Global Trends - Wine Industry Key Elements

OIV: Global state of conditions report: developments and trends

• The size of the global area under vines remained at 7.5 million hectares in 2016, with China's vineyard surface area continuing to increase (+17 000 ha), confirming its place as the country with the 2nd biggest vineyard surface area.
• World wine production declined by 3% compared with the previous year, falling to 26 700 million litres in 2016.
• Wine consumption stood at 24 200 million litres in 2016.
• The world wine trade: a slight reduction in volume to 10 400 million litres (-1.2%) but increase in value (29 bn EUR, +2%).

Global State of Conditions Report in English coming soon.

Avoiding the seven deadly sins of customer-experience transformations

Efforts to improve the customer experience can deliver tremendous value, but temptations that can undo good intentions lurk in any change program. Resist seven common missteps.

1. Myopia - Many managers enter a transformation with no real vision for the organization’s future state. Instead, they have a general desire to improve the customer experience and rush into action very quickly, before defining a more specific vision.

2. Indifference - Many a customer-experience transformation fails because it doesn’t become a top-three priority for the CEO or the top team. Without their support, securing cross-functional alignment is difficult, and transformations lose momentum when internal resistance or apathy materializes.

3. Worthlessness - Many organizations launch programs to transform the customer experience with no sense of what a better one will be worth and therefore no way to judge potential initiatives. Leaders of such a transformation will find it hard to secure sufficient resources for needed investments if they don’t have evidence that their efforts will generate business value.

4. Heedlessness - Many customer-experience transformations begin with the top team’s assumptions about what matters. Are these leaders overly weighing the voices of a few
dissatisfied, highly vocal customers who are "squeaky wheels," or are they seeing the world through their own experience as customers?

5. Imbalance - Sometimes, customer-experience transformations collapse even when executives have correctly determined what matters to customers, defined a good target, articulated a clear link to value, and provided strong support. In these cases, the culprit is often a loss of momentum from a project's failure to have an impact in the short term.

6. 'Fractionalism' - A lot of managers think about the customer experience very narrowly, focusing only on individual issues and forgetting about the overall system for delivering value. Some excel at designing specific kinds of interactions with customers but ignore the fuller experience, both before and after purchase.

7. Orthodoxy - Leaders seeking to transform the customer experience may look only to traditional or even outdated techniques, without understanding the power of cutting-edge design and digital capabilities.

[Avoiding-the-seven-deadly-sins-of-customer-experience-transformation]