

Case Study – Wanda

# Building a World Class Service Culture

## ABOUT CLARKMORGAN

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

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has three offices across China, as well as an office in Melbourne, Australia. The firm assists both foreign and Chinese multinational firms improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of 16 trainers, each with unique skill sets. Trainers speak English and Mandarin and have worked throughout Australia, China, Europe, South East Asia, and the USA.

For more information, please visit [www.clarkmorgan.com](http://www.clarkmorgan.com).

## BACKGROUND

Wanda Group is a Chinese Conglomerate with businesses in real estate, tourism, hotels, and entertainment. The company recorded 87 billion RMB (US\$14 billion) of revenue in 2013, and a 25 billion RMB of net profit.

Among their holdings are 55 five star hotels in China. The company also wishes to develop its own brand, with three hotel brands currently planned – the five star Wanda Realm, the luxury five star Wanda Vista and the super luxury five star Wanda Reign. The group also has ambitious plans to expand their own hotel brand to compete globally.

The first such hotel was announced in June 2013, and will be located in South London as part of the Nine Elms regeneration. The group will invest 1.1 billion US dollars in this development, with plans to further expand in Europe and North America.

## ISSUE

Due to the rapid rate of expansion, Wanda approached ClarkMorgan to aid in the design and deployment of a customer service program that could be expanded across all of Wanda's hotels and resorts, both in China and abroad. The goal of the program was to lift the quality of customer service to an international standard, in line with its vision of a world class service culture.

## SOLUTION

After consultation with key Wanda executives from the head office, a five-day orientation course was agreed upon. This course was divided into two parts - a three-day course for all staff, followed by a two-day course specifically targeted towards supervisor level staff and above.

Prior to the course design and deployment, stakeholders from all levels of the organisation were selected to increase buy-in to the vision and support the program within their region or department. ClarkMorgan also assisted with building of a consensus around the need of a service culture, prior to deployment.

ClarkMorgan managed the project and involved six internal consultants to design and develop the program along with external vendors to help add insight into industry specific issues and habits. This team built five days of materials, including pre-course information, in-class material, trainee and trainer PowerPoints™ as well as a guide for trainers to follow.

All training material was provided in both English and Chinese, and the key learnings, as well as graphic design, were aligned with the service culture that Wanda wished to create.

## RESULTS

The program was piloted in July 2014 at Wanda's training centre in Tianjin, China. The program is currently being refined and will be deployed across all properties in China in late 2014 and 2015. In addition the program will be incorporated into new property openings, and will be especially critical in properties opened abroad, such as London. This will help to reinforce the Chinese service culture and ensure that standards are met globally to help Wanda grow and develop its position as a leader in the hotel and resorts industry.

## **CONTACT INFORMATION**

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