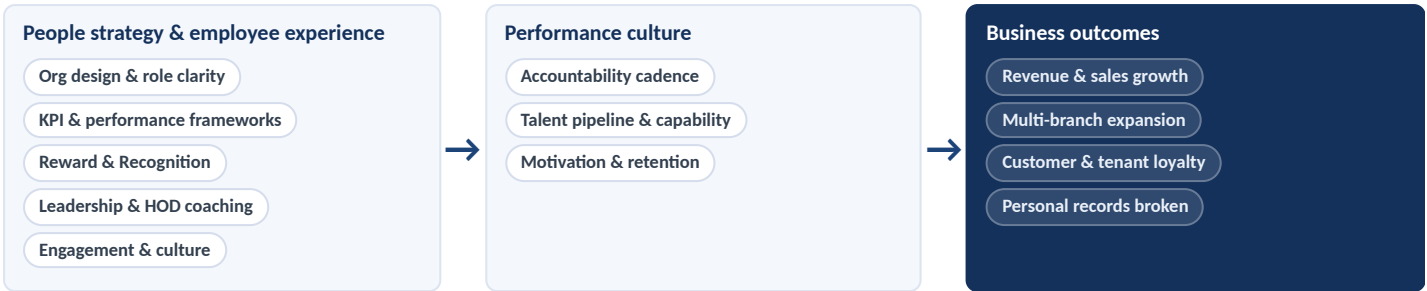


Impact at a Glance

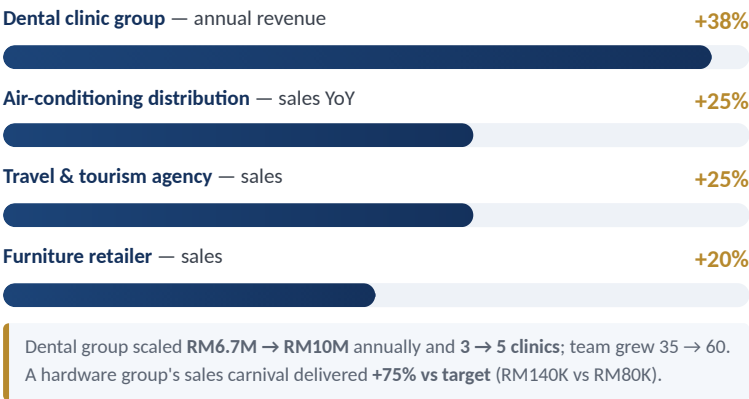
Business results delivered through people strategy & employee experience

Across **19 organisations** in **7 sectors**, one operating pattern produced measurable business outcomes: **build the people infrastructure — and performance, growth and retention follow**. Every figure below was achieved by client teams during an embedded partnership; my role was to design the org structures, performance systems, reward mechanics and leadership capability that made those results repeatable.

HOW PEOPLE STRATEGY CONVERTS INTO BUSINESS RESULTS



BUSINESS GROWTH RECORDED DURING ENGAGEMENTS



EMPLOYEE EXPERIENCE → CUSTOMER EXPERIENCE



PEOPLE IMPACT ACROSS THE PORTFOLIO

- 19 Organisations partnered** as an embedded People & Culture Business Partner, across 7 sectors and 3 countries.
- ✓ Leaders built — several from zero:** 4 HODs at the travel agency, 2 sales managers + supervisors at the AC distributor, all HODs coached at the co-living operator.
- 80% of one sales team broke personal records;** a bottom performer became the top performer under a new accountability cadence.
- ✓ KPI & performance frameworks** launched in nearly every engagement — the operating backbone for accountability.
- 24 Branch leaders trained** on performance tracking at a national convenience franchise — POC rolled out to all 24 branches at once.
- 3+1 Multi-country reach:** operations aligned across Malaysia, Thailand & Vietnam, plus supported expansion into Indonesia.

