



LEADERSHIP CASE STUDY in Automotive Industry

Our Client's Profile in Brief



- 3 Factories and 2 supports division
- Production Cap. 4,2 M / year
- 1800 showrooms, 3600 service centers, 7400 spare parts centers
- Employees 19,630 (as of Dec 2012)

Our Client's Profile in Brief: Business Line

Holdings

Total Revenue 2012 = 1,134 B USD

Automotive

**Information
Technology**

**Infrastructure
and Logistic**

**Financial
Service**

**Mining and
Heavy
Equipment**

Agribusiness

10,4 % *)

Our Client

**Business
Unit**

...

**Business
Unit**

**Business
Unit**

...

**Business
Unit**

**Business
Unit**

...

**Business
Unit**

**Business
Unit**

...

**Business
Unit**

**Business
Unit**

...

**Business
Unit**

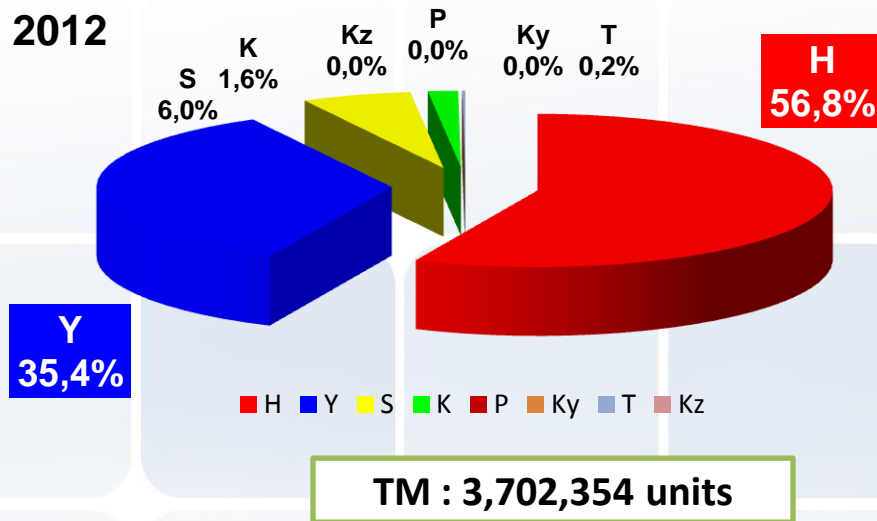
**Business
Unit**

...

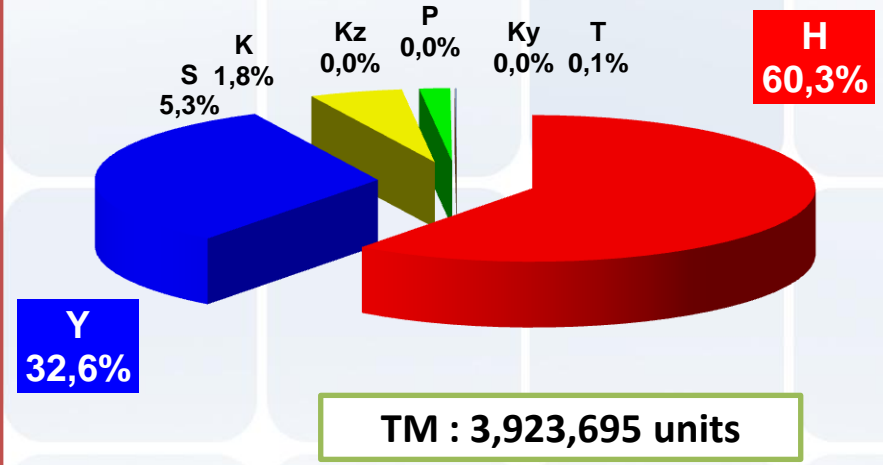
***) % of Total Revenue, 2nd Largest Contribution to Holdings**

Our Client's Profile in Brief

2012



2013



GROWTH

Total Market	6.0%
H	12.5%
Y	-2.6%
S	-6.2%
K	13.1%
TVS	-29.9%
KZ	N/A

Understanding Our Client Needs

Challenges & Opportunities



- Government regulations
- Critical consumers
- Demanded qualified network
- Tight Competition
- Asian Free Market
- Cohesive traffic
- Insufficient infrastructure
- Eminent false product
- Substantial economic growth

EFFECTIVE LEADERSHIP PROGRAM

Key Success Factor :
Technological advantages supported by skillful *people* with effective leadership

