

Transforming Pos Malaysia from the inside out

A culture transformation case study

CERTIFIED WIRA

WINNER	WINNER	WINNER	WINNER	WINNER X 3	WINNER
NATIONAL TRAINING INDEX 2022	**EMPLOYEE ENGAGEMENT OF THE YEAR – LOGISTICS**	**BEST IN-HOUSE CERTIFICATION PROGRAMMES 2023**	**EXCELLENCE IN EMPLOYEE ENGAGEMENT**	**EMPLOYEE EXPERIENCE AWARDS 2024 MALAYSIA**	**MOST INNOVATIVE LEADERSHIP DEVELOPMENT PROGRAMME 2025**

What if you could measurably increase employee engagement, reduce sickness absence, cut turnover, generating an estimated saving of RM25mil (GBP 5mil), and unlock productivity gains that flow straight to the bottom line, all within a single culture programme?

Organisations everywhere are rethinking how they create environments where people thrive, perform, and stay. But very few have a proven, repeatable approach that turns cultural aspiration into commercial impact. This case study is designed for organisations who know that culture is no longer a “soft” concept, it’s a hard business lever. And when it’s done well, it pays back fast.

NB: Calculations are based on Pos Malaysia FY2025 employee and staff cost data, combined with industry benchmarks for employee replacement costs.

Building Culture That Delivers

At the heart of this Pos Malaysia case study is a simple question: What happens when an organisation intentionally invests in the behaviours and mindsets that shape everyday work?

The results go beyond engagement scores. They show up in what leaders care about most, and retention, customer experience, operational excellence, and profitability.

In the following pages, we share **what** we did, **how** we did it, and **why** it worked, along with the design principles and structured approach that made it scalable and sustainable.

This isn't just "a programme rollout". It's proof of what's possible when **culture is built by design**, not by default. If you're looking to shift mindsets, raise performance, and equip your teams to deliver on your ambition, this case study shows what effective investment can achieve.

What is workplace culture?

...the personality and character of your organisation. It's the environment you create for your employees and the sum of your organisations' traditions, interactions, attitudes, values and behaviours. It aligns ways of working and employee behaviours with the company's purpose and strategy.

When the culture is 'right', it positively impacts happiness at work and improves employee's performance, which in turn affects your customer's experience and the success of the business.

- McKinsey





Ingredients of a High Performing Culture

High-performing cultures don't appear by accident. They're built through a combination of clear intent, everyday behaviours, and leadership habits that reinforce what "great" looks like. Here are the core ingredients we worked with, the same ones we know consistently create impact across organisations:

1. Absolute clarity of purpose and expectations

People perform better when they know exactly what matters and what "good" looks like. That means simple, aligned messages that shape priorities, decisions, and behaviours across the organisation, not pages of strategy documents no one reads.

2. Leaders who model the culture, not just talk about it

Culture accelerates when leaders show up consistently. Not perfectly ...but consistently. Teams follow what leaders do, not just what they say.

3. Ways of working that reinforce the right habits

Teams need predictable, practical routines that make great performance feel natural, from how they plan and review work to how they problem-solve, collaborate, and celebrate wins.

4. Skills and confidence at every level

The best cultures equip people with the tools, language, and capabilities to actually do what's expected, not just understand it conceptually. When people feel capable, they feel engaged.

5. A feedback-rich environment

High-performing cultures talk openly — about progress, challenges, improvements, and behaviour. Feedback isn't a "moment in the year", it's how work gets better every day.

6. A sense of belonging and shared ownership

People commit to what they feel part of. The strongest cultures create psychological safety, connection, and a shared identity that drives teams to support each other and deliver more together than they could alone.

It Pays to Invest

Creating a happy workplace environment and a great place to work with strong culture is now widely accepted as a crucial step to help businesses attract and retain top talent. Happiness at work is becoming increasingly important because it has a direct impact on employee productivity, customer experience and business performance.

