

# Business Case





## Introduction

Terbol is a company dedicated to the production, import and commercialization of pharmaceutical and nutritional products in the fields of health, wellness and nutrition, born in 1980.

The organization has been consecutively recognized by Great Place to Work

Bolivia since 2019, currently has presence in Bolivia and Peru with an eye on further expansion.. Its sales network is composed of 3 business units, 8 commercial offices, 3 through distributors and more than 350 employees in Peru and Bolivia.

It has been working side by side with PDA since 2022. The culture and talent management team is made up of 6 people, 3 of whom are certified PDA analysts and are responsible for implementing the tool on a day-to-day basis for the company.

Terbol stands out for innovation and for its collaborators, who are inspired to generate the best possible

inspired to generate the best possible experience through its products, solutions and services, framed in processes with strict world-class quality controls.

Its vision is focused on being a world leader in the region's well-being through solutions that contribute to prevention, nutrition, self-care and diagnostics through research and scientific updating.

Its values are:

Passion

Quality

Respect

The Bolivian capital organization uses the PDA tools Assessment and Organizational Culture. Both have become essential inputs when developing





essential inputs at the time of personnel development and culture strengthening.

### **Unit of analysis**

Project: Organizational Culture Alignment

Terbol S.A. began a process of evolution and modernization of the organizational and talent management, turning it to the most important asset of the company: people.

The highest percentage of Terbol's leaders are in the average age of 35.

This highlights the need to count on the support of scientifically validated tools that are scientifically validated tools to carry out personnel management.

Secondly, as part of Terbol's transformation, a diagnosis was made of the current culture and the culture desired by the organization.

The objective was and is to have an accurate x-ray that allows us to establish a roadmap of steps to follow that is covered under the project of Terbol's target culture project.

The target audience of this project is comprised of the company's leaders and top management, who are responsible for a consistent descent on the "rituals" / actionables to be replicated in each territory and area, taking into

territory and area, taking into account the differential characteristics of departmental, geographic and personal variables.

Issue/challenges to be solved:

- Knowing the state of the sales force and empowering it.
- Map the cultural and behavioral styles within the organization in a scientifically validated way.

in a scientifically validated manner.





- Discover the culture desired by employees and its compatibility with the target culture.

compatibility with the target culture.

PDA understood from the beginning the double challenge that Terbol established for itself:

To develop talent and strengthen the organizational culture.

Justification of the case:

Terbol shows how through the PDA Assessment and the tool of it is possible to detect the target culture and the desired culture for the action plan to guide the organization towards the future it wishes to organization towards the future that it wishes to turn into the present.

The transformation process began with the taking of the climate report and the and evaluation of climate to all employees in order to obtain an accurate, agile and reliable state of the situation. The assessment made it possible to access scientifically backed information that led to an alignment of criteria without neglecting the alignment of criteria without neglecting Terbol's most strategic resource: people.

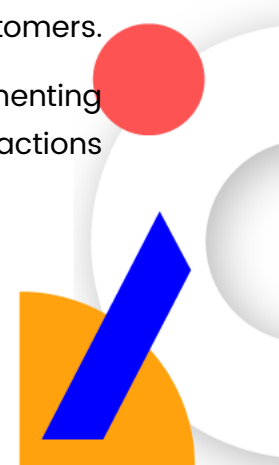
Access to this information has allowed and continues to allow us to attract, select and objectively evaluate people and make decisions related to their growth and development of our people.

"We can say that as a strategic unit of the organization there is a before and after PDA in our Culture and Talent management. and with satisfaction, today we

today we provide a service that is much more appreciated by our internal customers.

internal customers, this motivates us and encourages us to continue implementing actions to This motivates and encourages us to continue implementing actions exploiting our PDA tools to the maximum".

Carla Rivera, Culture and Talent Manager





The organization, born in Bolivia in 1980, underwent a deep analysis of different tools and services to complement the process described here, until it decided to hire the described here, until it decided to hire PDA in large part due to its leadership strength. leadership strength. Many of these, belonging to younger generations, require access to information that is valid, reliable, quick to obtain and agile. On the other hand, PDA allowed customized information without neglecting the traditional aspects.