Competency
Managers need competency improvement



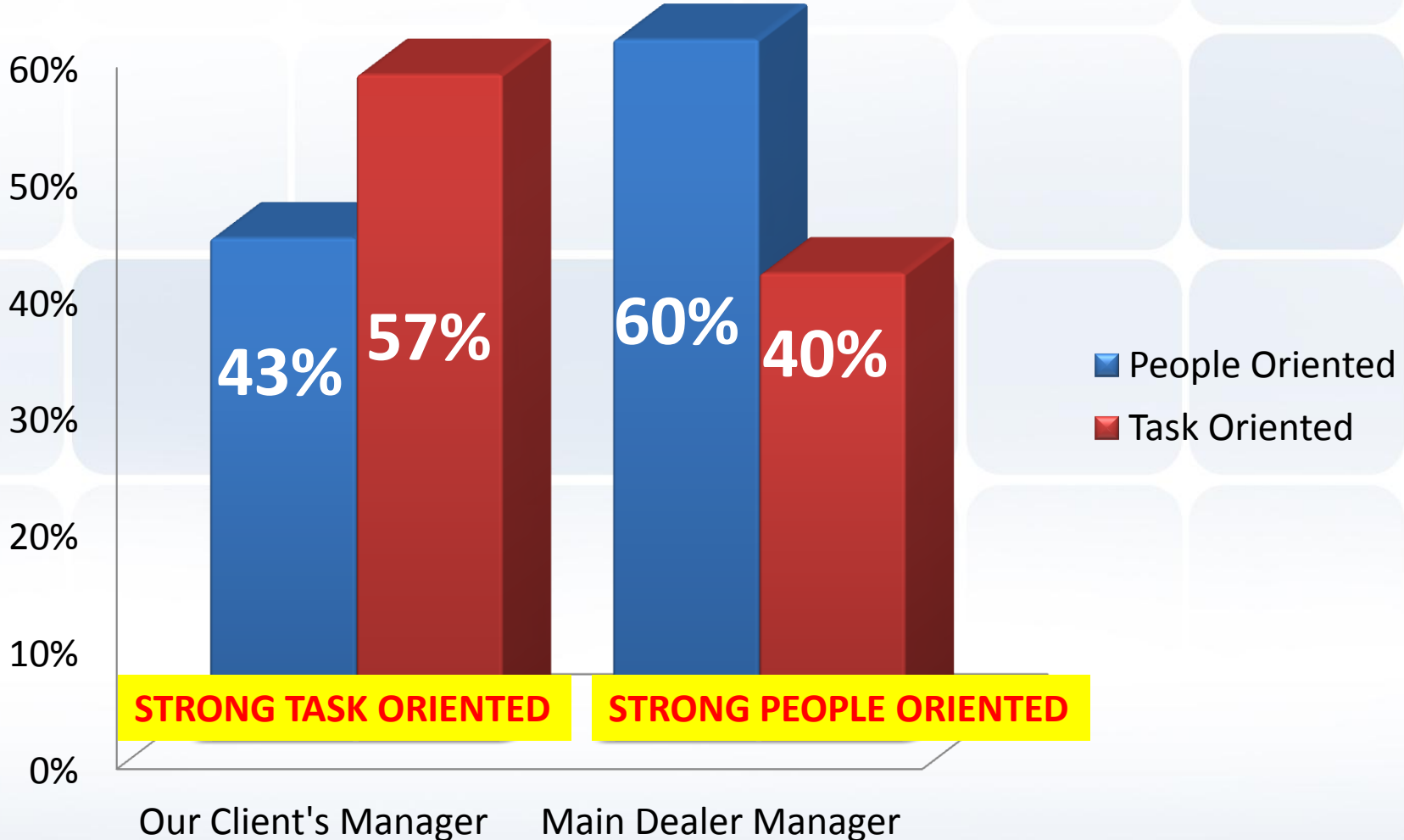
Concern

- Synergy among our Client, Main Dealer and Dealers
- Significant Role of Manager to lead the business