Outcomes are self-reported by clients or documented in coaching records, and reflect results achieved during the engagement period. Figures are shown as individual data points, not aggregated or averaged. Client identities anonymised; sector and scale context retained.

People & Culture Business Partnering

Embedded HR Partnership • 19 Organisations • 7 Sectors • April 2024 – May 2026

Suwan Bonma suwan.bonma@gmail.com linkedin.com/in/suwan-bonma HRDCorp Certified Trainer • Certified NLP Coach

19

CLIENT ORGANISATIONS

7

INDUSTRY SECTORS

2 yrs

EMBEDDED PARTNERSHIP

Gold

BEST R&R PROGRAMME • EXA 2026

This portfolio documents embedded **People & Culture Business Partner** engagements delivered across 19 organisations between April 2024 and May 2026. Each engagement involved working directly with founders, C-suite and department heads to build people infrastructure, drive performance and deliver measurable business outcomes. Client identities have been withheld; sector descriptors and scale indicators are retained so the context and range of work remain clear.

HARDWARE, RETAIL & DISTRIBUTION			7 ENGAGEMENTS
01 Hardware Retailer			Single-site • frontline + management
OPERATIONAL BUILD - KPI & performance framework for frontliners and management - New organisational structure and reporting chart - Role definition — responsibilities and accountabilities per position - Compensation & benefits structure design - Stock-management process integration	STRATEGIC PARTNERING - Full-function scope: inventory, marketing, ops, sales, warehouse, logistics, accounts, HR - Management-strategy workshop — revenue → business → talent → hiring strategy - Workforce & manpower planning aligned to new direction - Employer branding, EVP and talent-attraction strategy	KEY OUTCOMES - Organisation restructured to new business direction - Full-function KPI framework launched - Employer branding and hiring strategy established	
02 Multi-Branch Hardware Retail Group			14→17 branches • ~RM4.2M/mo
OPERATIONAL BUILD - OGSM strategic alignment across all levels - Performance-goal framework — HQ, branches, warehouse, accounts, admin - Business-process mapping across HQ, flagship, outlet, warehouse, purchasing, accounts - Talent acquisition — hiring scorecards, structured interviews, new-branch recruitment (80+ candidates screened)	STRATEGIC PARTNERING - Reward & motivation system — leaderboards, performance-linked incentives, Class A/B/C differentiation - Leadership development & coaching — communication, accountability, meeting rhythm - Internal talent pipeline — high-potential talent identified - Commercial-performance strategy linking sales, collection and branch accountability to rewards	KEY OUTCOMES - Revenue RM4.2M–4.3M / month - Branch expansion 14 → 17 (target 20) - Carnival results RM400K+ and RM140K vs RM80K target (+75%) 80+ candidates interviewed for a new branch - National franchise-financing facility approved	

03 Water-Filtration Retailer & E-Commerce

Multi-department • online + offline

OPERATIONAL BUILD

- KPI framework across Sales, Ops, Warehouse, Admin, Design, Technical, Logistics & Accounts
- Individual salesperson targets and record-breaking incentives
- Quarterly reward structure — shifted from year-end to frequent performance-linked payouts
- Employee-handbook briefing & signing process

STRATEGIC PARTNERING

- Business-process flow mapping across departments
- Performance-linked "reward market" motivation system
- Online-mall KPI & incentive structure for e-commerce channel
- Supervisor/GM expectation-setting and leadership-layer preparation; DISC & employee profiling
- Linked two major home-appliance distribution agencies (30,000- and 2,000-unit deals) to internal performance infrastructure

KEY OUTCOMES

- KPIs launched across all major departments
- Reward system shifted to structured & performance-conditional
- Leadership pipeline prepared for expansion phase

04 Air-Conditioning Wholesale & Distribution

Grew to 58 headcount

OPERATIONAL BUILD

- Restructured org chart — created a new Business Development division
- Streamlined purchasing team workflow and processes
- Sales performance tracking and monitoring system
- Managed low-performance staff cases; coached department heads on people management & accountability

