

PRIVATE & CONFIDENTIAL

## CASE STUDY



**[OCT 11 – DEC 27, 2018]**

**“25% OVERALL SALES INCREMENT  
AFTER THE 12-WEEK PROGRAM.”**

**BY HARYO UTOMO SURYOSUMARTO**



**CONTACT:**

**+62 21 2939 1284**

**[HARYO@HEADHUNTER.CO.ID](mailto:HARYO@HEADHUNTER.CO.ID)**

**TABLE OF CONTENTS**

1.	EXECUTIVE SUMMARY.....	2
2.	BACKGROUND .....	2
3.	PROBLEM DEFINITION .....	2
4.	PROJECT OVERVIEW .....	3
4.1.	Goals and Objectives .....	3
4.2.	Challenges.....	3
4.3.	Milestones.....	4
4.4.	Timeframe .....	4
5.	OUTCOMES .....	4
6.	TESTIMONIALS .....	5

## **1. EXECUTIVE SUMMARY**

This case study outlines how the Red Belt Engage and Grow Employee Engagement program has turned around PT Kridha Multiniaga Prima (KMP) from their traditional approach as a family business with the combination of a few long-time employees who have been working for over four decades and the majority of young people who have been working for less than a decade with so many internal communication problems due to the generation gap to becoming a solid working team members where the old-timers are more than willing to share their knowledge and wisdom, and the young employees have a lot more initiatives to bring this company forward to become a modern company.

Most importantly, all of the employees are more than willing to put the new dynamic culture as the basis of their everyday work. The case study discusses the background and issues of the company and the challenges and outcomes of the program.

Number of participants: 12 people including the President Director

Number of employees: 270 people

## **2. BACKGROUND**

KMP is a family business that has established for almost five decades, and one of its third-generation is now taking over as the President Director of the company.

It started as the roasted peanut manufacturing company in the beginning, but slowly shifted the core business into the distribution of many well-known fast-moving consumer goods brands, both local brands and also global brands, such as SC Johnson, PZ Cussons, Bintang Beer, Sosro Tea, and many others.

The distribution area is mostly in Central Java province, and they also have several branches and sales offices in some cities around Central Java province as their distribution hubs to reach key customers in both the modern market and general/traditional market.

## **3. PROBLEM DEFINITION**

The President Director felt stuck in bringing the company to a higher level because of the different perspectives from the long-time employees (who are more conservative) and the young employees (who are more dynamic and forward-thinking).

Moreover, internal communication between departments and between branch offices is lacking, and misunderstandings are becoming common issues almost daily within the company.

On the other hand, KMP is also developing a bad reputation as the employer of salespeople due to its uncharacteristically high turnover ratio in the sales department, which resulted in difficulty for the company to reach its monthly sales quota consistently.

Their Employee Engagement survey before the program revealed a score of **33%** overall full engagement.



## 4. PROJECT OVERVIEW

### 4.1. Goals and Objectives

The 3 KPIs KMP wanted to achieve through the program were:

1. Increase overall employee engagement throughout the company
2. Increase work efficiency and teamwork
3. Increase sense of accountability of all employees

### 4.2. Challenges

1. KMP's head office is in the district city of Juwana in Central Java, which means that the coach has to take a weekly early morning one-hour flight from Jakarta to Semarang (the capital of Central Java province) and picked-up by KMP's staffs at the airport and continue with 2,5 hours road trip to Juwana. After the weekly session has finished, the coach has to take another 2,5 to 3 hours road trip back to Semarang and take the late-night flight back to Jakarta.
2. Twelve participants consist of the employees from the head office in Juwana and employees from three main branches located in three different cities (Semarang, Jepara, and Blora), so the participants from those three cities also have to take a weekly trip to Juwana to attend the program.
3. From the very beginning, the President Director already notified the coach that one of the participants (Head of Sales) considered as a bit enigmatic character since his loyalty to the company is unquestionable, but he treats his subordinates poorly, which resulted in a high turnover ratio for the salespeople.