CLASSIC PROBLEMS

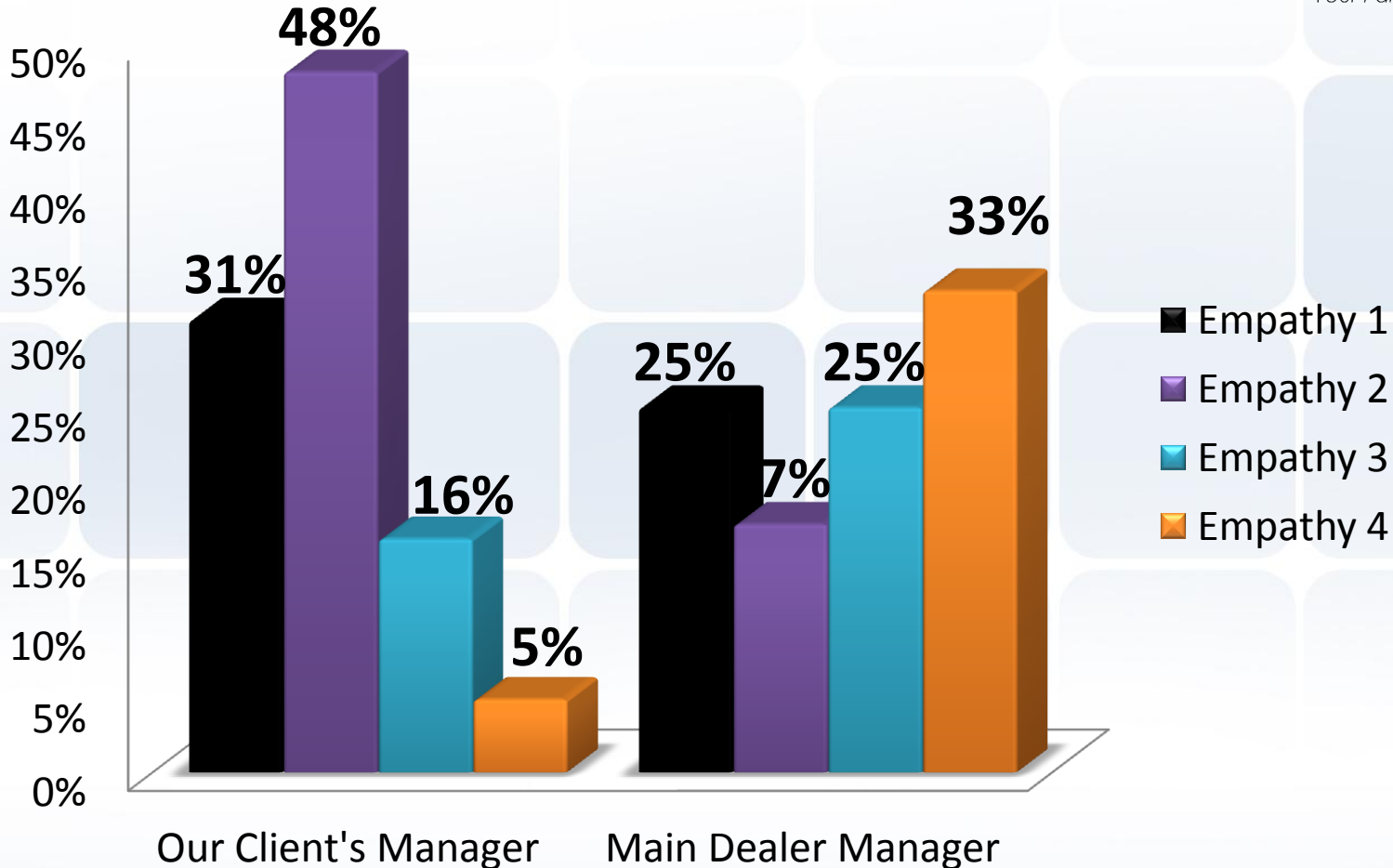
- Ineffective Communication
- Lack of Planning, Organizing, & Execution
- Human Resource Empowerment
- Ineffective Partnership
- Quality Improvement

