



Case Story

Manufacturing Company Increases Innovation and Productivity

Using MDNA Cloud, Envision helps clients
engage employees and drive results.

Development By:

ENVISION





OVERVIEW

The following is a case study of a manufacturing company that designs and engineers innovative products for global commodity industries.

This case study is organized into the seven stages of Envision's Brand Culture program.

- 1 Entry** – Initial Problem
- 2 Contract** – Engagement and Proposal
- 3 Diagnostics** – MDNA Assessment and Discovery
- 4 Recommendations** – Strategic Report
- 5 Plan** – Intervention and Strategy
- 6 Action** – Program and Execution
- 7 Evaluation** – Results and ROI

1

ENTRY: INITIAL PROBLEM

The client approached Envision for assistance with marketing. Gross sales were projected to fall for a second consecutive year based on multiple factors. The company had recently experienced an ownership transition that required a shift in corporate culture.

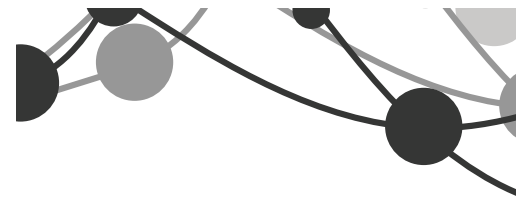


2

CONTRACT: ENGAGEMENT AND PROPOSAL

After research into the client industry, Envision assembled its team and proposed a scope of work based on the client's objectives and metrics for success.

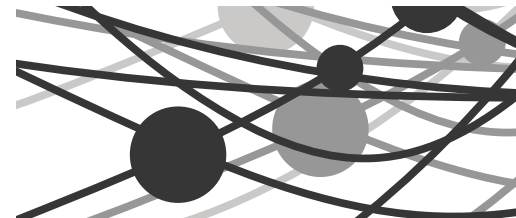
Throughout the engagement, Envision proposed a series of rolling contracts to accommodate the client's progress and budgets—including strategic execution and support.



3

DIAGNOSTICS: **DISCOVERY & MDNA CLOUD**

Envision conducted an initial strategic discovery. For this client, it included the two-part MDNA assessment, interviews, and analysis.



Overview

MDNA Cloud is a software platform that measures employee motivation and engagement along with six dimensions of culture.

MDNA Cloud starts with an individual assessment, which for the client included 26 employees. Individual assessments identified the intrinsic motivations of each employee and their perceptions of their roles and relationships with coworkers. After the assessment, MDNA Cloud analyzed the data and provided several levels of reports. Envision also debriefed senior leadership.

MDNA Cloud: Measuring Motivation, Engagement and Relationships

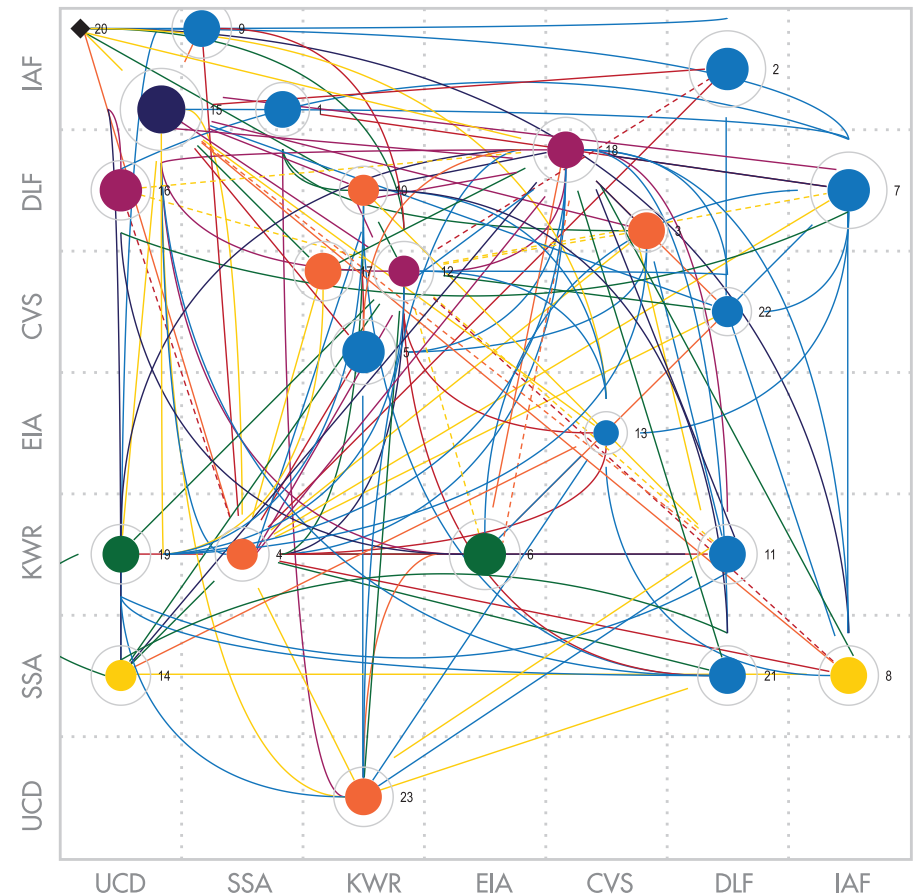
The following Culture Graph shows how each employee (represented as a node) is intrinsically motivated and their MDNA Gifts. Here we can start to see trends with Gifts and the culture as a whole.