STRATEGIC PARTNERING

- Built a sales-leadership structure from scratch — Sales Manager & Supervisor tier
- Hands-on sales coaching — commercial capability, selling skills, performance mindset
- 1-on-1 leadership coaching — communication, accountability, team management
- Identified and developed internal talent into leadership roles

KEY OUTCOMES

- Sales grew +25% YoY
- 80% of sales team broke personal records; 6 staff set new personal records
- 2 Sales Managers + Supervisors developed from zero
- At least 2 branches consistently hitting monthly targets
- Headcount grew to 58

05 Furniture Retailer

Multi-branch • sales +20%

OPERATIONAL BUILD

- Restructured sales-team organisation and reporting structure
- Revised and relaunched KPI framework for Warehouse, Logistics, Admin & Marketing
- Sales-training programme design for the frontline team

STRATEGIC PARTNERING

- Developed Sales Manager and Assistant Area Manager — built a mid-level leadership layer
- Restructured multi-branch management model and accountability structure
- Introduced a Reward & Recognition programme to drive motivation and retention
- Designed a sales-capability development programme

KEY OUTCOMES

- Sales increased +20%
- Sales-leadership tier built — Sales Manager + Assistant Area Manager
- Multi-branch operations under a clearer management structure
- Performance culture extended to warehouse, logistics, admin, marketing

06 Motorcycle Retailer

Sales + service departments

OPERATIONAL BUILD

- Designed org chart and clarified reporting structure
- Sales KPI framework — minimum delivery, daily accountability, marketplace-posting targets
- Admin and Loan Officer KPI design
- Service-department process improvement — service vision, P&L review, workshop flow
- Employee handbook — employment terms and conduct expectations

STRATEGIC PARTNERING

- Hiring system — role avatars, JDs, 3C interview criteria, multi-platform strategy
- Reward & motivation across Sales, Admin, Loan Officer and Service
- Coached founders and management (3 leaders) on people management and EQ
- Introduced 1-on-1 leadership practice and a structured sales-meeting rhythm (Good News / Bad News culture)

KEY OUTCOMES

- Bottom-performing salesperson became top performer
- Live-stream viewership ~20 → ~100 viewers
- Daily KPI accountability cadence adopted
- Videographer successfully hired via the structured process
- Reward Night conducted — recognition culture initiated

07 Eyewear — Wholesale & Distribution

Stock, warehouse & sales

OPERATIONAL BUILD

- Enhanced stock management and warehouse operational flow
- Launched KPI framework for Stock and Warehouse departments
- Sales performance dashboard and tracking system

STRATEGIC PARTNERING

- Hands-on sales coaching — commercial capability and performance mindset
- Designed a Reward & Recognition programme aligned to sales performance

KEY OUTCOMES

- Sales team on a structured performance dashboard
- Warehouse & stock accountability system launched
- R&R programme driving sales motivation

MANUFACTURING & PACKAGING

3 ENGAGEMENTS

08 Printing & Packaging Group

Multi-country • MY • TH • VN

OPERATIONAL BUILD

- Hiring infrastructure — JDs, candidate avatars, recruitment video, careers page, job-portal postings
- Sales & support commission and reward calculation (CS, Admin/HR, Design, Ops, Marketing)
- Internal SOP & communication workflow — bug reporting, partner comms, technical reporting
- 1-on-1 alignment sessions — promotions, increments, position changes

STRATEGIC PARTNERING

- OGSM alignment across group entities in Malaysia, Thailand & Vietnam
- Guided group-level restructuring — new company setup, SPV structure, share-transfer discussions
- Commercial execution strategy — sales kit, OEM model, customer reactivation, networking plan
- Coached leaders on Why-What-How, GROW model, emotionally intelligent communication
- Software-developer career-roadmap design

