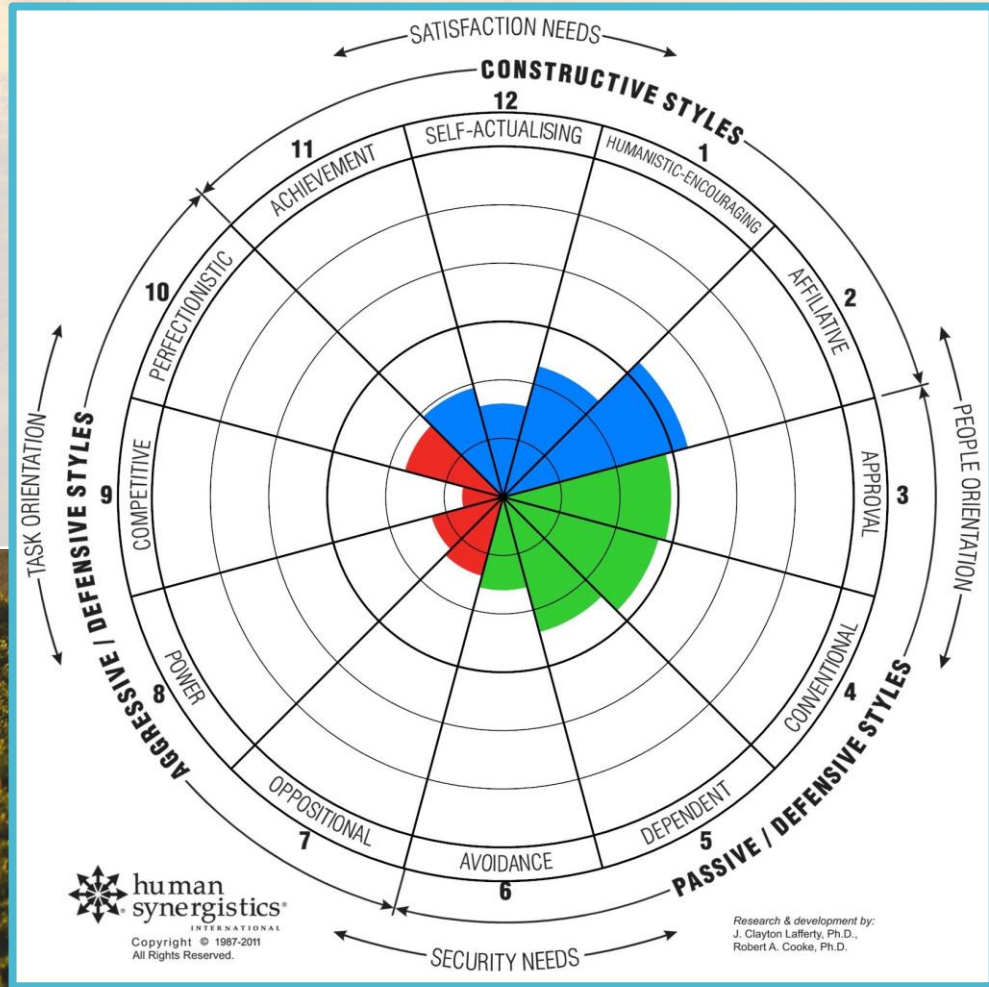


2018

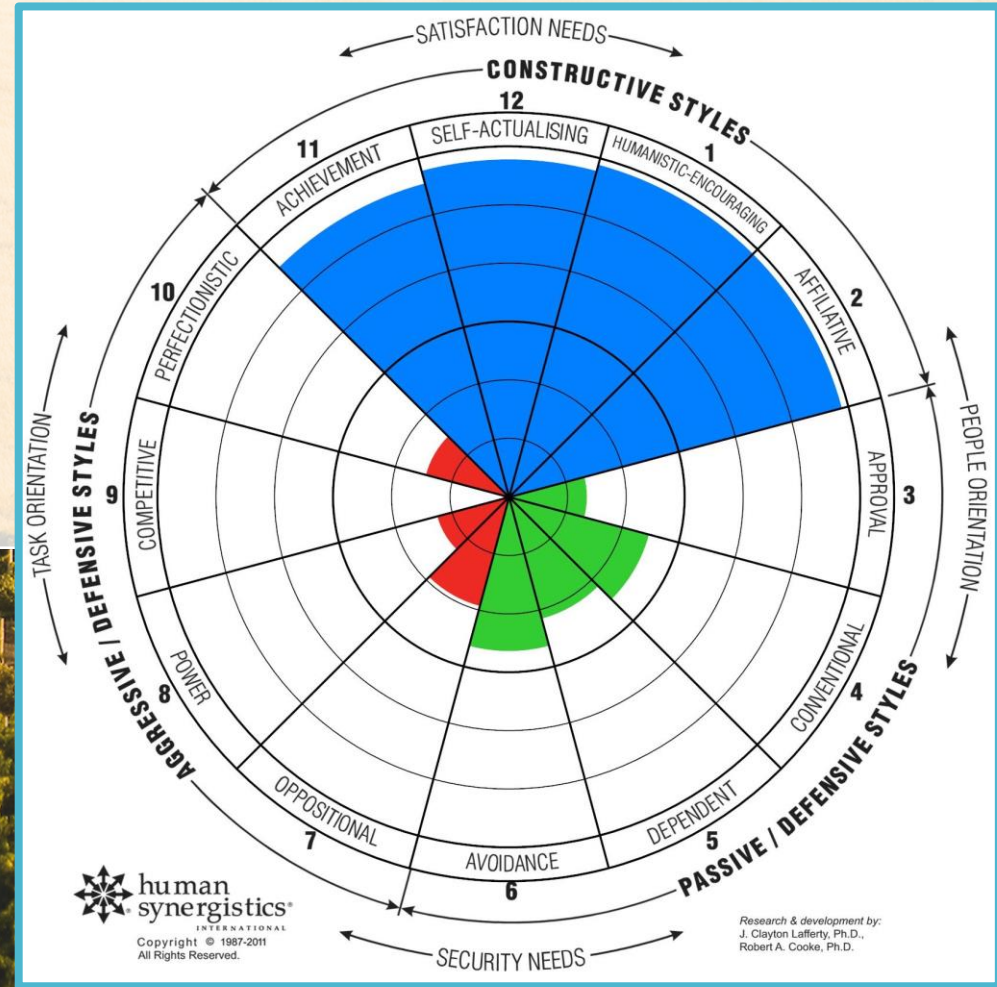


MANAGEMENT IMPACT – ONE LEADERS JOURNEY

2016



2018



so what's
next?



THE
PERNOD RICARD
Way

CREATING
MINDSET
CHANGE



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Leader Impact: That's Culture



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