The size and color of the node, along with the lines, indicate self-determination, social engagement, confidence in change, and relationships of each employee.

Based on the Culture Graph to the right, we can make several observations about this company:

- Overall, half of the employees are somewhat engaged, and half are disengaged.
- Every primary and secondary gift is represented, showing a healthy diversity.

- The level and health of social connections span the entire range, which is typical of organizations without proactive culture strategies.
- There is a gap between management and frontline workers in terms of trust and confidence.
- The EIA gift is least represented, which immediately reveals a potential gap and should be investigated further.

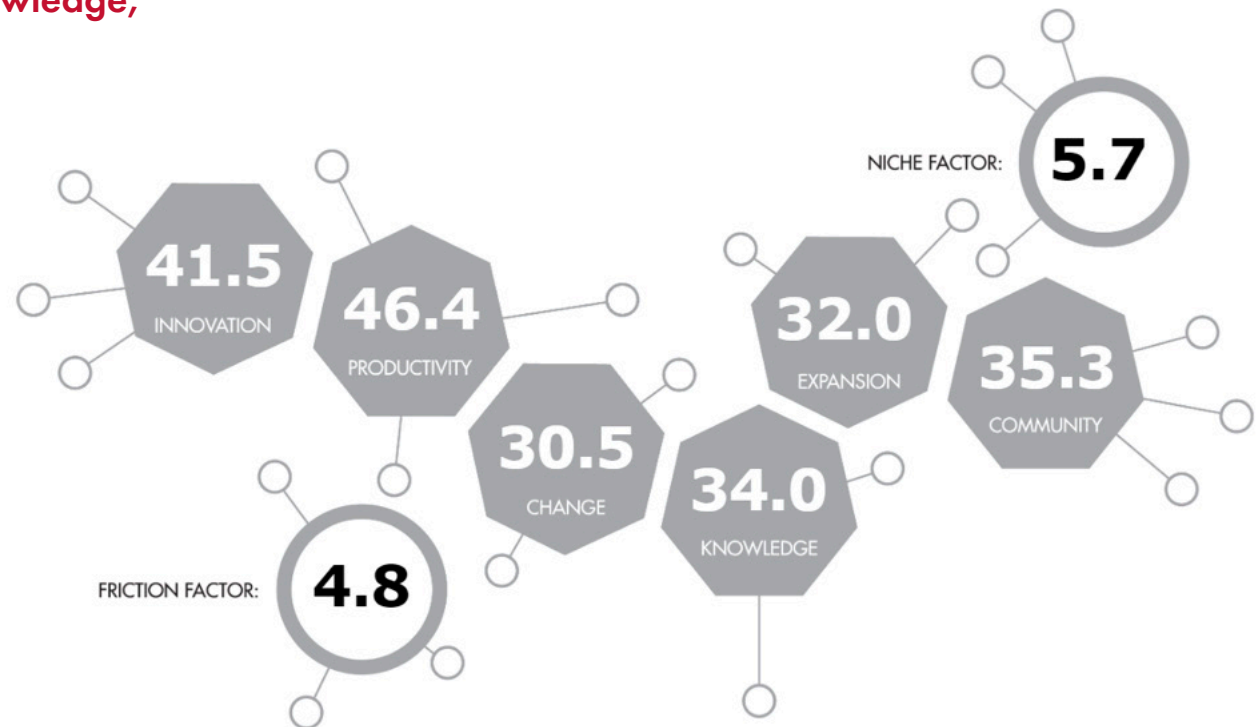


MDNA Cloud: Measuring Six Dimensions of Culture

MDNA Cloud takes data from the two-part assessment and provides scores for six primary culture dimensions: Innovation, Productivity, Change, Knowledge, Expansion, Community.