### **4.3. Milestones**

1. From the very beginning, all participants showed their eagerness to actively involved and engaged in every weekly session.
2. The fear that each session would be awkward since the President Director is one of the participants quickly banished when the President Director said that he is on the same level as the other participants. The barrier suddenly vanished, and each participant could express their thought and ideas freely during each session.
3. One of the participants decided to resign after Week-5 since he felt that he might not be able to contribute to the company due to a different agenda.
4. After two one-on-one sessions with the Head of Sales until Week-6, the coach provided a thorough input to the President Director that the Head of Sales is indeed a toxic employee who might not bring additional value to the company's transformation shortly. The President Director agreed wholeheartedly and fired the Head of Sales before Week-7 of the program.
5. Surprisingly, the sales number went up after the firing of Head of Sales, since all other employees were glad to hear the news, and the salespeople stepped up to take over the responsibilities due to the vacant position on top.
6. The sharing stories segment helped them to understand each other not only as fellow colleagues who worked at the same company but as the human being.

### **4.4. Timeframe**

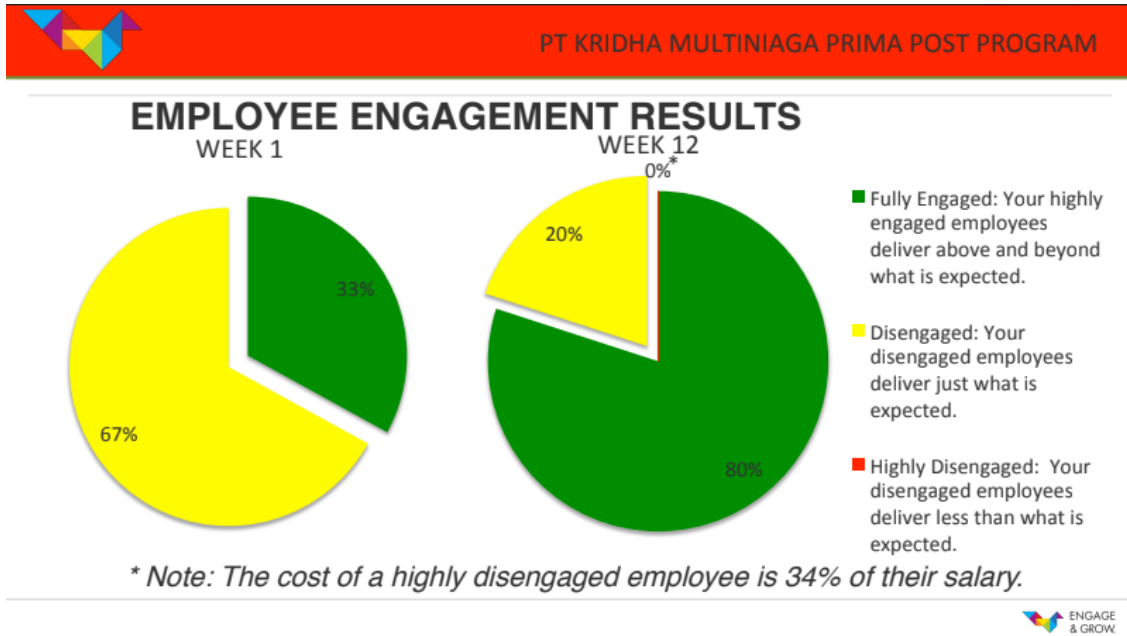
120-180 minute sessions delivered weekly over 12 weeks straight without any break.

## **5. OUTCOMES**

1. All participants learned how to develop their leadership capability and problem-solving skill in managing people.
2. The silo between departments and between branches eliminated, and they learned to work together as part of one team.
3. Overall, employee engagement increased significantly throughout the company.
4. New ideas were coming from all participants to increase their work efficiency.
5. The participants gained higher self-confidence in developing their capability.
6. The participants came-up with four agreed behaviors that transformed into the foundation of the new culture throughout the company.
7. Long-time employees finally embraced the positive changes brought by these participants during the 12-week program since they realized that time has changed, and this company needs to adapt faster to any external changes that happened around them.
8. The principals saw the seriousness of KMP as a long-established family business to change for the better, and they appreciated the initiatives of the President Director to run the Engage & Grow program for the key employees.
9. The overall monthly sales number is increasing by 25% consistently right after the Engage & Grow program has ended.

Case Study  
**KRIDHA MULTINIAGA PRIMA**

Through the 12-week Engage & Grow program, the Employee Engagement Score at KMP increased from 33% to 80% fully engaged.



## 6. TESTIMONIALS

Video Testimonials on Youtube: <https://www.youtube.com/watch?v=gbwxkf1MGY8>

