

CASE STUDY OVERVIEW

At Crosstie Solutions, we help organisations improve business performance through **culture transformation, strategy execution, process improvement, and performance management**.

As a **People & Culture Analyst**, you'll use **data analysis, visualisation, and storytelling** to support consultants in diagnosing organisational issues and delivering transformative solutions.

This case study simulates a **client engagement**. Your task is to analyse the scenario, extract insights, and present recommendations in a **professional PowerPoint format**, supported by a **Power BI dashboard** showcasing your analytics skills.

CASE STUDY SCENARIO

Background

Crosstie Solutions has been engaged by *GlobeTech Nigeria Ltd*, a mid-sized technology company with 200 employees, to help improve their **organisational performance and culture alignment**.

The company's management wants to understand why organisational performance has been inconsistent over the last 3 years and requires Crosstie to:

1. Diagnose cultural and performance issues.
2. Develop insights and interventions to align people and strategy.
3. Provide interactive dashboards to track progress going forward.

DATA PROVIDED FOR ANALYSIS

You are provided with **time-series and workforce data** for deeper analysis.

1. Performance Metrics (2023–2025).

Metric	2023	2024	2025
Revenue Growth	8%	5%	4%
Employee Turnover Rate	15%	18%	21%
% of Employees Meeting KPIs	55%	45%	40%
On-Time Project Delivery	85%	75%	68%
Leadership Trust Score (Survey)	52%	45%	40%
Employee Engagement Index	60%	52%	48%
L&D Participation Rate	30%	28%	25%

2. Employee Engagement Survey Results (2023–2025)

Survey Dimension	2023	2024	2025
Feel connected to mission	60%	52%	48%
Clear understanding of role	70%	62%	60%
Receive regular feedback	50%	45%	40%
Leadership communicates company vision well	55%	48%	42%
Believe performance management is fair	58%	50%	44%

3. DISC Personality Assessment Data (2025 Snapshot)

DISC Type	% of Workforce
Dominance (D)	30%
Influence (I)	20%
Steadiness (S)	35%
Conscientiousness (C)	15%

4. Exit Interview Themes (Top 3 Reasons for Leaving)

Reason	% of Exiting Employees (2025)
Lack of career development	42%
Poor leadership communication	35%
Perceived bias in performance appraisals	23%

YOUR TASK

1. Data Analysis & Insights

- Analyse the **2023–2025 data** to highlight trends, declines, and critical issues.
- Examine relationships between **engagement scores, performance metrics, and turnover rates**.
- Review **DISC personality distribution** and infer how it may impact culture and performance.

2. Research Exercise

- Conduct research on the **technology industry in Nigeria** (GlobeTech's industry).
 - What are the **current trends, opportunities, and challenges** facing mid-sized tech companies in Nigeria?
 - How might these external factors (e.g., talent shortages, regulatory changes, market competition) be impacting GlobeTech's organisational performance and workforce dynamics?
- Deliverable:** Include a summary of your findings (3-4 PowerPoint slides).

Important: Clearly list and cite the **sources of your data** (e.g., industry reports, credible websites, etc.). You will be assessed on the **quality and relevance of the sources you use**.

3. Proposal Writing

- Write a **3–4 page short proposal** positioning one of Crosstie's core services (*Culture Assessment & Transformation, Strategy Execution, Business Process Improvement, or Corporate Performance Management*) as the solution to GlobeTech's challenges.
- The proposal should:
 - Summarise the client's challenges.
 - Propose one of Crosstie's services as a solution.
 - Outline a high-level implementation approach.
 - Indicate expected outcomes and impact.

4. Dashboard Development

- Build a **Power BI Dashboard** that allows Crosstie to:
 - View **year-on-year trends** (2023–2025).
 - Filter by department, DISC type, and performance category.
 - Sort metrics (e.g., highest-to-lowest engagement, KPIs, etc.).
 - Identify priority focus areas and track the outcomes of interventions.

5. Presentation Design

- Prepare a **12–15 slide PowerPoint presentation** showcasing:
 - Data insights and visualisations.
 - Screenshots of your Power BI dashboard.
 - A summary of your research and proposal recommendations.

Expected Deliverables

1. **Power BI Dashboard file (.pbix)** showcasing advanced sorting/filtering.
2. **PowerPoint file (.ppt or .pptx)** (12–15 slides).
3. **Short Proposal (.docx or PDF)** (3–4 pages).
4. **Submission Deadline:** *[In the Email]*

EVALUATION CRITERIA

Criteria	Weight
Understanding of the business & challenges	15%
Research quality (relevance & sources cited)	15%
Data analysis & Power BI dashboard design	25%
Proposal writing & alignment to Crosstie services	20%
PowerPoint design & storytelling ability	20%
Creativity and professional presentation	5%