

PRIVATE & CONFIDENTIAL

## CASE STUDY



[OCT 16, 2019 – JAN 29, 2020]

**“100% INCREMENT FROM  
THE ENGAGEMENT SCORE  
AFTER THE 12-WEEK PROGRAM.”**

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## TABLE OF CONTENTS

Executive Summary	<b>2</b>
Background	<b>2</b>
Problem Definition	<b>2</b>
Project Overview	<b>4</b>
Goals and Objectives	4
Challenges	4
Milestones	4
Timeframe	4
Outcomes	<b>5</b>
Testimonials	<b>5</b>

## **Executive Summary**

This case study outlines how the Red Belt Engage and Grow Employee Engagement program has turned around PT Ayuberga from their traditional approach with the combination of a few long-time employees and a few 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 member.

The Red Belt Engage and Grow Employee Engagement program improved the leadership capability of Ayuberga's top-level executives and also transform their corporate culture by engaging their employees at every level, from the very top level to the lowest rank within the 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: 100 people

## **Background**

Ayuberga was established on 12 September 1978 in Jakarta to cater to the needs of foreign airlines of their representatives who can take care of their inquiries in Indonesia.

The first airline that appointed Ayuberga as their General Sales Agent is Saudi Arabian Airlines in 1980.

During the last few years, not less than seven big airlines in the world have appointed Ayuberga as their General Sales Agent in Indonesia.

Currently, Ayuberga is managed by the son of the company's founder and has three branch offices outside its headquarter in Jakarta, which are located in Bandung, Surabaya, and Medan.

## **Problem Definition**

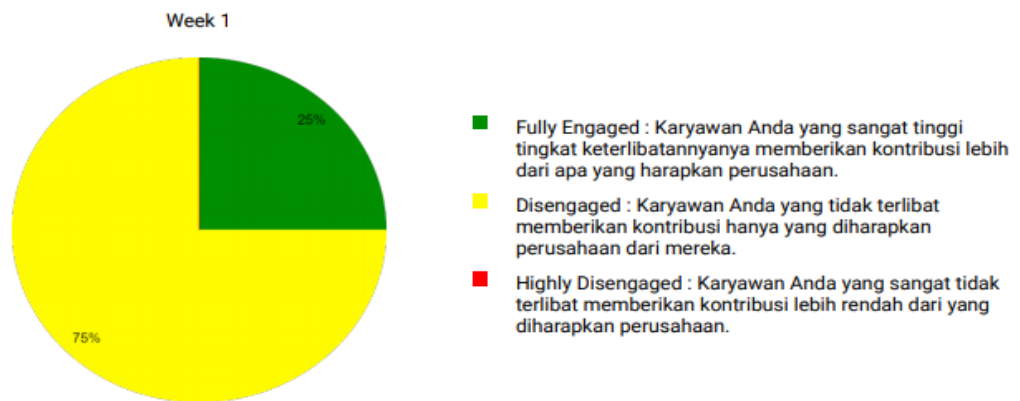
The President Director felt stuck in bringing the company to a higher level because the internal communication between departments and between branch offices is lacking, and misunderstandings are becoming common issues almost daily within the company.

Moreover, the employees rarely show an attitude of high initiative because they already feel comfortable in their job.

Their Employee Engagement survey before the program revealed a score of 25% overall full engagement.



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\* Catatan: Biaya karyawan yang sangat tidak terlibat adalah 34% dari gaji mereka.

## Project Overview

### a. Goals and Objectives

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

1. Build the leadership capability of all managers
2. Improve internal communication to improve the corporate culture
3. More initiative from all employees to leave their comfort zone

### b. Challenges

Twelve participants consist of the employees from the head office in Jakarta and employees from three main branches located in three different cities (Bandung, Surabaya, and Medan), so the participants from those three cities also have to take a weekly trip to Jakarta to attend the program.

### c. Milestones

1. From the very beginning, all participants showed their eagerness to be 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 thoughts and ideas freely during each session.
3. The sharing stories segment helped them to understand each other not only as colleagues who worked at the same company but as human beings.

### d. Timeframe

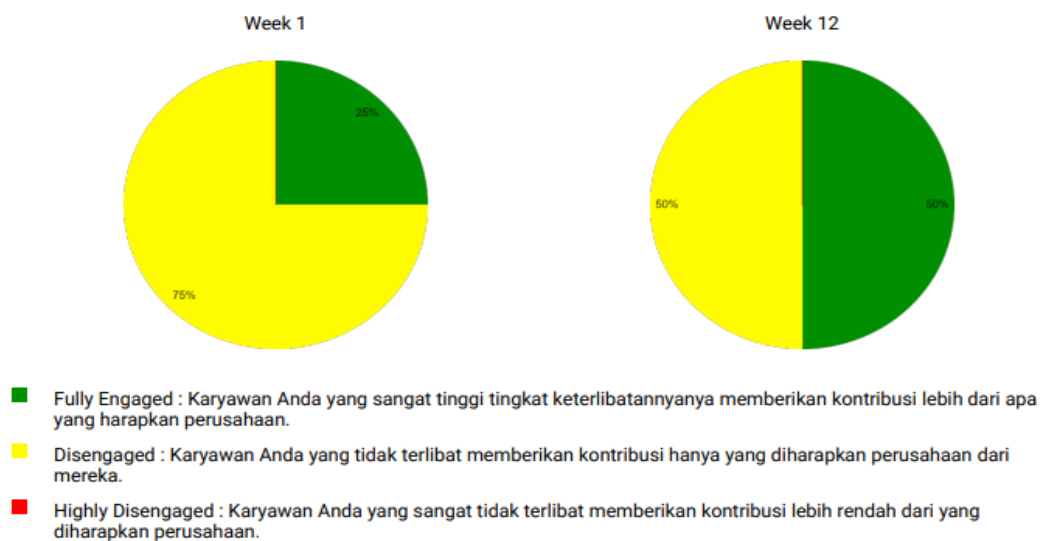
120–180-minute sessions delivered weekly over 12 weeks with breaks over Christmas and New Year holidays.

## 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 was 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 five agreed behaviors that transformed into the foundation of the new culture throughout the company.
7. Just weeks after the program has concluded, the world was shut down by the COVID-19 pandemic, but all participants showed their loyalty to the company, and worked together to ensure the company could survive the crisis.

Through the 12-week Engage & Grow program, the Employee Engagement Score at Ayuberga increased by 100% -- from 25% to 50% fully engaged.

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## Testimonials

Video Testimonials on Youtube: [Engage & Grow Client - PT Ayuberga](#)