Persuasive Communication Result



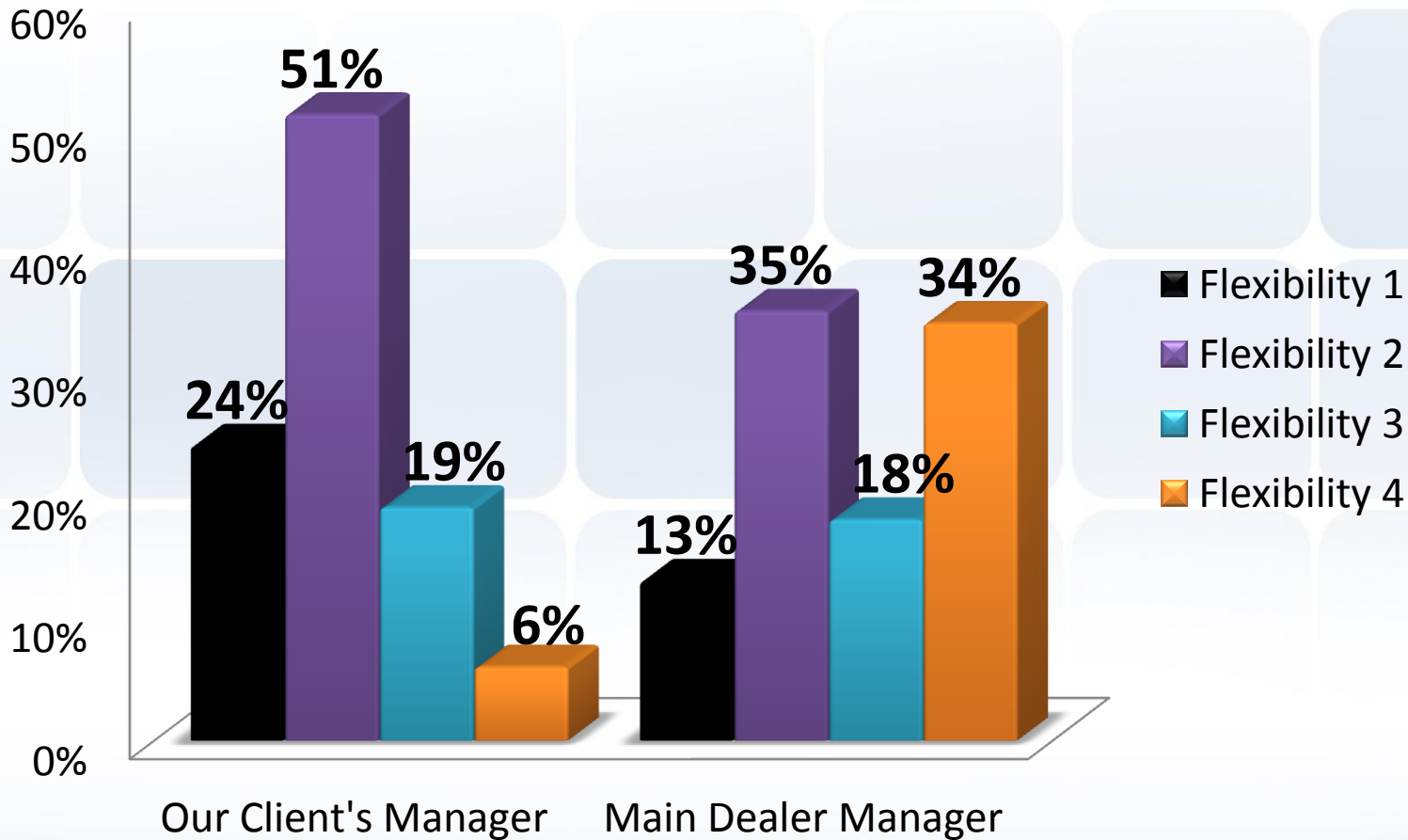
- Stark differences in the communication styles of the Managers of our Client and their Main Dealer.
- Our Client's managers are 57% Task Oriented while the Main Dealer's Managers 60% People Oriented

Persuasive Communication Result - Empathy



- In terms of Empathy level, the Client's Managers have lower Empathy compared to that of the Main Dealer.
- The gap has influenced the incapability of the Client's managers in building trust and understanding the underlying issues.

Persuasive Communication Result - Flexibility



- In terms of Flexibility, the Client's managers have lower Flexibility compared to that of the Main Dealer.
- Inflexibility in the interactions of the Client's managers has influenced the quality of cooperation with Main Dealer and Dealers.

SUMMARY AND RECOMMENDATION

Result: The Senior Managers/Managers of the Business Principal (our Client) and their Main Dealer are able to identify their communication styles

There are significant differences between Senior managers and Managers of the Business Principal with the Manager Main Dealers in terms of their Leadership Styles, Empathy and Flexibility levels.

That's why some "conflicts" such as – low mutual understandings, cold relationship, low mutual appreciation – happened.