Happy People

- 6x more energised & 3x more likely to experience well-being in a fun environment — *GPTW*
- Take 1/10 the sick-leave of their least happy colleagues — *iOpener Institute*

Happy Customer

- Happy employees deliver 10x better customer experiences — *iOpener Institute*



Happy Business

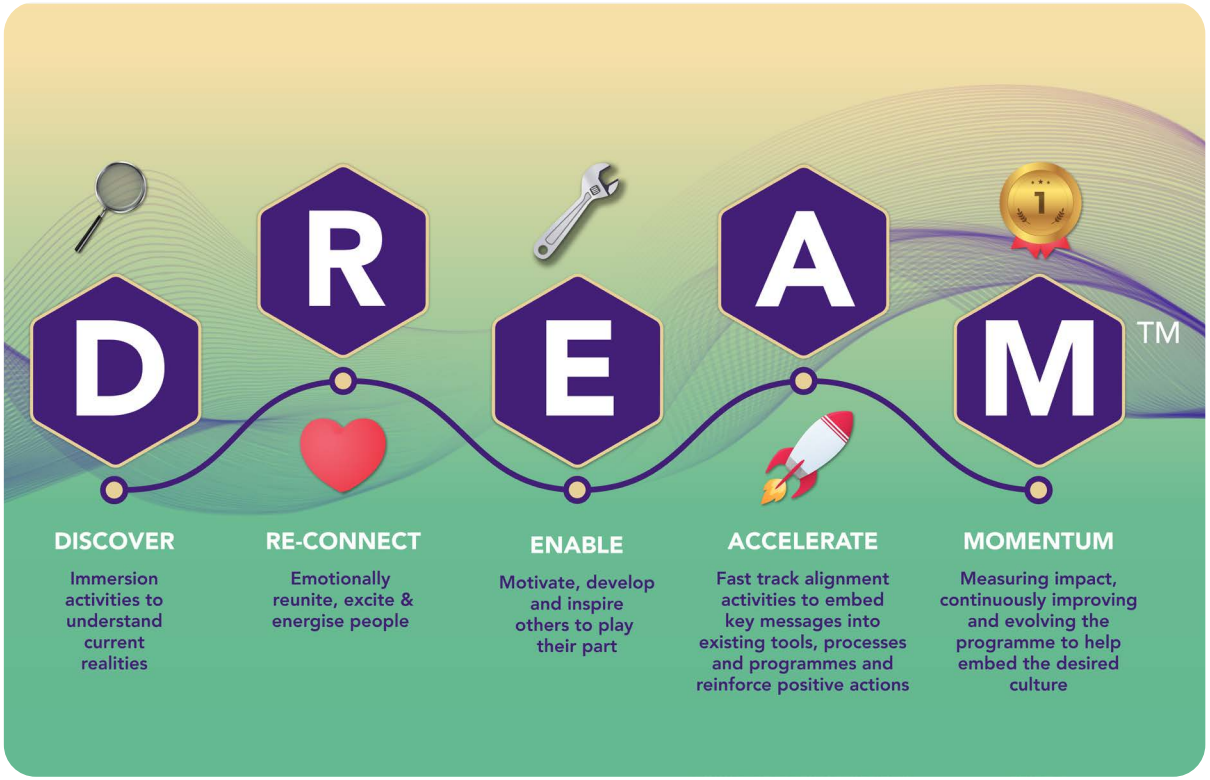
- 13% - 20% increased productivity from happier colleagues — *Gallup*
- 202% increased sales by happier colleagues — *Hays*

Enhanced creativity, problem-solving skills, collaboration and decision-making abilities (HBR)

Our D.R.E.A.M.™ Approach to Culture Transformation

D.R.E.A.M.™ as an approach is inspired by the power and influence of daring to dream. When you combine passion, purpose and a pioneering mindset with the science behind transforming an organisation so that it is fit for the future, you have the ingredients and power to transform your whole business and your people forward. This is the approach used with Pos Malaysia...

