

Nomination: 8540

## Cultural Transformation Program

### Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

### Name of Organization/Company

TürkTraktor

### Additional Contacts

I do not wish to list additional contacts

### Page: Entry Information

### Entry Title

Cultural Transformation Program

### Category

B01 - B64 Achievement > B29 - Achievement in Organizational Culture

### Achievement Submission Format

Written Answers

#### a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Founded in 1954, TürkTraktör is the first manufacturer still in operation in the Turkish automotive industry. Operating in the agricultural and construction equipment sectors, the company has a solid partnership structure with Koç Holding A.Ş. and CNH Industrial, one of the world's largest tractor and agricultural equipment manufacturers. 25% of the company's shares are traded on BIST.

TürkTraktör has set out to prepare for the future of its business in an ever-changing world and has initiated a strategic transformation process in order to carry its sector leadership to a higher level. Acting with the awareness that a strategic transformation cannot be realized independently of the human factor, TürkTraktör has implemented a cultural transformation process-agile transformation process- in parallel with its corporate strategy.

The agile transformation process imposed important tasks on all units and employees of the company in order to prepare for the future of the business, and the Human Resources and Training & Development teams were among the leading teams to lead this transformation. The "Cultural Transformation Program" was implemented to support this transformation process, which radically changed all the values of the company such as its business, strategy, ways of doing business, business and organizational models, and competencies.

#### b. Outline the team's or organization's achievements since the beginning of 2022 that you wish to bring to the judges' attention (up to 250 words). Required

Program Design:

TürkTraktör Cultural Transformation Program consists of a combination of more than 300 sub-actions, projects and process improvements gathered under 5 main transformation focuses. The 5 main transformation focuses identified in the program to support TürkTraktör's main strategy are as follows:

Main focus of "Transformation of Organization and Ways of Doing Business" is the ability to work with agile team structures that bring together different competencies that aim to create value for customers from functional-based structures.

The focus of the Corporate Culture and Leadership transformation is to disseminate the renewed corporate culture and support employees with development solutions to adapt to new ways of doing business.

With a focus on the transformation of existing processes within the organization, the processes already in place in the organization were reviewed and updated in line with the agile approach.

In the focus on employee experience transformation, all processes that touch the employee and may have an impact on their experience were analyzed and detailed experience maps were drawn.

Transformation for Preparing the Future of Work: With the Future Fit program designed with this focus, future competencies and future roles were identified for all positions, and development programs were organized to reskill/upskill employees. At the same time, sustainability and Diversity & Inclusion issues, which are seen as the future of the company and the sector, were also focused on, and projects were carried out especially in the field of women's participation in the workforce.

**c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required**

Program Results:

TürkTraktör Cultural Transformation Program has made tangible contributions to the realization of agile transformation throughout the company, and the program has achieved all of its initial goals. The program achieved successful results in many areas such as NPS, employee engagement, leadership style, behavior and culture transformation.

The most important metric showing the impact of the program is the Agile Maturity Level, which was developed within the scope of the project to measure the company's agile maturity level. While the company's Agile Maturity Level was measured as 39% in 2022 at the very beginning of the transformation, the Agile Maturity Score increased to 56% in 2023. Considering that the transformation of the entire company was completed in 2023, this score is expected to increase even more in 2024 and reach at least 60%. In this context, an increase of 17 points in just 1 year in a transformation process shows that the program was successful in training employees to a more agile work culture.

TürkTraktör also has its agile maturity evaluated by independent organizations. Business Agility Institute, which measures the agile maturity of companies around the world, measures TürkTraktör's agile maturity in 18 different dimensions with an independent survey every year. Thus, TürkTraktör can receive feedback and increase its agile maturity level by planning actions based on the survey results. Following these measurements, TürkTraktör reached the 3-star level in just 2 years. (Normally, it takes an average of 5 years for companies to reach the 3-star level.)

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

-TürkTraktor HR Team accomplished a huge cultural transformation with succeed (The average NPS score for the Cultural Transformation Program was 94 in 2022, increasing further to 97 in 2023.)

-In 2023, while employee engagement averages across the sector decreased due to factors such as economic fluctuations, inflation, employee mobility and sociopolitical factors affecting employee happiness, employee engagement at TürkTraktör increased by 15.4 points to 84.4%.

-Despite the fact that 2022-2023 was a period of mobility in the business world, with employees changing jobs frequently, the turnover rate among TürkTraktör employees decreased from 8.27% to 5.82%.

-TürkTraktör, whose entire HR and learning development processes were renewed with the agile transformation process, was entitled to be on the Best Employer list organized by Kincentric for the first time in 2022 and kept its place on the list in 2023.

**Webpage Link**

[https://youtu.be/ITKvjRY5\\_FA](https://youtu.be/ITKvjRY5_FA) ([https://youtu.be/ITKvjRY5\\_FA](https://youtu.be/ITKvjRY5_FA))

**Would you like to add an additional webpage link?**

**Supporting Document**

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**Would you like to add an additional supporting document?**

Yes

**Supporting Document 2**

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**Would you like to add an additional supporting document?**

Yes

**Supporting Document 3**

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