

Choosing a participative approach to succeed in a transformation at the SAQ

Context

Over the last few years, the Société des alcools du Québec has been undergoing a transformation in the customer experience with a new focus on personalization. This transformation was the impetus for the launch of the SAQ Inspire project. Staged over a three-year period, the project takes advantage of the new technologies in its branch network, allowing the SAQ's operations to follow an omnichannel distribution model. This transformation entailed numerous changes before, during, and after the deployment phase. SAQ requested Brio for accompaniment in this large-scale transformation and to help them put in place the conditions for success of its deployment.

Approach

Brio Conseils designed, in co-construction with the client, a structured approach to implement the changes and proposed an approach to support the leaders of the change, employees, and the various stakeholders. The first step involved establishing a climate of trust towards the transformation allowing the project legitimacy. To do so, creating a common vision and ensuring that everyone involved fully understood the context and environment of the change was key to establish a solid foundation. The second step consisted in mobilizing individuals around the concrete impacts of the project in their respective reality. Involving them in this process and obtaining their support ensured their adoption of the changes. The last step was to promote the lasting effects and enhancement of the changes by establishing the right conditions for its integration into operations.

Results

The success of this transformation was fuelled by the close collaboration of Brio with the SAQ Inspire project team and the managers responsible for the project. Brio helped creating a mobilizing effect among senior management, leaders of change and employees. Working in co-construction with the client and allowing a participative approach right from the start with employees and managers allowed

them to engage in the project. Their involvement and engagement ensured an optimal integration of the changes in the operations, merchandising, as well as within the branch network. The SAQ's employees are proud to see SAQ Inspire now in operation at the SAQ, and its clients are enjoying the benefits of the new customer experience.

Testimony

Brio Conseils provided expert guidance as a change management specialist for the SAQ Inspire project. We are very satisfied with the work accomplished by Brio's team, who applied their extensive expertise to support managers and coordination activities. Their attentiveness in ensuring positive results, combined with their capacity to quickly adapt to our environment, contributed to the project's success.

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