

Transforming Culture for the
new era!

Overcoming the challenges of Silo-Cultures!

Case Study

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Problem

Our client is a global leader in the FMCGs business, with presence in every home and every day, with their brands being used by billions of people.

Being a leader and an innovator, that runs is a fully integrated business with ever-changing demands by the Customers, Owners and the employees, the client was proactive on redesigning the organisation's architecture to address this changing business environment and stakeholders' interests.

The client had a global restructuring due to the emergence of new technologies. Part of being an agile organisation, a digital transformation initiative kicked off to enhance the speed to customers, tackle the challenge of multi-generations in the organisation, and add more autonomy to the Operating companies, i-e local leadership teams.

More specifically, it was noticed that the client-facing some serious obstacles:

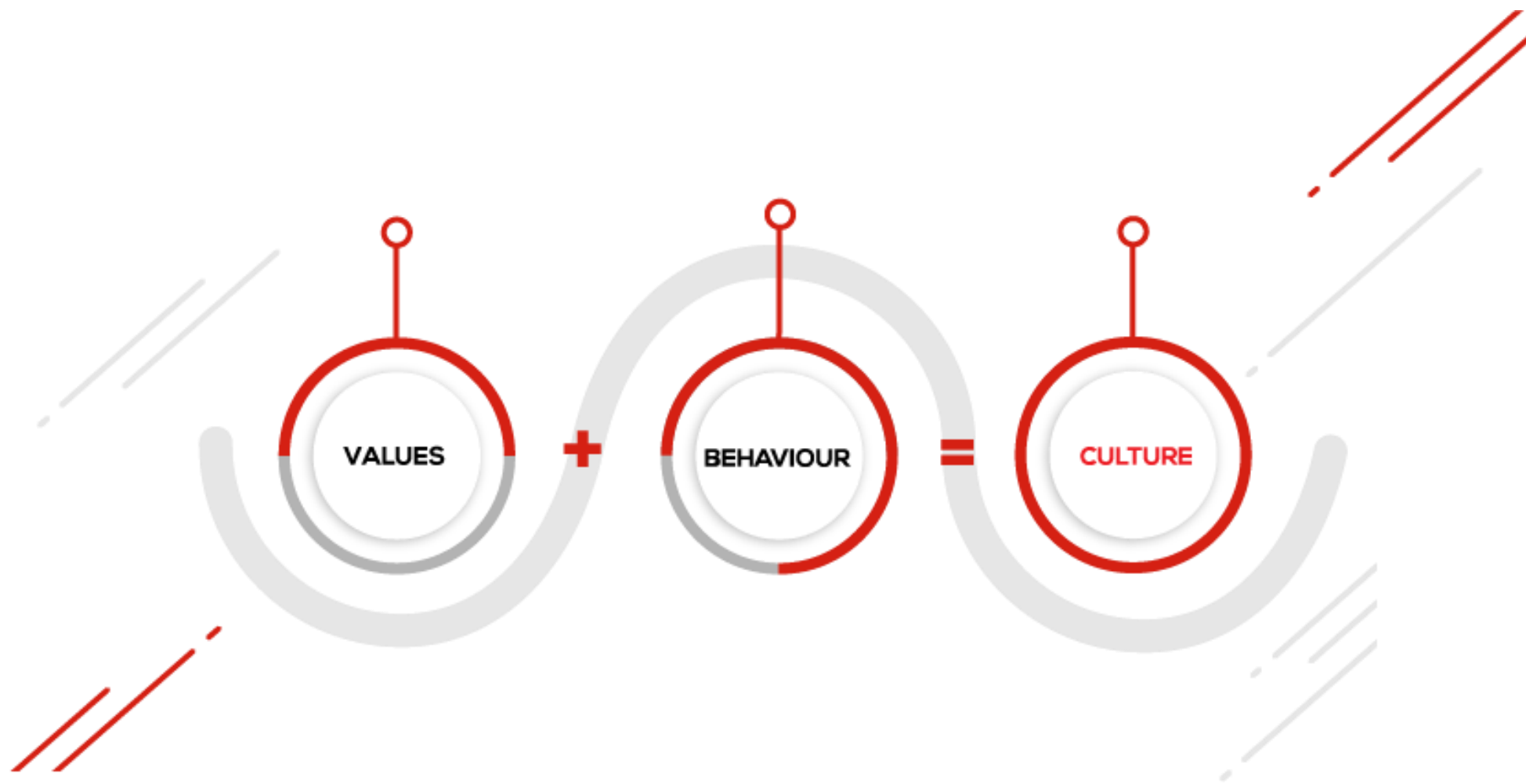
- Slow-time-to-Market due to the centralization of power on operational matters like customer-focused experience.
- A fatty organisation which leads to bureaucracy in the decision-making system
- Various Silo-cultures among the various departments created resistance and stiffness to the process of change
- The Matrix structure generated substantial levels of ambiguity between people on the ownership of tasks and power

