

Case Study - VIVID by B&Q

Building a new culture from scratch

ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan is one of Greater China's most awarded training and development firms. The firm has been 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and 'Most Outstanding New Trainer' by the Hong Kong Management Association in 2008.

Through three offices across China, the firm assists both foreign and Chinese multinational firms improve the 'soft skills' of their employees to improve productivity, engagement, sales and negotiation outcomes.

In 2008 the company began publishing China's longest running, bi-lingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS) in 2012.

For more information, please visit www.clarkmorgan.com.

BACKGROUND

B&Q China had a problem. Their business model, which was transplanted from their home base in the UK, was not working in China. In the UK, B&Q was a purveyor of Do-It-Yourself home improvement solutions for home owners, handymen, home builders, construction workers, and contractors. They offered everything a person needed to furnish or remodel new or existing spaces.

In 1999, B&Q saw the growth of the Chinese construction market and saw a potential opportunity to get in on the ground floor for the desired demographic target market and soon opened their first store in Shanghai. By 2008, they had expanded to over 30 stores around China and had acquired some of the local competitors.

However, there was one problem. B&Q was losing money each year. Their American counterpart, Home Depot, decided to leave the Chinese market in late 2012. The DIY ethos was lacking here in China. If people wanted to build or remodel, they would hire contractors, who had their own suppliers (regardless of the quality). People used B&Q as a showroom, where they could see a wide variety of products, but would source elsewhere. This was a similar problem with Best Buy and MediaMarkt.

ISSUE

Since B&Q's current model was not appropriate to the Chinese market, Kingfisher, B&Q's holding company, explored a variety of options. The one that they decided upon was to create a whole new concept for the Chinese market, one that focused on value, quality, and listening to the customer to help them make their own choices. This is a niche that no-one else was doing in China. And, there would be unique technological tools that would surpass anything in the world.

The concept is called 'VIVID Homes by B&Q'. The customer would be able to come in, be closely coached by the staff as to what the customer needed, then led to see several options that would match their needs. It would not be 'selling', but helping. The prices would be set, no negotiations, but also guaranteed as to quality of the project, material, and adherence to the project schedule completion.

To make this successful, they needed to create a new corporate culture from the ground up. They wanted to have the professionalism and customer support and care of an 'Apple Store' or a 'Zappos' but in a home improvement setting.

SOLUTION

B&Q approached ClarkMorgan to help them design a training pathway for their new hires. ClarkMorgan's portion of the training would focus on the coaching, influencing, and problem solving aspects of the job, as well as inculcating the staff with the beginning of the corporate culture, visions, and mission.

All of the staff would be new hires, with ages ranging from 18 thru 35. Through the training process, roles, skills, and experience would be assessed by the trainer and recommendation given to HR as to position fit and/or retention. There would be four intakes of staff, each intake with an upper limit of 25 trainees. The earliest intake was projected to get approximately 8 weeks of training, with ClarkMorgan responsible for three weeks of this. ClarkMorgan designed a training pathway that incorporated aspects of VIVID marketing, strategy, planned learning processes and procedures, as well as the desired emphasis on inclusive corporate culture and development of new, strong teams. All of the activities and projects were extensively customized to fit the specific needs of a retail environment. ClarkMorgan training was the foundation of the orientation and first several weeks, with the emphasis on learning through doing, both within and beyond the classroom.

RESULT

ClarkMorgan delivered two months of training in the end of 2012 and beginning of 2013. The projected opening of the new store is at the end of March 2013, and ClarkMorgan has already been hired to train more staff and help the existing staff refine their

skills for previous trainings and extend their skills in new areas. The HR manager said, “The energy, hard working and dedication of our team has left a deep impression on our Big Boss. (Malcolm) is very proud of us. I am proud to be a member of this team.”

MODULES TRAINED

Foundation Training:

Analyzing Your Prospects – Target Acquisition Equation
 Understanding Deeper Motivations – Needs vs. Wants
 Building Rapport – Mirroring and Matching
 Building Influencers – KOLs and KIIs
 Needs Audit
 Understanding Your Firm’s Competitive Advantage – Features Audit
 Discovering Deeper Needs – The Funneling Technique

Creation Training:

Understanding Communication Impact – The NLP Model
 Customizing Your Communication Style - Meta Programs
 Reflective Language
 Handling Complaints Face to Face
 Giving Suggestions - The I Technique
 Structuring Your Business Message with PDA
 Proactively Presenting Solutions - Problem, Cause, Effect, Solution, Consequence
 Improving Fast with Structured Evaluation - The GBB Module

Ownership Training:

Ensuring Everyone Is Learning - The Four Types of Learners
 Effective Training Design – TAPE
 Creating Compelling Case Studies
 Creating Anecdotes To Engage The Audience
 Key Training Dos And Don'ts
 Making Technical Training Fun
 Three Keys to Confidence
 Providing Effective Feedback

Influencing Training

Active Listening
 Advance Listening
 Transitioning Undesirable Behavior – Pacing & Leading
 Key Message
 Handling Nerves
 Presenting Information In a Persuasive Manner
 Making a Strong Conclusion

Problem Solving Training

打破原有设想
 认知核心问题根本原因分析
 使用完善的解决方案-全面出击
 澄清的艺术- SMO系统
 使用有价值的情感 -思维置换
 解决问题常用的五种方法

CONTACT INFORMATION

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