



Culturelytics: Case study

Ensuring successful post-acquisition integration for a major infrastructure company

Challenge

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 successfully integrate the new operations.

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.

We collect smart culture data, run it through our powerful AI-driven analytics platform, and present the results in a **customised, interactive dashboard for leadership**.



Key findings & insights

a) Culture Coherence Quotient (CCQ™): 65.8 (out of 100).

CCQ is a measure of how aligned current culture is with the objectives of the acquisition. This score is in the 'amber' range, indicating there were important cultural impediments to successful integration that needed to be quickly addressed.

b) Financial impact of culture: We estimated that: a) cultural issues were resulting in 13% inefficiency in annual employee expenditures; b) 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 challenges, 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.

Some highlights:

- **Values Assessment:** The study found significant values dysfunction across the organisation, at both the port facilities and corporate offices. Values of control and bureaucracy were identified as particular roadblocks to integration.
- **Influencer Networks:** Results revealed a silo mentality between the three locations and among functional departments. At the newer acquired facility collaboration was high, while at the other 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 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 this was the team that will lead change.
- **People Speak & INpressions:** 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

These data-based culture insights were used to build a comprehensive plan to introduce new standards of operational efficiency and people management. We also designed interventions to build trust and loyalty by increasing the skills and visibility of the leadership with employees and the community. Additionally, the corporate office undertook a serious reflection on their role in shaping collaborative, inclusive cultures, given plans for further acquisitions to build their future.

*"We are on an ambitious growth path, acquiring and modernising key port facilities across the country. Culturelytics helped us understand cultural gaps and plan effective steps for smooth integration. **Their insight has been of immense help to understand the unseen.**"*
(Client CEO)