Enabling Cultural Integration
Establishing a Cultural Identity for XYZL
Vertebrand is India’s first integrated Brand Value Eco System.

Our value proposition to clients is ‘we help you achieve profitable business growth through your brand.’

We deliver our services through a clutch of specialist subsidiary companies owned, mentored and managed by the parent company, Vertebrand. These include solutions and products centered around Business & Brand Strategy, Communication and Internal People Alignment.

VEncompass, the People Practice at Vertebrand, offers a range of solutions aimed at enhancing business performance through effective engagement & alignment of people and processes.

VEncompass works to drive faster adoption, greater utilization and higher proficiency of organisational strategy and change such that expected business results are achieved.

The VEnC team has worked with a number of medium and large organisations across industries. Specialised in running measureable culture transformation programs, the team has delivered a range of solutions which include people engagement & alignment assessments, customised L&D modules, organisation restructuring, business excellence models and performance management systems.

The following case on Cultural Integration has been delivered by VEncompass
Enabling Cultural integration

Establishing a Cultural Identity for XYZL
SETTING THE CONTEXT

XYZL was poised for fast and rapid growth right from inception. With a capacity of about 10 million metric tons per annum covering a wide-range of petroleum products aimed to target both the public and private sector customers in India, cutting edge technology that supports global norms and expansion plans to top-up capacities, the organization was on an aggressive growth path.

Its strengths include its strong focus on technology, which has enabled it to achieve capacity utilization levels of 120 percent on a consistent basis. It is also among the first companies in India to be equipped with processes to meet the stringent Euro 4 and Euro 5 standards.

With multiple players in the energy sector, XYZL was embarking on a journey to position itself as a brand of reckoning.

CHALLENGES & KEY REQUIREMENTS

In a bid to support its ambitious business plans, XYZL has brought into its fold, more than 1000 professionals from diverse industries across the world.

Hence, the organization comprised of *multiple sub-cultures* and needed to:

- Effectively manage the differences arising from rapidly evolving, multi-cultural and diverse sub-environments.
- Leverage the Collective Strengths of the organization, through active collaboration

XYZL therefore wished to embark on an endeavor to establish a **Singular Cultural Identity** that would enable an integrated culture.

DESIRE TO INITIATE CHANGE

XYZL had initiated the cultural-integration journey by undertaking a few interventions which included the following:

- Identification of 100+ Potential Leaders who could be Culture Champions
- Design of Individual Development Plans for the identified leaders

With the key role players in place, the stage was therefore set for:

Co-creating a Cultural Integration Blueprint (**CI Blueprint**) for XYZL

Cascading the blueprint through the Culture Champions

It was time for VEncompass to take center-stage.
THE JOURNEY BEGINS – WHAT WE SET OUT TO DO

VEEncompass followed a 3-phased approach for the Cultural Integration endeavor at XYZL

THE JOURNEY TOGETHER – HOW WE DID IT

Phase 1:

The initial phase of the journey started with studying the various elements of the ecosystem supporting the potential leaders in order to:

- Gain insights about the **customer perspective** by meeting with key customers across segments.
- Gain insights about the **supplier perspective** by meeting with supplier/vendor segments.
- Understand from the **top-leadership team** about the key strengths, challenges and aspirations of the organisation as a whole and of each Business Entity / Key-Function.

This phase helped **decipher** the key elements for cultural integration and hence arrive at broad framework for the CI Blueprint.
This phase next involved *deciphering* the key elements for cultural integration and hence arrive at broad framework for the CI Blueprint.

The first phase next involved:

- Deployment of VEncompass’s proprietary tool *(the Entropy-Encode™ PaaS)* to *assess* the extent of cultural integration at organizational as well as function-team levels.
- This involved deployment of the PaaS to the Culture Champions spread across functions/departments.

**The Entropy-Encode™ PaaS**

Phase 2:
The next phase was focussed on creating a *felt-need* as well as a *sense of ownership* for Cultural Integration amongst the identified culture champions. This was through a series of interventions with the Culture Champions which included wide-spread communication as well as customised co-creation sessions.

The creation of felt-need was through sharing the findings from Phase 1 which clearly conveyed the gaps in alignment and hence the need for Cultural Integration.

The sense of ownership for Cultural integration was driven through a set of customised *co-creation workshops* where the potential leadership was facilitated to arrive at the CI Blueprint for XYZL The CI Blueprint which emerged was not only signed-off by the culture champions but key action plans were also developed in order to bring life to the blueprint within the organisation.
Phase 3:
The final phase was the handholding and guiding stage, designed and executed with the purpose of instilling confidence in the core team at XYZL to take ownership and be at the forefront of the transformation process at the company.

It involved many hands on participative sessions including role play and case study to help the core team identify the right culture enabling parameters, assess where they stand now and identify priority areas for improvement.
KEY TAKEAWAYS
The key takeaways of VEncompass’s engagement with XYZL were:

• Establishing a felt need for Cultural Integration
• Empowering the key leadership as Culture Champions
• Creating A Cultural Blueprint for the future

The effectiveness of delivering the above is illustrated by the collation of feedback from the organization on the CI Workshops as follows:

CONCLUSION
The cited project case relates to the need for aligning the many sub cultures within XYZL to create a strong integrated culture that serves as the driving force for the organization helps it channelize the potential synergies arising from the transformation process and emerge as a formidable player in the energy industry.
This case is based on a real-time project implemented by VEncompass. The client organizational context set by the case is therefore based on the internal & external environment insights, drawn by VEncompass. The methodology for Business Excellence and the key deliverables are cited, as delivered. However, sensitive information including identity of the client have been withheld considering the nature of the assignment.