KEY OUTCOMES

- Multi-country operations aligned (MY, TH, VN)
- New product lines and a consumer-insight platform launched
- OEM business model completed with manufacturer sourcing
- New business model completed for a group sub-brand
- Recruitment infrastructure built — careers page live, recruitment video produced
- 2 employees promoted with structured salary increments

09 Packaging Manufacturer

Production-floor operations

OPERATIONAL BUILD

- Reviewed and redesigned organisational structure and reporting lines
- Created end-to-end business-process mapping
- On-site manufacturing-floor observation and assessment
- Launched performance and reward system across operations

STRATEGIC PARTNERING

- Translated manufacturing-floor realities into structured performance expectations
- Aligned people accountability to production process flow

KEY OUTCOMES

- Org structure and process mapping completed
- Performance and reward system launched
- People accountability aligned to production operations

10 Plastics Manufacturer

Production-floor operations

OPERATIONAL BUILD

- Reviewed and redesigned organisational structure and reporting lines
- Enhanced business-process mapping
- On-site manufacturing-floor observation and assessment
- Launched performance and reward system

STRATEGIC PARTNERING

- Translated manufacturing operations into structured KPI and performance expectations
- Aligned the reward system to actual operational workflow

KEY OUTCOMES

- Org structure reviewed and improved
- Performance system launched aligned to manufacturing-floor reality

HEALTHCARE & WELLNESS

2 ENGAGEMENTS

11 Multi-Branch Dental Clinic Group

3→5 clinics • revenue +38%

OPERATIONAL BUILD

- Full HR governance framework — policies, SOPs, employment structure
- KPI & performance framework for clinical and non-clinical roles
- Org-chart restructure for multi-branch expansion
- Compensation & benefits design across clinical and administrative roles
- Hiring system and talent acquisition; workforce planning to the expansion roadmap

STRATEGIC PARTNERING

- Full end-to-end P&C partnership across all four HR practice domains
- Coached the founder on business leadership, people strategy and scaling mindset
- Coached Clinical Director and Clinic Heads on people management and accountability
- Culture & engagement strategy; career-pathway framework
- Strategic alignment — revenue goals → people strategy → execution; 3→5 branch planning

KEY OUTCOMES

- Revenue +38% — RM6.7M → RM10M annually
- Expanded 3 → 5 clinics
- Team grew 35 → 60 headcount; dental team 10 → 15 dentists
- Reached top-tier premium clear-aligner provider status in its region (2025)
- Engagement closed on full organisational stability

12 Traditional Chinese Medicine Practice

Expansion readiness

OPERATIONAL BUILD

- Set up organisational chart and reporting structure
- Launched performance and reward system
- Repackaged compensation & reward for practitioners

STRATEGIC PARTNERING

- Facilitated a management-level strategy workshop
- Designed a career-pathway framework aligned to the expansion plan
- Structured the organisation for expansion readiness

KEY OUTCOMES

- Organisation expansion-ready with clear career pathways
- Practitioner compensation repackaged
- Performance system launched

13 Private College

Marketing & operations

OPERATIONAL BUILD

- Performance & reward framework for the Marketing team
- Performance-system design for the Operations team

STRATEGIC PARTNERING

- Aligned marketing-team performance to student enrolment and commercial targets
- Built an accountability structure across marketing and operations functions

KEY OUTCOMES

- Marketing and operations teams on a structured KPI framework
- Commercial accountability aligned to enrolment targets

14 Higher-Education Provider

Sales + academic quality

OPERATIONAL BUILD

- Sales-team performance dashboard and tracking system
- Lecturer performance dashboard and quality-assessment framework

STRATEGIC PARTNERING

- Hands-on sales coaching — commercial capability and enrolment performance
- Linked teaching quality to performance standards

KEY OUTCOMES

- Sales and lecturer performance systems launched
- Dual commercial and academic accountability established

15 Convenience-Store Franchise

24 outlets · national brand

OPERATIONAL BUILD

- Designed an employee reward system tied directly to branch performance metrics
- Trained 24 branch PICs on performance tracking and progress monitoring