Client Needs

After digging deeper during the needs' analysis phase, the Consultants of TTM Associates identified the strong need of how to reform the organisation's own-values and process to enable change to happen internally and lead it with their Own-champions.

This entailed the following to take into serious consideration:

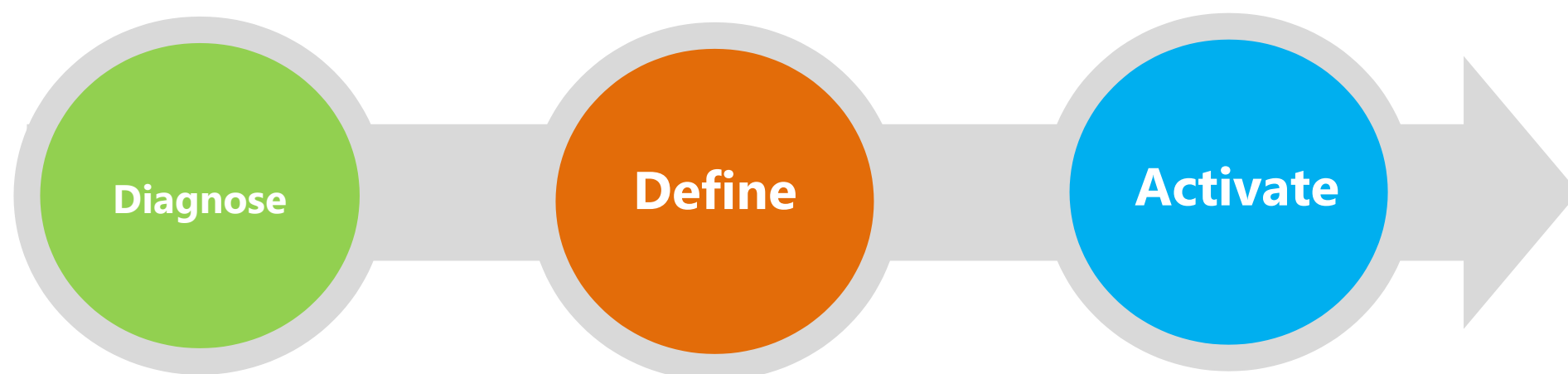
- The client is a global leader in the FMCGs business, and their brands are used by billions of people every day
- The organisation has already redesigned its architecture
- The client had a global restructuring due to the emergence of new technology



TTM Solution

Our journey with the client starts by:

- Establishing a clear picture about the current culture which is the **diagnosing** Phase
- Use the diagnose analysis to **define** the desired culture
- **Activate** the action plan



The TTM team implemented a multistep approach for Culture transformation

- Strategic Thrust revision:
 - Brainstorming session with the regional-ELT team and the Countries' GMs to revisit and examine what we aspire for, what we lack, and what culture we need to develop
- Culture assessment phase:
 - Re-assess the culture of the organisation the leaders need to develop, based on the behaviors that Leaders are demonstrating in the new Matric structure with clarity on the new environment
 - Developing Leaders to drive this initiative throughout the organisation

Champions building approach:

Developing the internal HR business champions that lead the Behavioral change throughout the organisation

Contribution

Collaboration

Alignment

Evolution

Performance

Relationships

Viability



TTM approach

- Following the outcomes of the diagnosis phase, during implementation phase, the TTM team designed an activation journey that recommended a multi-Modular behavioral based developmental methodologies approach to the interventions.



