

A Terragni Case Study

De-Sludge for Unlocking
Growth Potential

Client Background

Challenge

Objective

What We Did

Strengths

Opportunities

Barriers

Solutions

Business Outcomes



Leading 4

Gear and gearbox
manufacturer

Factories

1000+

Employees

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Stagnated growth in core product line

Despite having an established market presence with opportunities for expansion, the company faces stagnant growth

Structural, cultural, and operational changes required

What is Sludge?

Sludge is friction inside an organization. When processes are sludgy, they can make it difficult for an organization to get even the basics right.

It is what creates poor customer centric culture, friction, and barriers.

Employees cannot give their best when there are painful barriers in their way.

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De-Sludge to accelerate growth

Sludge in processes, systems and structure of the organization causing them to miss out on market opportunities

People enablement for higher growth with supportive structure, systems and processes

Shifting behaviours in teams to drive business growth



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Behaviour science and neuroscience based Sludge audit:

Measurement of Sludge across 4 dimensions: Process, Technology, Culture and Capability

Assessment of customer centricity attributes

Gathered contextual insights for teams that identify the emotions that drive their behaviour

Behaviour-science based engagement & experience solutions

Identified areas of improvement within the organizational structure



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Strong engineering capabilities adaptable for standardization and innovation

Established market presence with opportunities for expansion

Dedicated workforce committed to growth and improvement

Recognized brand reputation in the industry

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Customer life cycle processes show a high scope for efficiency improvements with support from technology systems

Increasing demand for standardized products in the market

Untapped potential in demand generation activities

Potential for revenue growth through enhanced sales processes and channel optimization

Scope for improving HR practices to attract and retain top talent

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The Sludge

Lack of standardized processes hindering efficiency, impeding the company's ability to meet evolving market demands and stay competitive

Inefficient channel utilization limiting sales potential resulting in missed sales opportunities and suboptimal revenue generation

HR function operating primarily in an operational capacity rather than a strategic business partner

Differing views on growth objectives and limited cross-functional collaboration create internal friction, limiting the organization's ability to adapt to market changes and seize opportunities effectively

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Structural Shifts:

- Implementation of a Program Management role within design and engineering
- Establishment of a Center of Expertise focusing on innovation
- Creation of an Application Engineering department within Sales for enhanced responsiveness
- Empowerment of the channel through reduced dependencies and performance measurement

Cultural Shifts:

- Alignment of goals across the organization to foster a unified growth mindset
- Systematic acquisition and utilization of market insights
- Empowerment of employees through decentralized decision-making and enhanced collaboration
- Capability building through structured knowledge management and training programs

Operational Fixes:

- Streamlining customer lifecycle processes for efficiency improvements
- Implementation of technology systems for enhanced visibility and sales enablement
- Onboarding and retention strategies to address talent gaps and high attrition rates
- Alignment of training programs with business needs for faster productivity

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- ↑ Increased Sales Revenue
- ↑ Expanded Market Presence
- ↑ Enhanced Operational Efficiency
- ↑ Improved Customer Satisfaction
- ↑ Talent Retention and Development

Thank You

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