

TRANSFORMING A SOFTWARE DEVELOPMENT CULTURE

Software Development Company, SAP Provider Oil & Gas, Case Study

AT A GLANCE

When a small software development company that provides SAP solutions in the oil and gas sector experienced challenges with employee engagement amid rapid growth and two new product development initiatives, they reached out to Level-C Solutions for strategic guidance. Recognizing the need for specialized organizational development expertise, Level-C Solutions partnered with Motivus Business Results to implement organizational development interventions with a people-centric approach that transformed their reactive culture into a strategically aligned business with operational foundations. This partnership significantly improved their employee engagement, with their Net Promoter Score rising from -11 to +16 in just six months—a dramatic 27-point increase.

CHALLENGES

- Technical excellence without operational infrastructure
- Rapid growth due to development of two products
- Remote workforce lacking collaboration and limited communication channels
- Technical mindset overlooking employee engagement
- Reactive "firefighting" vs. strategic planning
- Culture: "undefined, disconnected, reactive"
- Absent performance management system
- Insufficient knowledge sharing infrastructure

KEY METRICS IMPROVED

- ✓ **-11 → +16 eNet Promoter Score**
27-point increase in six months
- ✓ **50% → 90% Engagement**
Survey participation increase
- ✓ **3.11 → 4.22 Onboarding**
Onboarding satisfaction (5-point scale)

SOLUTIONS

LEADERSHIP FRAMEWORK

- Established company values and alignment
- Restructured organization to add key roles to support business needs
- Weekly executive alignment meetings

PERFORMANCE MANAGEMENT

- Teamflect deployment for remote reviews
- Formal review process reinstatement
- Clear job summaries and structures

KNOWLEDGE SHARING

- SharePoint portal for centralized resources
- Curated leadership content and training videos
- Developed engaging employee directory with personal interests to build connection

COMMUNICATION

- Company-wide kickoff celebration
- Structured change management
- Direct support to implementing managers

BENEFITS

1

CULTURE TRANSFORMATION

Shifted from "reactive" to "collaborative, supportive, innovative" through structured leadership alignment

2

OPERATIONAL EXCELLENCE

Established systems and healthy rhythms for strategic planning, moving from firefighting to proactive



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RESULTS & IMPACT

- **Employee Net Promoter Score:** Increased by 27 points (from -11 to +16), approaching tech industry benchmark of 26
- **Employee Engagement:** Improved from 50% to 90% survey engagement in six months
- **Role Clarity and Expectations:** Improved significantly (4.22 to 4.72) on 5-point scale
- **Onboarding:** Employee satisfaction rose 34% (from 3.11 to 4.22) on 5-point scale
- **Leadership Communication:** Improved communication channels via routine 1:1 meetings and townhalls



They were a critical piece in our endeavor to **align strategy, structure, people, culture, and processes** with our goals of achieving sustainable growth.

~S.M. Chief of Staff



KEY INSIGHT

Software development companies need more than technical expertise to scale effectively. By investing in organizational development, performance management, and employee engagement, the client built a robust structure for sustainable growth.

The dramatic improvement in Employee Net Promoter Score (from -11 to +16) increasing of 27 points, within six months validates that technically focused organizations can achieve rapid transformation with the right strategic expertise and implementation support.

ABOUT THE PARTNERSHIP

Level-C Solutions solves difficult people-problems and challenging business issues that hinder growth. We bring trusted relationships and engage the right talent and solutions to address your specific needs.

Motivus Business Results delivers meaningful transformations by empowering your people and implementing organizational solutions. We turn strategic plans into action through change management and organizational development practices.

Together, our partnership offers the perfect blend of strategic guidance and practical implementation to drive sustainable business success.