Here are a few observations we can make:

- The company scored sub-optimally in four of six culture dimensions (under 40), with the lowest being the overall motivation for change.
- Productivity was the current highest score, which is typical for most organizations.
- Change was the lowest score, which helps us understand that the change management process will be slower in this organization.
- The second highest score was innovation, which was a positive sign for an organization that focuses on research and development of its products.
- We immediately recognized that change and expansion were the lowest scores because of the lack of the EIA gift within the organization.



INITIAL RESULTS

Interviews

After the MDNA Cloud assessment, we conducted interviews with a cross-section of stakeholders. Having each interviewee's MDNA helps understand their responses during the interview. In this manner, interviews provided additional insights and confirmed the results gathered from MDNA Cloud.

Having each interviewee's MDNA Cloud results helps us understand their responses during the interview.

During each employee interview, our questions focused on seven topics. This process provided insights into the reasons for the organization's current results. It also allowed us to understand initial narratives that we eventually integrated into all future interventions for change.

- **CEO** – Leader that stewards the DNA of the organization.
- **Core Team** – Managers of all organizational systems.
- **Strategy** – How the organization achieves the mission and vision.
- **Process** – The systematic management of the organization.
- **Culture** – How the organization lives the brand.
- **Talent** – The energy and engagement of all employees.
- **Performance** – Measuring return on investment and inspiration.

For the client, we encountered high levels of resistance and skepticism about Envision's involvement. The consensus was that the company had made previous attempts to improve, but all initiatives lacked follow through and fell short. We also identified degrees of cynicism surrounding management, which resulted in passive-aggressive interpersonal dynamics between teams. The mistrust and unresolved conflicts were preventing the organization from realizing its full potential.

SWOT/PESTLE Analysis

As a final step, we combined data from MDNA Cloud and interviews into a SWOT/PESTEL framework. Many organizations are familiar with SWOT (Strengths, Weaknesses, Opportunities, and Threats) but do not always consider PESTEL, which stands for:

- **P**-olitical
- **E**-conomic
- **S**-ocial
- **T**-echnological
- **E**-nvironmental
- **L**-egal

Our full analysis is available on request.

DISCOVERY

4

RECOMMENDATIONS: STRATEGIC REPORT

Once the Diagnostics stage was complete, we reported our findings and presented several strategic recommendations. We followed each draft with several conference calls to gather feedback and make iterative improvements.



Overview

Envision's process involves identifying an organization's Brand MDNA.

This process results in each company being assigned a primary and secondary MDNA Gift

Our client's MDNA Gifts are UCD/IAF, which means its brand is about "Innovative Paradigms through Intuitive Ecosystems." The following is a brief excerpt we provided the client.

Innovative Paradigms (UCD) Brand Promise

The Innovative Paradigms organization is all about introducing new products, ideas, and approaches to the market, operating out of insights and principles, which differentiate them from other organizations. It includes solving problems in unique and strategic ways, especially when customers don't even know where to start.

Nike, for example, was not only innovative in the athletic footwear industry but also introduced new ideologies ("Just Do It") to sport

such as running and personal fitness. Another example is Pixar. Many see Pixar as just an animation company. The reality is Pixar started as a software company and used its technical innovations to pioneer a new breed of 3D animated entertainment.

For our client, the first and obvious sign of being an Innovative Paradigms brand was its successful track record of introducing niche product solutions into the market.

Intuitive Ecosystems (IAF) Brand Personality

In science, an ecosystem is a complex set of relationships that sustains and multiplies life. It is the metaphor for the Intuitive Ecosystems brand in business. The Intuitive Ecosystems organization surrounds the consumer with everything he or she needs to feel special and fulfilled.

Fulfillment is the core competence for the Intuitive Ecosystems organization. As noted, this involves the fulfillment of a customer need. But it also involves innovating products and services to reach their fullest purpose and potential. Another form of this is providing an ecosystem that empowers a customer's ecosystem. For example, Etsy is an online marketplace for

handmade goods by "makers." Etsy's vision is to allow any maker to be successful from home through an ecosystem of features.