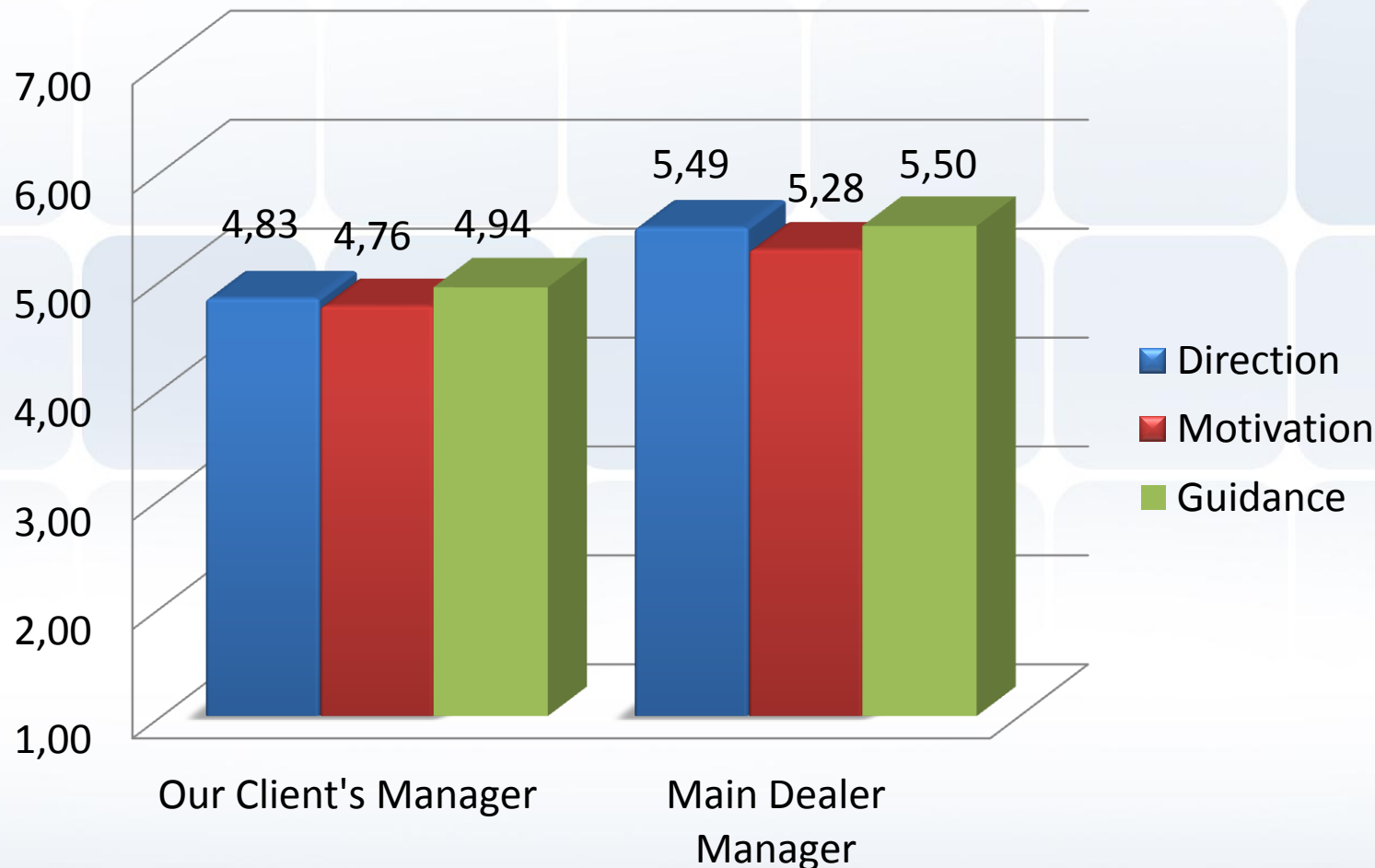
The survey's result gives both side the awareness and sensitivity to change by improving their Leadership styles, Empathy and Flexibility levels.

Recommendation: to be followed up

Two recommendations proposed by Leadership Inc.:

- Consulting services and special training for the Client's Human Resources function.
- Online Post Test after 6 months.

Overall Findings



- Leadership practices are at the medium rate for both the managers of the Client and the Main Dealer.
- Both sides need improvement in their Leadership practices.

FUTURE PROJECTS

- **According to Post-Training Evaluation, 100% of the participants recommend to continue the project**
- **Our Client's total employee is 19,630 people (as of Dec 2012)**
- **652 participants has joined the Training (as of July 2013)**
- **So, more than 18,000 people are Potential to be developed !!**



Leadership Inc.

Your Partner in Managing Change

THANK YOU