

CLIENT TESTIMONIAL FROM INFINITUS, CHINA

10st Feb, 2015



"Infinitus Ltd" is one of the core brands of "South Lee Kum Kee Co Ltd.", and is the wholly-owned subsidiary of Lee Kum Kee Hong Kong Group. The company specifically engaged in development and sales of herbal health products. Since established in 1992, with "mutual benefits" as the core value, Infinitus committed to entrepreneurial spirit of "caring, cooperation & pioneer", pragmatic management style, and the historic mission of carrying forward Chinese culture, creating a balanced, prosperous, harmonious and healthy life.

In 2013, the company started to prepare for the fourth five-year plan; at the same time, the company had 3 key projects that were planning and about to implement in China market. After internal discussion, the company decided to start "action learning" programs to help implement the key projects, effectively improve personal & team leadership, at the same time, help the company to establish a more reasonable fourth five-year plan.



This project started since late June 2013, after 6 months hardworking, the group has achieved fruitful result, and was fully recognized by Infinitus.

This time we interviewed HRs and trainees, please see below their testimonials:

- **Can you describe how AL is used in the organization: since when, how many sessions, how many internal coaches, how many projects, type of projects, overall focus of the AL program (ex. Innovation, problem solving, personal development, teams ...) ... ?**

The "Brand Construction Project" included two training courses and five Action Learning sessions (including project planning, problem solving, team collaboration, and project execution).

The project included 2 groups, 20 participants, and 5 senior managers (as internal coaches and judges). The topics for each project were product development & brand construction respectively.

Target of the project:

- ✓ Facilitate planning and execution of key projects
- ✓ Facilitate landing & execution of all ongoing projects, implement action plans effectively
- ✓ Specifically develop three key items: product, branding, business team
- ✓ Use scientific methods to develop action plans

- **Can you give some detail, without disclosing confidential information, of a challenge where the AL team managed to propose and implement breakthrough solutions?**



Before, Infinitus was product oriented, which is to say, what the sales sell only determined by what the company have. But the end consumers were never clearly defined, so that the objective of brand awareness and reputation was vague. Through the project, the team clearly defined three objectives: where is the target market, whom should be invited to marketing activities, how to increase market share. Team experienced the whole process from rough to precise thinking. Leadership development is obvious during the process: from the improvement of each leadership dimension, strategic thinking of the team have been successfully moved from team-oriented to customer-driven and market-oriented.

- **What do you think are the top 3 (maximum) critical success factors for the AL program in your organization?**

a) Commitment from senior manager: The senior managers participated in mid & final presentation, and also oversaw the process on monthly basis, to provide suggestions and resources on timely manners.

b) Involvement of team members: not only ensure 100% participation in official AL meetings, but also devote reasonable working hours for AL projects (like doing surveys, market analysis, best practice benchmarking, etc)



c) Coaches and AL project management: experienced coaches and strict management of Action Learning process from both Infinitus and AMA China, to ensure the quality of the project.

● **What do you consider to be the particular contribution of AL, distinguishing it from other approaches, in your organization?**

The learning process is more related with business operation, which helps to display learning results, capability development and effective transformation from learning to action.

From this project:

- ✓ 100% achieved project targets
- ✓ 100% participants improved skills of project management and problem solving
- ✓ 100% participants improved leadership skill
- ✓ 100% participants effectively applied knowledge to real working environment
- ✓ 100% participants gained more experience and inspiration



● **Can you share testimonials from participants (team members, coaches, sponsors, senior management) ?**

Feedback from participants:

- ✓ Action Learning was a great platform to help participants to fully apply and perform the knowledge and methodologies learned before
- ✓ Action Learning was a good opportunity for participants to explore the unknown knowledge, the team would experience deep learning through stimulation from each other
- ✓ Action Learning was a good opportunity for the participants to fully exercise leadership skills, after receiving feedbacks and helps from other team members, leadership practice could achieve significant progress
- ✓ Action Learning created a great teamwork environment, let everyone feel about what the problems could be in different team development stages, and the team could experience better collaboration by the interference of AL coaches and team members

Feedback from Problem Presenter:

- ✓ To help company to solve real problem, enhance management skills, and greatly support projects at company level

Feedback from Infinitus:

- ✓ **Learning:** management team saw the participants improvement on logistic thinking and management skills, this is the most notable difference between action learning and traditional training
- ✓ **Performance:** the project achieved great results, figured out the problem that the company could not solve for years, "Only to find out the suitable client population, could we sell so much better!"
- ✓ **Training:** this action learning project enhanced learning culture in Infinitus. It also spread to other departments, and even Lee Kum Kee at company level, to further raise other Action Learning programs.



Feedback from Action Learning Coaches:

- ✓ Through this action learning project, the participants have great improvement in problem solving and personal leadership skill
- ✓ Learned structural analytical methodology, showed leadership in project and daily communication, improved management efficiency to a certain extent

● **Other experience that would like to share?**

Action Learning is an effective learning process, in addition to people development (traditional training), it could also help to solve problems and facilitate team development, which is the enterprises would like to see.

Also from operation side, people development needs to be combined effectively with business development to achieve real improvement, and Action Learning is a great learning process that we have experienced.

Appendix I: Project Achievements:

Target	Indicator	Before(%)	After(%)
Brand Awareness	Do you Infinitus?	36	48
Brand Reputation	In general, how do you see Infinitus? (Very Good, Good)	38	57
Brand Understanding	◆ Longivity Preservation	54	57
	◆ Scientific Capability	45	47
	◆ Reliable	42	47
	◆ Charity	40	43
	◆ Healthy Herbal	50	56



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