STRATEGIC PARTNERING

- Led a Proof-of-Concept rollout of a performance-linked reward system across all 24 branches simultaneously
- Established branch-level performance accountability culture at scale

KEY OUTCOMES

- POC launched across all 24 branches simultaneously
- 24 branch leaders trained and equipped
- Branch-level performance culture established at scale

16 Co-Living Property Management Operator

Award-winning R&R programme

OPERATIONAL BUILD

- Redesigned org structure — cluster-based → functional micro-cluster model
- Department-level and individual KPI frameworks across all functions
- Reward-system redesign using A/B/C-Class performance rating
- HOD-owned performance dashboards; career-progression framework

STRATEGIC PARTNERING

- Led full leadership transformation — coached all HODs and Managers
- Structured C-suite layers (Strategic / Tactical / Operational) to reduce founder micromanagement
- Designed and launched R&R programme (Activator + Achievement Challenges)
- Strategic-alignment workshops across Sales/Ops and Support teams
- Drove performance culture across housekeeping, maintenance, outdoor sales and operations

KEY OUTCOMES

- **Gold Medalist — Best R&R Programme, EXA 2026 (Human Resources Online Malaysia)**
- Renewal rate +60% · Occupancy +10% · Total units +27%
- Owner positive reviews +500%
- Google reviews +88% — 600 → 1,130 at 4.6 stars

17 Travel & Tourism Agency

Sales +25% • int'l expansion

OPERATIONAL BUILD

- Restructured org chart and redefined work scopes
- Mapped and streamlined business-process flows
- Launched a performance & reward-recognition framework
- Talent-attraction and acquisition strategy design

STRATEGIC PARTNERING

- Formed a new department aligned to business-expansion direction
- Developed 4 HODs through structured leadership coaching
- Aligned the people structure to support international expansion

KEY OUTCOMES

- Sales increased +25%
- Expanded into Indonesia
- 4 HODs successfully developed
- New department formed aligned to growth strategy

CONSTRUCTION

1 ENGAGEMENT

18 Industrialised Building System (IBS) Construction Firm

Vision-to-execution build

OPERATIONAL BUILD

- Aligned company vision, mission and core values across all departments
- Redesigned organisational chart and post-design structure
- Recruitment funnel, referral scheme and structured hiring process
- 20/70/10 performance-differentiation system — first formal appraisal template
- Compensation study, bonus planning, benefits review and commission structure

STRATEGIC PARTNERING

- Structured meeting rhythm — Prepare, Decide, Execute framework
- Task, manpower and time-tracking system improvement
- OGSM and annual strategy workshops with key leaders
- Collection-accountability system — targets and challenge-based accountability
- Culture & engagement initiative; HOD goal-setting framework

KEY OUTCOMES

- Multiple major projects confirmed during the engagement
- Key roles filled — Accountant, Junior Factory Executive, HR Executive
- First formal performance-appraisal system launched
- New HR hire freed senior management for strategic work
- Vision, mission and values formally aligned

FINANCIAL SERVICES

1 ENGAGEMENT

19 Financial-Services Firm

Goals • KPIs • sales

OPERATIONAL BUILD

- Facilitated a management workshop on goal-setting and business direction
- Mapped business-process flows across key functions
- Designed a KPI & performance framework

STRATEGIC PARTNERING

- Hands-on sales-management coaching
- Built a sales performance dashboard and tracking system

KEY OUTCOMES

- Management aligned on goals and direction
- KPI framework and sales dashboard launched

About this portfolio. All engagements were delivered as an embedded People & Culture Business Partner through Vimicoach's client pipeline between April 2024 and May 2026. Client identities have been anonymised; sector descriptors and scale indicators are retained to convey engagement context. Outcomes are self-reported by clients or documented in coaching records; company-specific financial figures are shared only where publicly known or with client permission. Available on request for verified opportunities: named references and supporting detail.