

CASE STUDY

From Tobacco to FMCG: How SNPL Reimagined Leadership

About the Organisation

Surya Nepal Private Limited (SNPL), historically recognized as a market leader in cigarette manufacturing, has been undergoing a significant strategic transformation. Over recent years, the company has consciously expanded into the FMCG sector. This bold diversification required a parallel evolution in leadership mindset and organizational culture to succeed in a competitive, innovation-driven, and consumer-centric market.

Background

SNPL's diversification strategy was defined at the top leadership level nearly two years ago. However, translating this vision into everyday action at the mid-managerial and frontline levels posed a challenge.

Mid-managers and high-potential individual contributors - acting as the bridge between strategy and execution - needed to internalize the strategic intent, align their teams, and lead behavioral shifts amidst ambiguity and change.

We partnered with SNPL to design and deliver **the Leadership Accelerator Development (LEAD) Program, a 12-month immersive learning journey for 30 mid-managers and high-potential team members.**

Problem

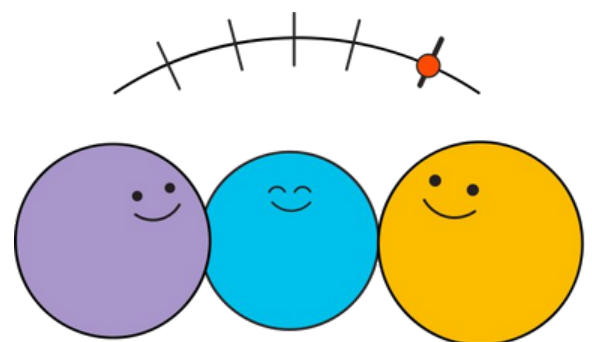
The transition from tobacco to FMCG surfaced several challenges:

- **Navigating a new market landscape:** Moving from a product-push to a customer-pull environment created uncertainty and stress.
- **Operational inertia and resistance:** Learners hesitated to let go of long-held habits and “cigarette mindset” ways of working.
- **Limited strategic thinking:** Managers defaulted to operational firefighting, neglecting planning and big-picture alignment.
- **Collaboration gaps:** Strong individual performers struggled with cross-functional teamwork and influence.
- **Mindset shifts still in progress:** Rigid thinking, fear of ambiguity, and siloed working limited adaptability and resilience.

Solution

The SNPL LEAD Program was designed to address these challenges by equipping participants with tools, frameworks, and experiences to:

- Build self-awareness through **Emergenetics® psychometric profiling**.
- Connect daily roles with SNPL’s broader transformation agenda via **strategic thinking sessions**.
- Shift from product-driven to customer-focused approaches using **design thinking**.
- Lead change confidently through frameworks like **Kotter’s 8-Step Model** and the **Kubler-Ross Change Curve**.
- Strengthen collaboration and influence without authority through experiential activities and structured reflection.
- Apply learning directly to organizational challenges via **Action Learning Projects (ALPs)**.



Execution

The journey unfolded across multiple phases between March and December 2024:

Phase 1: Virtual kickoff, onboarding, and pre-assessment (Mercer Mettl).

Phase 2: In-person workshops in Kathmandu covering Emergenetics, strategic thinking, customer centricity, design thinking, managing change, and influencing without authority.

Phase 3: Group reflection sessions (virtual) and Action Learning Projects with post-assessment.

Key program elements included:

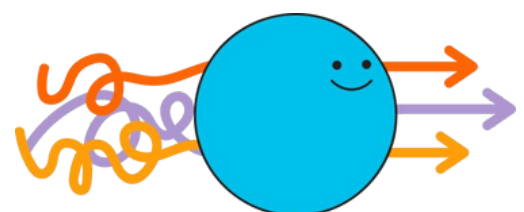
The journey unfolded across multiple phases between March and December 2024:

Pre- and post-journey 180° assessments to measure behavioral shifts.

3-day immersive in-person learning sessions combining psychometrics, design thinking, and change leadership.

Group reflection sessions for peer learning and troubleshooting.

Action Learning Projects addressing real business challenges such as packaging innovation, customer feedback loops, and distributor collaboration.



Impact:

The program delivered measurable and qualitative impact:

8.5/10

CSAT Score

Competency Uplift

+4.6%

Customer Orientation

4.1%

Collaboration

+4.0%

Strategic Thinking

+4.0%

Change Management

Behavioral shifts:

- From reactive to strategic thinking.
- From individual contributor to team influencer.
- From operational executor to customer-focused innovator.

Action Learning Projects

- Team 1 exemplified a hands-on, problem-solving approach rooted in the Design Thinking methodology. They exemplified how participants were able to shift from “just doing their job” to **designing better ways of working**.
- Team 2 developed a **customer care strategy** with feedback mechanisms, distributor training, and packaging innovations.
- Other teams applied **Kotter’s Change Model** and **Blue Ocean Strategy** to functional challenges.



Creating impact through learning **since 2010**



Backed by our unconditional promise: **Happy or Free**



Original proprietary content based on the **latest in behavioral science**



Trusted by customers across geographies



About Us

FocusU Engage is one of India's leading names in the field of learning and OD interventions. The inspiration behind FocusU is a quote from Walt Disney: *"Laughter is no enemy to learning"*.

"To enable people and teams be more through meaningful learning."

This is the mission that has driven us over the years and made us a name that L&D stakeholders across more than a 900+ corporates place their faith on to deliver every single time.

We solve two big problems for our clients:

- Learner engagement: When a learning intervention is not customised, learners are not engaged.
- Application of learning: Without planning for learning transfer, investments on training deliver very less ROI.

Every year, we conduct around 1000+ learning workshops – that touch the lives of over 40,000 employees.

As our tagline says, we hope to inspire each person we touch to #BeMore.

We are amongst a select few companies in Stanford Seed Chosen as a part of the 2025 cohort in South Asia, for having the potential to transform lives and positively impact people and the planet.



Stanford | Seed

focusU

