

Company: Enerjisa Enerji, Istanbul, Atasehir

Nomination Submitted by: Business Awards Consulting

Company Description: Enerjisa Enerji is Turkey's leading electricity company operating in two main business lines, power distribution and retail sales.

Nomination Category: Human Resources Categories

Nomination Sub Category: Human Resources Team of the Year

Nomination Title: Enerjisa Culture Transformation Journey

1. Which will you submit for this nomination, a video of up to five (5) minutes in length or a written essay of up to 650 words? Choose one:

Essay of up to 650 words

2. If you are submitting a video of up to five (5) minutes in length, provide the URL of the nominated video here, OR attach it to your entry via the "Add Attachments, Videos, or Links to This Entry" link above, through which you may also upload a copy of your video:

3. In bullet-list form (up to 150 words), a brief summary of up to ten (10) of the nominee's chief achievements since 1 January 2023:

Total 97 words used.

· **Rapid Culture Shift:** Enerjisa reached 82% alignment with its new culture within 12 months, far exceeding McKinsey's 2-3 year benchmark for deep cultural change. The 2024 survey engaged 8,755 employees with a 78% participation rate across all locations.

· **Employer Brand Boost:** Enerjisa rose 28 places in Business/Commerce, 6 in Engineering/IT, and 38 in Natural Sciences in the 2024 "Most Attractive Employers" study, also ranking 1st in the energy sector nationally.

· **Behavioral Change:** Over 57,000 peer recognitions via the Culture Badge system showcase daily adoption of the new values and enhanced psychological safety.

4. If you are providing a written essay for this nomination, submit in this space an essay of up to 650 words describing the nominee's accomplishments since 1 January 2023:

Total 646 words used.

As the business world evolves at an unprecedented pace, organizational culture has become a defining factor for adaptability, resilience, and employee engagement. Global research confirms this: according to Gallup, companies with strong, **shared cultures** see up to 72% higher employee engagement and 29% higher profitability. Deloitte reports that culture is now seen as a **CEO-level priority** for sustaining performance in a hybrid, multi-generational workforce.

For **Enerjisa Enerji**, the leading electricity company in Turkey, this challenge was especially critical. The organization spans thousands of field and office employees. Despite being part of one company, regional practices, generational differences, and local leadership styles created fragmented subcultures.

In 2023, Enerjisa recognized that a **unified and forward-looking culture** was essential to prepare for **the future of work**. With this vision, Enerjisa launched its **Culture Transformation Journey**, a long-term, employee-centered initiative designed to align behaviors, leadership, and mindsets with the company's strategic direction.

Enerjisa's Culture Transformation Journey launched in 2023 with a structured, three-phase roadmap: diagnosis, design, and activation each grounded in broad employee involvement and aligned with long-term strategic and organizational development goals.

Phase 1-Diagnosis:

To deeply understand its existing culture, Enerjisa applied both qualitative and quantitative methods. **12 regional workshops** were held with **150 employees**, complemented by **10 one-on-one interviews with senior leadership**. A customized culture survey gathered responses from **1,571 employees**. This multidimensional analysis enabled the identification of organizational strengths, cultural fractures, and local variations across different regions and roles.

Phase 2-Co-Design of Future Culture:

Using the insights gathered, six future-oriented culture components were defined through participatory design. A total of 3,223 employees, **nearly 29% of the workforce**, were engaged in co-creation. **The Culture Manifesto** emerged as a shared declaration of values. Dedicated **"Culture Kits,"** including sample behaviors, success stories, and visual tools, were developed to make components accessible, while visible leadership behaviors were clearly defined to model the new culture in everyday actions.

Phase 3-Activation & Integration (2024):

A **160-member Culture Ambassador network** was mobilized across all regions to sustain daily activation. Each location held its own **Culture Week**, supported by internal webinars, digital communications, and storytelling initiatives. CEO-led **"Culture Talks"** were livestreamed to ensure company-wide engagement. **The Culture Badge system**, integrated into the IKON HR platform, enabled over **57,000 peer recognitions** and boosted visibility. Culture was embedded into core HR processes from recruitment to performance management ensuring long-term sustainability and behavioral alignment.

Enerjisa's Culture Transformation Journey stands out not only for its depth and scale, but for addressing the structural, behavioral, and emotional dimensions of culture in a distributed organization. Its strength lies in six defining pillars:

Rooted in a Real Business Need: The transformation was launched in response to evolving employee expectations, the widening gap between field and corporate settings, and the organizational need for cohesion across 14 cities. A shared cultural backbone was essential to align future growth with employee engagement.

Inclusion at the Core: The culture was built with, not for employees. Over 700 participated in live workshops, 1,571 completed the diagnostic survey, and 3,223 engaged in co-creation. The Culture Manifesto was defined through voluntary, bottom-up participation. A 160-person Culture Ambassador network continues to champion these values daily.

Localization with Scale: Each region activated its own Culture Week. Ambassadors led context-specific events that brought culture to life in day-to-day work, far beyond corporate headquarters.

Designed for the Future: The six core components,

Common Purpose & Vision

Value Given to People

Open Communication

Self-Government

Creative Work Government & Agility When Needed

Participatory & Collaborative Approach were selected not based on tradition, but to prepare the organization for future demands.

Integrated into Systems: Cultural principles are embedded in HR processes and IKON, with over 57,000 peer recognition badges exchanged to reinforce behaviors.

Shared Leadership and Ownership: The CEO and senior leaders held regional Culture Talks, directly addressing employees' questions and setting the tone for cultural accountability across the company.



Attachments/Videos/Links:

[Enerjisa Culture Transformation Journey](#)



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