"One tribe, one family"

### Workshop

Presentation of the results of the management and middle management culture surveys, with the purpose of the surveys on management and middle management culture, with the purpose of empowering the aspects of each of the existing archetypes and, based on these, to generate new company objective.

This experiential workshop allowed each leader to integrate 1 of the 5 groups of each cultural archetype.

The implementation of PDA empowered the leaders to understand and standardize criteria on how to interpret and manage their personnel.

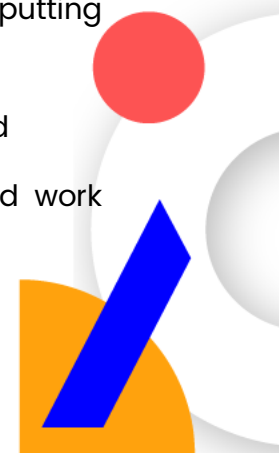
### Methodological framework

The Terbol case was collected due to its nature of cultural transformation towards which they wished to lead the organization.

cultural transformation towards which they wished to lead the organization, putting their collaborators at the center. That is to say, taking into account the

differential variables as people, but also as a priority, the initiatives that would

initiatives that would allow standardizing the forms of communication and work internally.





The information described above was presented to the company's top management at the moment of showing the results of the results of the assessments and surveys in order to present the final picture of the final radiography and the roadmap to be followed. The content described here was obtained from interviews with Carla Rivera, Terbol's Culture and Talent Manager, who shared processes, ideas, experiences, and confidential information that support the target and desired culture based on the archetypes of the desired culture based on the selected behavioral archetypes.

#### General conclusions

- Accompaniment in the transformation and growth of the business model.
- Identification of the current culture and the culture desired by employees.
- Alignment of the culture desired by employees and the one required by the organization.
- Shortening and aligning the gap between the desired culture and the target culture.
- Implementation of customized development plans.
- Use of PDA Assessment for recruitment processes.
- Improvement of the work environment based on the knowledge of employees.
- Detection of points of resistance and areas of strength.
- Accompaniment in the process of cultural transformation.

Both the PDA Assessment and the Culture tool should be applied at the time of personnel selection, since it provides in-depth information not only on the not only about the behavioral area, but also about the culture that the talent has and whether it is compatible with the company's culture, not only the behavioral one.

PDA tools have provided and continue to provide simplicity and conciseness in explaining complex concepts, allowing for the





and conciseness to explain complex concepts, thus allowing to align criteria in an agile and on the other hand, a process of defining harmonized criteria that allow us to proceed with the attraction and selection of talent.

Terbol held a meeting of the highest levels of management who became responsible for evangelizing the culture and management.

55 leaders participated in a face-to-face meeting in Bolivia in which the "rituals" / "rituals" / "rituals" were established.

Based on 2 variables:

- Behaviors that the organization encourages.
- Behaviors that the organization drives through rituals and initiatives. The Culture diagnostic yielded results that show the gap between target and desired target and desired culture as not far apart. This led to the conclusion that conclusion that within 1 year, with the commitment of all the leaders, the desired culture will be is entrenched.

"We can say that as a strategic unit of the organization there is a before and after PDA in our Culture and Talent management; and with satisfaction, today we provide a much more internal customers, this motivates us and encourages us to continue implementing actions to continue implementing actions exploiting our PDA tools to the maximum".

Carla Rivera, Talent and Culture Manager

Next steps

Following the implementation of the Culture tool and the face-to-face meeting of leaders in the region in which they participated in workshops and archetypes were developed and will continue to build rituals (practices and actionable) of





(practical and actionable) of the organizational culture downstream to all employees, in order to standardize the organization regardless of departmental and geographic location.

In addition, these rituals will be complemented with surveys to all participants, in order to the ritual, if the objective was achieved, if there was clarity in the objective was achieved, if the message was clear, what opportunities for improvement are found, etc.

- PDA works side by side with Terbol with the objective of accompanying it in the process of the process towards turning the desired culture into an objective one.

We are proud to contribute from our place to a business whose focus has always been people.