- Our D.R.E.A.M.™ approach helps businesses transform in a methodical and structured way.
- It takes a phased approach, breaking the desired journey into manageable phases.
- Each phase is filled with activities that take people on a journey from awareness & understanding, to commitment and action.



- Fuelled by the drivers of happiness at work, positive intelligence and humanistic psychology, our solutions help inspire positive action by making emotional and logical connections.
- Compelling content and blended learning experiences are brought to life through pioneering creative design, contemporary media and world-class quality film.

Let's take a look at how Pos Malaysia rose to the challenge, and the impact it has had across the organisation...

The Certified Wira Programme

A multi-phase organisation-wide culture transformation and upskilling programme designed to:

- Define and develop a refreshed culture to emotionally connect **15,000+ colleagues** at Pos Malaysia.
- Inspire positive action by bringing everyone together with a new name – Wira - focused on a clear vision for creating a brighter future for all.
- Empower leaders to guide change with energy.
- Equip all colleagues with the right mindset and skills to overcome evolving industry challenges.

It is **bold, human,** and **built to last**. The programme is championed by a dedicated Culture Transformation team and supported by **300+ Wira Facilitators.**



Selected Wira across the organisation, specially trained to facilitate learning and engagement sessions.

Wira means 'hero' in Bahasa Melayu. A reminder and invitation for every colleague to play their part in Pos Malaysia's transformation story



Discover

We immersed ourselves in Pos Malaysia's world. In this phase, we explore the current realities for colleagues and customers, and discover the opportunities and key priorities for the journey ahead.

The creation of Pos Malaysia's transformation story

A 6-chapter Pos Malaysia transformation story, co-created using insights from 1,500 years of collective colleague experience, forming the emotional foundation of the journey.

- Key stakeholder interviews
- Customer interviews
- Creative theme design labs
- Story mapping workshops
- Desk-based research







Re-connect

Here we build connections and commitments for the transformation journey ahead.

Certified Wira Foundation

A 1.5-day foundation programme onboarding all colleagues into the culture transformation journey.









Building a team of culture champions

- 18 Wira recruited into the dedicated Culture Transformation team.
- 350+ Wira Facilitators trained to deliver multiple programme modules nationwide.









Enable

Here we build the knowledge, skills and behaviours needed for everyone to play their part and thrive.

Leadership development programmes to upskill Wira Leaders in leading the culture transformation

- Leadership F.I.T. to Lead Module 1
- Leadership F.I.T. to Lead Module 2
- F.I.T. To Lead #BeBetter Masterclass 3 Engaging Communications
- F.I.T. To Lead #BeBetter Masterclass 4 Let's Be Better
- F.I.T. To Lead #BeBetter Masterclass 5 Coaching for success
- F.I.T. To Lead #BeBetter Masterclass 6 Making Better Decisions



Continuous learning modules for all Wira to sustain momentum and actively play their part in the journey

- The Wira Way
- The Wira Way: We Deliver Safely
- The Wira Way: We Deliver Sustainably
- Certified Wira Ambassador



Targeted learning modules for functional Wira to strengthen role-specific capabilities and deliver operational excellence

- We Deliver: Retail
- We Deliver: Sales
- We Deliver: Operations
- We Deliver: Finance
- We Deliver: People
- The Wira Way of Selling



Accelerate

Here we positively reinforce & embed culture components into employee experience and ways of working.





Culture-aligned performance & recognition



Vibrant merchandising





Surround-sound visuals



Values-led recruitment





Momentum

Momentum is sustained by continuously reinforcing progress through communication, measurement, engagement, and ongoing development.

More than 20 modules to date and still counting...










See next page for more results and impact of Certified Wira!

Results and Impact

How did we help Pos Malaysia #BeBetter?

