

LEAD, ENERGIZE AND ACCELERATE  
PERFORMANCE PROGRAM  
THAILAND-BASED MNC COMPANY,  
PRINCIPALLY ENGAGED IN THE  
MANUFACTURE AND DISTRIBUTION OF  
ELECTRONIC MANUFACTURING SERVICES.

# CASE STUDY



## Background

The company is a global leader in manufacturing and supplying high-quality products and services for various industries. It has 30 senior leaders who are reporting to the CEO and are responsible for driving the growth, profitability and digital transformation of the organization. The program targeted senior leaders reporting directly to the CEO and aimed to equip them with the necessary skills and knowledge to excel in their roles.

## Program Structure

Program Structure: The leadership program consisted of a two-day face-to-face workshop followed by a 90-day implementation phase. The workshop served as an interactive platform for learning and discussion, while the implementation phase focused on translating the acquired knowledge into practical actions and results.

## Challenge

The company wanted to enhance the leadership skills and behaviors of its senior leaders, which include the following:

- Understanding and growing as a leader at different levels
- Building trust and connection with team members and stakeholders
- Executing excellence and achieving organizational results
- Developing people and creating a culture of learning and growth

## Solution

Prime Meridian Consulting conducted a People Leadership Workshop for its leaders. The program was designed and delivered as follows:

- 2-day face-to-face workshop followed by a 90-day implementation phase
- The workshop covered the following modules:
  - Understand the 5 Levels of Leadership and How to Grow as a Leader
  - The Foundation of Leadership - Trust (Leaders are Connectors, Not Climbers)
  - Execution Excellence: Achieving Organizational Results of Growth, Profitability and Digital Transformation
  - Developing People: To See How the Leader is Doing, Look at The People
- During the implementation phase, the leaders set and worked on six goals related to the following areas:
  - Building Trust
  - Applying Execution Excellence Methodology with Team
  - Growth/Revenue
  - Profitability/Saving
  - Digital Transformation
  - People Development
- The leaders used the Blaze Digital Compass, an AI cloud-based mobile platform, to update their daily actions against each of the goals and to see each other's actions and get inspired from each other. The platform also enabled a high level of engagement and collaboration among the leaders through providing high fives and comments on each other's actions.



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## Results and Key Achievements

The program was highly successful in enhancing the leadership skills and behaviors of the senior leaders. During the 90-day implementation phase, the leaders took a total of 2064 actions across all six goals. Some of the achievements reported by the leaders are:

- Increased awareness of cross-functional team leaders and members via weekly tracker tools
- Considered and planned for the next-generation team leader
- Reduced turnover from 12 person per quarter to zero
- Promoted assistant manager who had more than 10 years of experience
- Increased EBITDA/profit margin
- Improved output efficiency to 95%
- Launched 8 groups of digital transformation projects with sub projects of total 23 projects within Y2023
- Deployed LSS BB Program as part of OKR and progress on weekly basis as part of people development
- Improved meeting performance with clear intention and productivity
- Provided timely coaching and mentoring to improve the team
- Built up engineering test capability and hardware adding
- Implemented digital transformation on scan in/out with IT management and MES dashboard on tracking
- Launched 8 groups of digital transformation projects with sub projects of total 23 projects within Y2023
- Applied leadership learning directly to QA department velocity and scoreboard weekly reviews SQE/QE.
- Lesson Learned sharing among BUI/CFT Team.

- Got awards and recognition from AXIS customer regarding the highest sales revenue achievement over \$130M in Y2022 (Revenue Growth 49%)
- Served customers in a positive way, receiving new projects awards with demand ramp up +20% in the past 6 months
- Rebuilt trust with stronger relationship on the team
- Set up mentoring program for new member to create a foundation of trust, clarity of vision, values, company's goal, priorities, and roles of the team
- Shared valued customers' expectation how to achieve alignment and motivations priorities for success and growth

The program also created a tremendous amount of team spirit among the leaders, as evidenced by the following statistics:

- A total of 9348 high fives were provided to each other, which inspired and motivated the leaders to continue working on the goals
- A total of 3353 comments were also provided by leaders to each other, demonstrating high level of engagement

## Conclusion

The LEAP program was a powerful intervention that helped the senior leaders of the company to lead, energize and accelerate performance for themselves, their teams and the organization. The program also fostered a culture of trust, collaboration and learning among the leaders.