In other examples, Apple has dominated the electronics market by offering an intuitive digital ecosystem through platforms like iTunes and hardware like the iPod, iPhone, iPad and Apple Watch. Cirque du Soleil provides an intuitive ecosystem differently. Instead of a traditional circus where the audience focuses on one specific act, patrons are treated to a creative ecosystem of acrobatics, dance and other feats of visual stimulation.

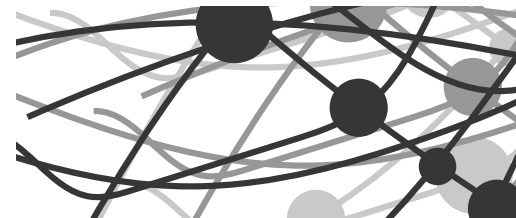
Our client is the quintessential expression of the Intuitive Ecosystem organization, which keeps the organization in relationship with clients. When the organization sells a solution, they stand behind it, which is part of keeping the client in the relational ecosystem.

Based on the Brand Culture, Envision's approach is to present a focused set of strategies and tactics then, allowing clients to pick and choose which fit them the best and implement them in different stages. Though the course of our engagement, the client continued to move forward with our strategic recommendations as they were ready for implementation. Our first step was to conduct a Brand Culture –intervention to engage all employees for a healthy launch.

5

PLAN: INTERVENTION AND STRATEGY

Every organization is distinct. For this reason, we customize every employee engagement according to its unique MDNA. We also take advantage of every opportunity to involve employees and invite them to cocreate the Brand Culture plan. This approach maximizes engagement and facilitates change.