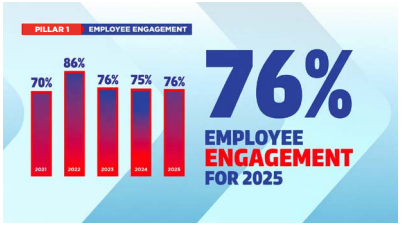
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- 1950 of sessions delivered
- 15,000 Wira attended

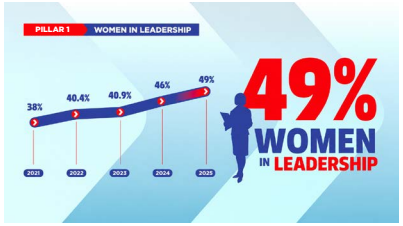
Happy People › **Happy Customer** › **Happy Business**

Shining Eyes

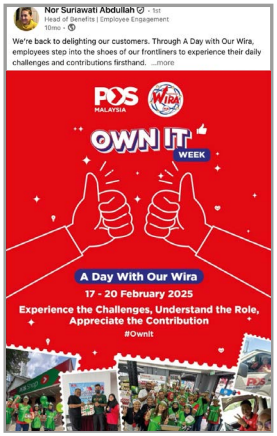
#PosWira

- Increased sense of pride and advocacy reflected on social media
- Wira sharing their journeys, achievements, and moments of connection





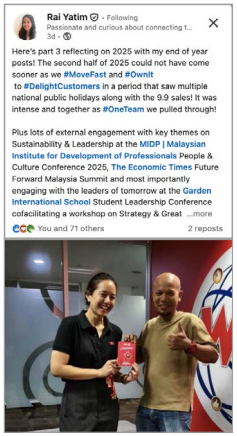














Results and Impact

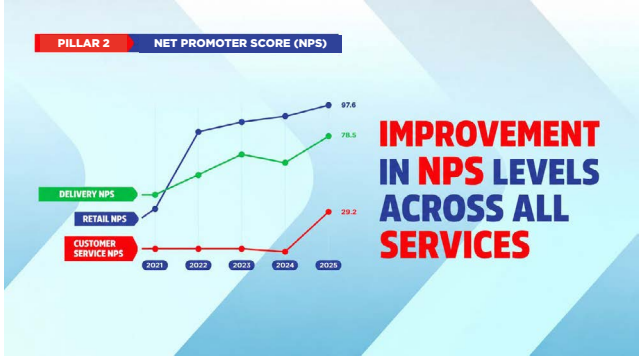
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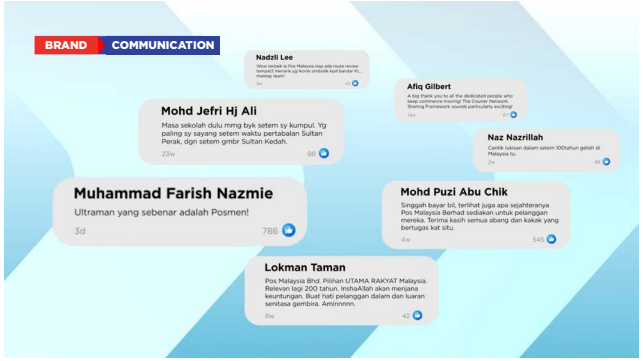
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Results and Impact

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Happy People → **Happy Customer** → **Happy Business**

Recognition

- Exceeded ‘back-to-black’ targets YoY in the first year
- Won over **70 national and international awards** in 4 years including Best Employee Engagement and Leadership Programmes
- Rated the **top 12%** in Malaysia for ESG performance
- New ways of working across the organisation













Results and Impact

How did we help Pos Malaysia #BeBetter?

MALAYSIAN INSTITUTE OF MANAGEMENT

F.I.T. to Lead programmes been accredited by Malaysian Institution of Management












Contact



"We've been partnering with THCG for over 4 years now on our culture transformation and engagement programme, designed to getting Pos Malaysia back on track to be a great company for our employees and our customers. THCG are committed, passionate, creative and loyal - true partners that are now very much a part of our business. As we create even more pioneering engagement and learning programmes together, I can't wait to see what amazing results we achieve.
Thank you for being Wiras for Pos Malaysia!"

Scan or click to watch video

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