



Case study

SIME DARBY BERHAD: Leading Strategic Transformation

SIME DARBY BERHAD (SIME DARBY) is Malaysia's leading multinational conglomerate involved in five core sectors: plantations, property, industrial, motors and energy & utilities, with a growing presence in healthcare.

SIME DARBY places considerable importance on succession management and planning. Every effort is taken to ensure leaders are able to constantly improve and demonstrate their skills and capabilities to prepare them for future roles within the group.

The Challenge

CELSIM was asked to design and deliver a strategy leadership programme to equip senior managers with the tools and techniques to confidently lead themselves and their teams to implement new strategic directions and sustain an innovative and performance oriented culture.

The objective of the programme is to further develop creative innovation and strategic leadership competencies and build upon the knowledge and competencies gained in the SIME DARBY Senior Management Development programme (SMDP), with a focus on:

1. Strategic Choice: generate and evaluate creative ideas for new revenue by leveraging the whole organisation's capabilities more fully.
2. Strategic Implementation: identify competitive advantages, industry success factors and profit models that underpin different market positions innovation and financial appraisal.

The Solution

In partnership with Roslan Abdul Razak, Head of Sime Darby Business School, we designed the Leading Strategic Transformation programme – combining academic excellence with our highly interactive workshops, business simulations, action learning projects and post programme support – to address the strategic and business challenges of SIME DARBY. This included:

- Online access to review current knowledge of strategic analysis, refresh understanding with high-recall animation tutorials and mini case studies and exercises.
- Business simulation to provide realistic experience of the thought processes involved in strategy development and an opportunity to practice the tools learned using the tutorials.
- Working in action learning business project teams to identify suitable, feasible and acceptable strategic options for analysis, diagnosis and assessment.
- Creating robust, real, strategic options for consideration by the Sime Darby management team at presentations following the completion of the programme.

The Results

SIME DARBY senior managers gained the confidence, skills and knowledge to identify fresh new ideas aligned with overall strategic direction, make informed choice of future strategies, and lead their teams to implement business projects effectively for real business impact.

As commented by Dr. Hirzun Mohd Yusof, Vice-President Sime Darby Technology Centre, *“This programme has provided a platform for openness and growth when dealing with creativity and innovation in our company while considering the environment and social impacts. It gave us an opportunity to challenge our present paradigms and move us out of our existing comfort zones in a very interesting and practical way.”*