The TTM solution implemented, measured, and monitored all culture change and transformation during the activation phase using the AIDAModel

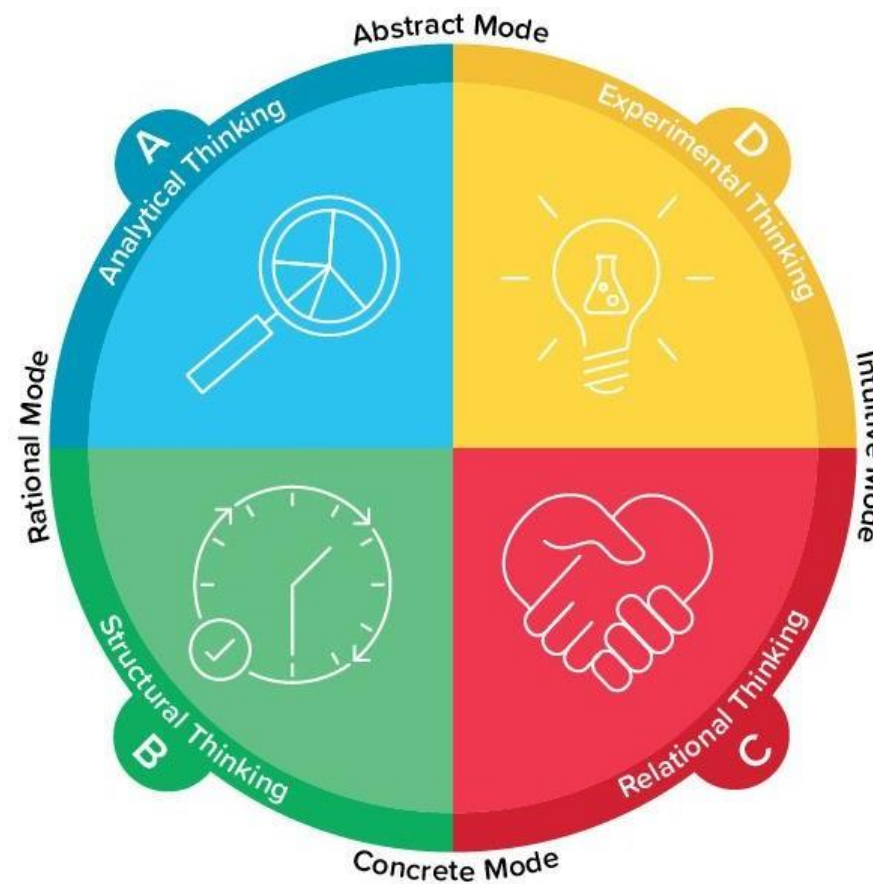
The two areas of monitoring measured:

- The progress made against the planned activities
- What impact have the planned changes made



TTM's solution was based on the Whole-Brain organisation change with clarity on:

- The methodology emphasizes that is not only about having the skill but how to demonstrate it.
- As a result, TTM developed a journey to develop the desired set of behaviors desired by the client's audience to project in order to achieve the initiative's goals.



Outcome

This groundbreaking initiative, enable the client to revamp their values and synchronize them with the vision, the business strategy, and the organizationalstructure.

Withing a year of the applied changes of this project, the organisation improved key indicators measuring people & customers experience:

- The Employees Net Promoter Score (NPS) increased from 20 % to 55%
- The Speed to market was enhanced by 30% compared to the baseline
- Market share in core categories (food) increased by 4%