



CultureGenome

Client: Leading natural animal healthcare products company
Solution: CultureGenome: creating a performance-driven culture for market leadership

The challenge

The client is one of India's leading providers of herbal animal healthcare products. However, despite the peerless quality and efficacy of its products and leading R&D, the company was **underperforming in the market and losing market share to main competitors**. Its goal was to regain growth and competitive momentum and establish market leadership.

The management understood that creating the right culture would be a factor in doing this, so they called on Culturelytics to provide data-based insights on how to build a winning culture.

Product solution: CultureGenome

We deployed our culture analytics platform CultureGenome™, which uses data analytics to support culture transformation. We conducted an in-depth study of organisational culture at company headquarters and sales locations across the country, to understand exactly where the gaps were between their current and optimal culture, build a roadmap for transformation, and set a baseline for measuring organisational maturity and the impact of the transformation program.

Inputs

- **Pulse assessment survey:** We deployed our proprietary non-invasive, behaviour science-based survey with all company employees.
- **360° web scan:** We also collected and consolidated data from a range of world wide web employee voice platforms for a reliable analysis of what employees are saying about the company and its key competitors.
- **HRIS & Financial data:** We also selected relevant HR and financial data from the company, as agreed with the client.

Results

These inputs were run through our AI-powered analytics platform, and the analysis was then presented in a **customised, interactive client dashboard** that provides:

- An overall Cultural Coherence Quotient score (CCQ)
- Culture Risk Indicator: the financial impact of culture
- Detailed insights and recommendations on key dimensions of organisational culture, including values, adaptability to change, leadership orientations, influencer networks, reputation, and benchmarking with key industry competitors.



a) Culture Coherence Quotient (CCQ™): **66** (out of 100).

CCQ is an overall measure of cultural 'health' – specifically, how aligned the beliefs and behaviours of employees are with the company's mandate for growth and leadership. This score is in the 'amber' range, indicating that a significant culture shift was required to put the company on its desired growth path.

b) Detailed insights: the dimensions of organisational culture

Our data-based analysis identified key cultural roadblocks to growth. In summary, market underperformance stemmed in large part from a culture of complacency: a reliance on the company's legacy, a lack of market orientation and cross-functional innovation, inconsistent people practices, and changing leadership. The company's science-led culture and dedication to product quality would need to be matched by an organisational culture that was market-oriented, customer-centric and performance-driven, with clear direction set and maintained by a stable, aligned leadership team.

A few selected highlights:

- **Values Assessment:** The study found a lack of alignment on core values needed for growth, with hierarchy, control and confusion identified as key values limiting growth, and a desire for greater innovation, mission focus and risk-taking.
- **Influencer Networks:** Influence in the organisation was highly concentrated with a few people in the organisation, indicating a hierarchical mindset. This was especially true for business tasks related to productivity and performance, in contrast with more active conversations around matters of personal concern.
- **Adaptability Quotient:** Adaptability scores were low and lowest among senior management. Combined with positive mood and promoter scores, this indicates complacency and a lack of leadership for change.
- **People Speak:** Our 360-scan of the world wide web to assess the company's reputation with employees found consistent concerns about company marketing – lack of innovative strategy, under-use of field staff and channel relationship challenges – along with concerns about job security.
- **Leadership Pulse:** Leadership values were not aligned with the company's mandate for growth, with low scores for aspiration and competitiveness, indicating a gap in execution efficacy.

Business outcomes

The results have been used to build a strategy for transforming company culture – leveraging its existing reputation and processes for product excellence to build a culture of excellence in marketing innovation, customer service and growth performance.

“We found Culturelytics' platform innovative and unique. Their data-based and scientific solutions add credibility and **will help us in our journey to achieve market leadership**. Wishing the team at Culturelytics the very best.”

Pradip Burman
Chairman, Ayurved Ltd.

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