

# Case Example | Altus Organizational Performance Benchmarking

Altus activates the organization by helping to identify specific measures which improve behaviors, performance and productivity.

## BACKGROUND & CONTEXT

- Industrial sensor equipment manufacturer, active in eight countries
- Spin-off of a multinational industrial products company
- High profitability but no sales growth
- Little progress toward aggressive strategic and operational goals
- Schedule and budget problems with new product development
- Complex coordination between functions
- Employee de-motivation and fear. Lack of employee initiative - lethargy

## MEASURES

- Stopped major product development despite multi-millions already invested
- Head of R&D replaced
- New corporate strategy defined
- Implemented rigorous project review and new budgeting process
- Hundreds of employee-driven improvement measures defined and implemented at all levels
- New CEO / leadership communications processes established

## RESULTS

- +20% organic sales growth achieved within 1-1/2 year; maintained high profitability
- Transformation of organizational performance from lethargy and no growth to high profit, high growth
- Significantly improved employee motivation and engagement – turning point for the culture

## HUMATICA APPROACH

- Organizational performance and behavioral benchmarking
  - Altus employee survey
  - 15 Structured interviews
- Benchmark core human processes against leading companies
- Management workshop
- Define roadmap of changes to improve performance of the organization after closing
- Approximately ten weeks required from start until finalized roadmap of specific changes agreed with the extended, global management team