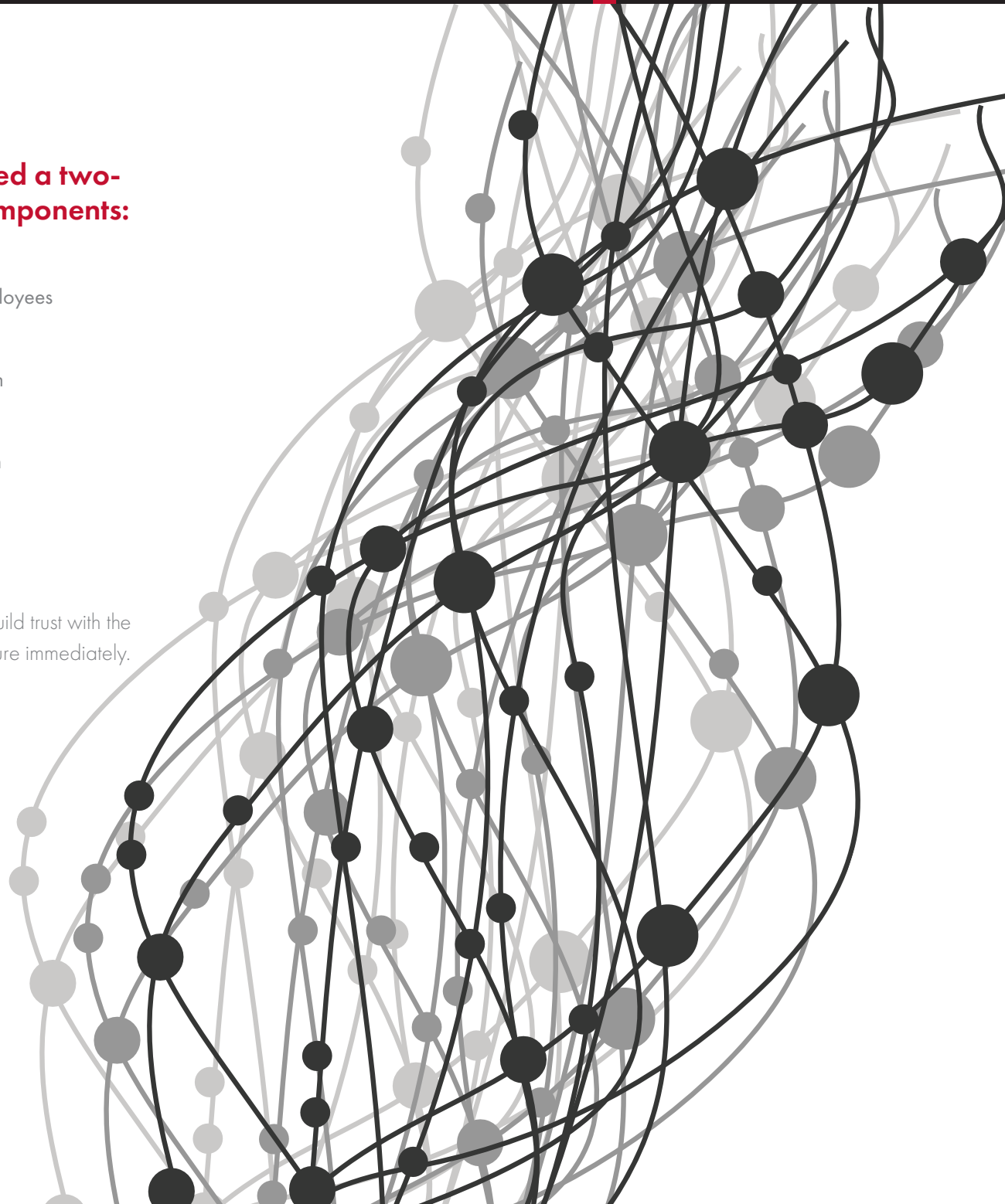


Overview

For the initial intervention, we planned a two-day workshop with the following components:

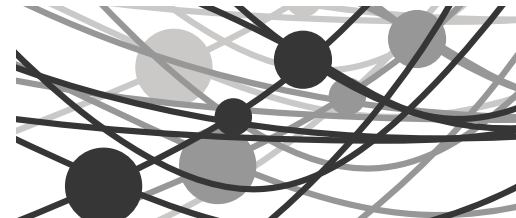
- **MDNA Introduction** – Session for all employees to learn and interact using their MDNA.
- **Departmental Deep Dives** – Meetings in teams to facilitate discussions about change.
- **Executive Team Coaching** – Session with all the managers to explore strategies.
- **CEO Coaching** – Debrief with the CEO for feedback and next steps.

Our primary objective was to introduce our approach, build trust with the teams, and get a “quick win” to tangibly improve the culture immediately.



6

ACTION: PROGRAM AND EXECUTION



Overview

Following the workshop, Envision recommended the following ongoing action plan:

- **Well-Positioned Brand Strategy** – Included development of a One-Word-Why, Up(solve), to align their internal and external brand communications.
- **Creative Concept** – Included associated messaging and design layouts that described (Up)solve and could be integrated into internal communications and external marketing.
- **Optimized and Standardized Internal Communications** – Here we developed e-newsletters, Slack communications and visual screens throughout the plant.
- **MDNA Coaching** – Senior leadership and core employees engaged in coaching, and we used MDNA to drive employee motivation and engagement.
- **MDNA Workshops** – We facilitated two sets of workshops to engage employees and educate on MDNA.
- **Advisory and Facilitation** – We provided MDNA-based coaching to manage change across multiple organizational systems, including talent development, performance tracking and incentives. We also provided advisory and coaching support for the CEO.
- **360-degree reviews** – We coached senior leadership on how to use MDNA for reviews and feedback.



