Gold Leaders Programme

Developing the innovative strategic capabilities of Intouch Group’s leadership population

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Executive Summary

Intouch Holdings PCL is a holding company focused on the telecommunication industry. It is the parent company of Advanced Info Service (AIS), the largest mobile phone operator in Thailand and Thaicom, Thailand’s satellite operator. Overall the company is referred to as Intouch Group in this submission.

Alliance Manchester Business School (AMBS) was established in 1965 as one of the UK's first two business schools. It is the UK's largest campus-based business and management school and part of the University of Manchester.

Intouch Group is a well-established and successful enterprise operating in a VUCA environment who understood that in an era of disruptive innovation the status quo is not an option. A series of interventions and programmes were commissioned by the group, aiming to break down organisation silos, increase operational effectiveness and elicit innovative responses to new challenges in an era of disruptive innovation.

In 2018 Intouch Group partnered with AMBS to design and deliver a ‘Gold Leaders Programme’ targeted at 200 middle level managers to ensure long-term sustainability for their organisation in the face of significant digital disruption and increasing competition.

From the outset the focus of our partnership has been on co-creation: seeking to understand the challenge and together exploring the best approaches to address these in a way that allows all expertise across the partnership to flourish.

The 2018 Gold Leaders Programme was a seven-month blended-learning programme which provided an opportunity for high potentials and performers to get away from day-to-day business and firefighting, focus on what is coming over the horizon, understand today’s VUCA business world, and develop appropriate capabilities to respond.

The success of this programme led to Year 2, still working with the same 200 participants. The 2019 Gold Leaders Programme aimed to further develop the target population’s strategic leadership capabilities to help shape and deliver long-term business improvement and sustainable growth. It also aimed to identify the very top talent within the Gold Leader group.

This was a more ambitious programme which included significant use of innovative approaches to blended learning. These included the Gold Leaders Challenge (a gamified achievement system), a bespoke app designed to ensure group diversity, and the use of complimentary online learning material via the edX platform.

The participants have all reported that they feel more effective in their roles as managers, and the majority reported that the programme had absolutely or to a great extent helped them to make connections and better understand other areas of the organisation. The outputs of the group projects are now being implemented across the organisation and will help to drive the company forward and achieve the strategic objective of becoming the most-admired Digital Life Service Provider in Thailand.