



**Client:** Global infrastructure company

**Solution:** InGenome: customer-focused operational integration

## The challenge

The client, a major international infrastructure company, had invested \$100million in the acquisition and modernization of two port facilities, their first in the south of India, as part of a strategy to aggressively grow their customer cargo business. They needed to improve operational efficiency, diversify their customer base, and build their position as a global player in port logistics. An additional challenge was the need for a deeper understanding of local work culture in order to integrate the new operations successfully into their corporate culture.

The immediate task was to ensure seamless integration of the new facilities, while introducing global standards of facilities management, people management and customer service.

## Product solution: InGenome

Culturelytics deployed its culture analytics platform InGenome™ to provide an objective, data-based understanding of integration challenges and create a roadmap for post-acquisition business transformation to ensure that employees are successfully integrated into the company culture.

## Inputs

- Pulse assessment survey: We deployed our non-invasive proprietary, behaviour science-based survey with employees in both acquired port facilities as well as company headquarters.
- 360° web scan: We also collected and consolidate data from world wide web employee voice platforms for a reliable analysis of the company's reputation as an employer, benchmarking this against competitors.
- HRIS & financial data: We also selected relevant data from the acquiring and acquired companies, as agreed with the client.
- Visits to acquired port locations: We conducted focused discussions with the leadership and key stakeholders, including the port authorities and local government officials.

## 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)
- Financial impact: Performance Variance Indicator
- 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™): 65.8 (out of 100)

CCQ is an overall measure of cultural 'health' – specifically, how aligned the beliefs and behaviours of all employees are with the company's mandate for integration and growth. This score is in the 'amber' range, indicating there were significant cultural impediments across the organisation to achieving these goals.

## b) Financial impact of culture

We estimated that cultural issues were resulting in 13% inefficiency in annual employee expenditures. And if not addressed immediately, we estimated that the company was at risk of missing its projected revenue targets by 24.3%.

## c) Detailed insights: the dimensions of organisational culture

The findings revealed several impediments to successful integration, including distinct identities and inward-looking cultures at each facility, and the need to modernise working conditions and upskill port leadership. Expectations were high for positive change with new ownership, but lack of leadership visibility was undermining trust.

The acquisition presented a vital opportunity to build a unified culture across the expanding organisation: customer-centric, growth-focused and operating to the company's global standards. Visible leadership, upgraded facilities, branding and clear, consistent people practices would all build trust, ensure successful integration, and lay the groundwork for future expansion.

A few selected highlights:

- **Values Assessment:** The study found significant values dysfunction across the organisation, at both the port facilities and corporate offices, with the values of control, silo mentality and bureaucracy identified by employees as roadblocks to successful integration.
- **Influencer Networks:** Results here showed significant silo mentality between the three locations, and among functional departments. Within the newer acquired facility, collaboration was high, while at the other facility many people were working in isolation from the rest of the operation. Creating a one-culture environment needed to be a priority.
- **Adaptability Quotient:** Overall adaptability to change in the organisation was moderate, not ideal for pursuing a change agenda. Surprisingly, the corporate office showed the lowest mood and net promoter scores, clearly important to address as team that will lead change.
- **People Speak & Impressions:** Our 360° web scan shows what employees are saying about the company, and its competitors, as an employer. While people appreciated the company's dynamic, growth-oriented culture, competitors scored higher in a number of areas including organisational experience and salary/benefits, revealing an important reputational risk that could impact recruitment and retention.
- **Leadership Pulse:** The organisation was lacking strong, aligned leadership. Leader scores on influence, promotion, adaptability and mood were relatively low, and their values were not uniformly aligned with the company's growth agenda – indicating a need to focus on leadership development.

## Business outcomes

The results were used to build a comprehensive, concrete plan to introduce new standards of operational efficiency and people management. We helped our client to build trust and loyalty by increasing the skills and visibility of the leadership with both employees and the community. The corporate office also undertook a serious reflection on their own role in shaping a collaborative, inclusive culture as they conduct a vital series of acquisitions to build their future.

“We are on an ambitious growth path, acquiring and modernising key port facilities across the country. Our association with Culturelytics for new acquisitions to understand cultural gaps and determining effective steps for smooth integration helped us to bring in efficiencies, customer services and lasting belongingness among a new set of employees. **Insight provided by Culturelytics is of immense help to understand the unseen.**”

**Arun Maheshwari**  
Joint Managing Director & CEO, JSW Infrastructure

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