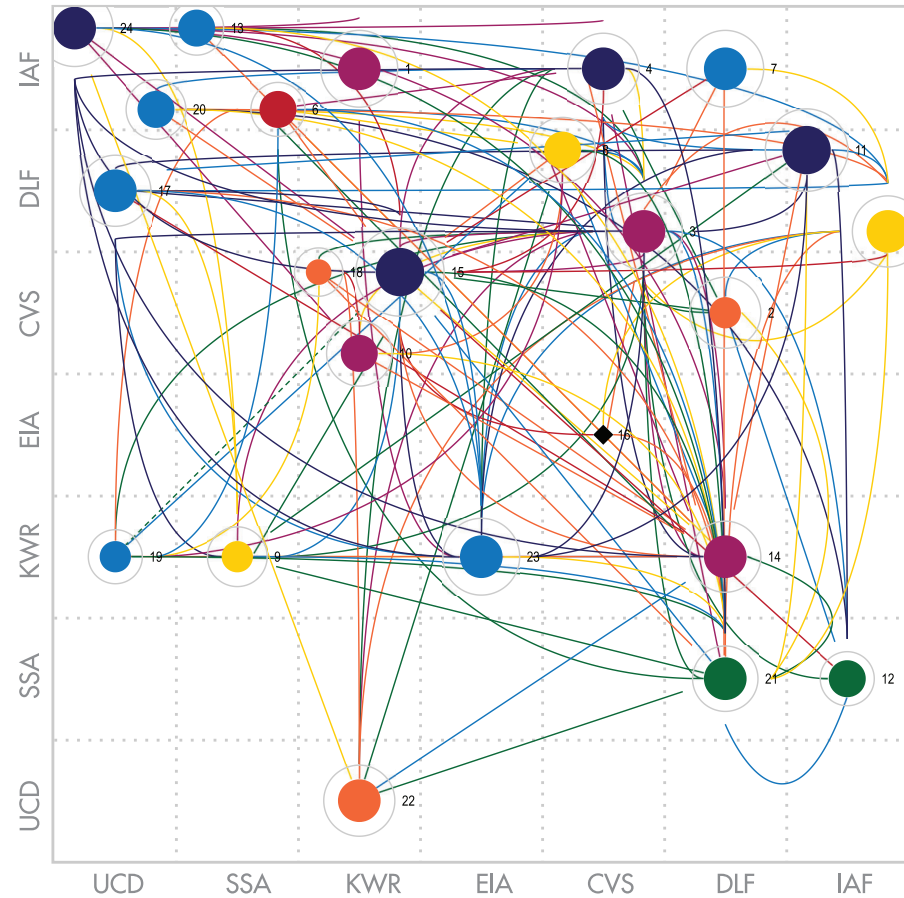
7

EVALUATION: RESULTS AND ROI

Using MDNA Cloud, we reassessed the company after six months. This data allowed us to measure progress and calculate ROI next to key performance indicators.

Results: Improved Relationships and Self-Determination

- Deteriorating relationships were virtually eliminated except for one (indicated by the dotted line between employee 19 and 15).
- Overall, the employee nodes were larger in size, which indicates greater self-determination.
- Key managers had the most significant improvement, which was reflected in their connected individuals on the social graph.
- The number of red, orange, and yellow lines between nodes indicated there was still work required in terms of social connections between individual employees.



RESULTS

Improvement Across all Six Culture Dimensions

- The first observation is that all metrics improved with fewer employees (24 vs. 27), which is due to the transition of disengaged employees, and the addition of pre-engaged hires with proper on boarding.
- Employee engagement and motivation increased across all dimension with a large spike in Innovation and Productivity.

DIMENSION	INNOVATION	PRODUCTIVITY	CHANGE	KNOWLEDGE	EXPANSION	COMMUNITY
Start	41.5	46.4	30.5	34.0	32.0	35.3
After	48.5	53.6	34.5	39.0	36.8	38.6
Difference	+7.0	+7.2	+4.0	+5.0	+4.8	+3.3

RESULTS

Testimonials

The reassessment included encouraging comments from stakeholders. One particularly disgruntled employee, at the beginning of the program, provided the following.

“ Back in July, things were not pretty in this building. You could feel it before I got here for the day, and I could feel it when I got home. The [company] that I fell in love with was no longer here. No one smiled; no one cared about their coworkers and spent more time making themselves look good while putting everyone else down, myself included. We fought, argued and sometimes, we were just downright mean to one another. It was hard coming in every day. Fast forward to today, you can feel that the tension and animosity towards one another are not so much there any more. You can see people interacting with each other again, smiling/laughing and carrying on like it was before. We are helping each other more. We are engaging with each other and paying attention to how we approach and say things. You can see that the culture is changing and it has been a welcoming sight.”

– Sales Rep

“ We have definitely changed, and it is for the better. People are encouraged that we are in this together and that is a good thing. This is a good place to be.”

– CEO

“ I believe things are improving at <company>. The staff and management are starting to get on one page, and all are communicating better.”

– Engineer

“ I think it's improving as we've made a few slight changes to process but also because of the BIG change of people seeing [CEO's] willingness to invest in all of this coaching/testing/training!”

– Office Manager

ROI

From a financial perspective, **the organization stabilized revenues** and did not come close to the projected loss. And although gross revenue was slightly down from the previous year, **net revenue increased**. In other words, the client was able to do more with less.

They also **reported shipping a record number of products in the last quarter**, which validated their production capacity and set the stage for a year of renewed growth.

Questions?

Please contact:

Liz Zurek-Beaudry, Principal
Envision and MDNA Cloud

612-406-6852
liz@thinkenvision.com