

## Case Study

### STRATEGIC AND OPERATIONAL REVIEW THE PORTMAN GROUP



#### Background

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The Portman Group was established in 1989 by the UK's leading alcohol producers to promote sensible drinking; to help prevent alcohol misuse; promote responsible marketing and to foster a balanced understanding of alcohol-related issues. At the end of 2006, the Portman Group transferred all its educational funding and resources to a new charity, The Drinkaware Trust.

#### Objectives

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As a result of the formation of The Drinkaware Trust, the Portman Group needed to re-assess its role and remit. Allman Communication was appointed to undertake a strategic and operational review of the organisation and to make recommendations to the CEO & Member Companies.

#### Approach

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Allman Communication undertook extensive stakeholder dialogue to establish the current reputation of the Portman Group, the opinions of key influencers and the key trends in the alcohol responsibility sector. The outputs helped to shape recommendations as to the future strategic priorities of the organisation and the resources required to deliver these.

#### Actions

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- In depth interviews were undertaken (in conjunction with Ipsos Mori) with representatives of key groups including media, politicians, civil servants, NGOs, alcohol industry groups, trade associations etc.
- One to one interviews were undertaken with Portman Group Council Members (Alcohol producer CEOs).
- Results and strategic recommendations were shared with Portman Group CEO & Council Members and priorities were agreed. Operational and resource implications were assessed and requirements agreed.

#### Results

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- Portman Group member companies, the UK's leading drinks producers, re affirmed their backing for the organisation, committed to continue funding it and indeed boosted their support for alcohol responsibility by recruiting additional, heavyweight resource for the Portman Group to fulfill the newly created role of independent Chair.
- Portman Group structure, meeting schedule/agendas, work programme and budget were all revised to reflect the new emphasis required.

#### Industry feedback

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"I am extremely grateful to [Allman Communication] for helping us to revitalise the Portman Group following the split from The Drinkaware Trust at the start of 2007. We needed to ensure the organisation was correctly positioned after this major change. Thanks to your thorough review, working closely with staff, member companies and key stakeholders, we now have a strengthened staffing structure and clearly defined strategic focus for the organisation. Your analytical thinking and clear understanding of effective organisations has been very beneficial to us." **David Poley, Chief Executive, The Portman Group**

#### Talk to us

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To find out how we can help you better communicate with and engage your employees, please contact:  
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