

Case Study – Altran

# Selling Big to China, instead of Europe

## **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 multinational firms across APAC, China and the Middle East, improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

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

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

## BACKGROUND

Altran Technologies is a global innovation and engineering consulting firm, founded in 1982 in France. The company operates primarily in high technology and innovation consultancy, which account for nearly 75% of its turnover.

Altran China was established in 2006, and later in 2014, the company set up a joint-venture in China, with Launch Automotive Design, one of China's leading automotive design providers in the field of automotive mechanical and digital engineering.

In 2015, Altran generated €1.945 billion in revenues and employed over 25,000 people around the world.

## ISSUE

The Altran team was very multinational, with staff from France, Italy and Germany. This correlated directly to the company's strategy to serve existing global clients with operations in China, in particular French, German, and Italian automotive companies.

But Altran has witnessed a change in the China auto industry. Previously, business was driven by foreign partners overseas. Now, ever increasingly, Chinese joint-ventures and fully owned Chinese companies were dominating the decision making and operation process, with over 80% of Altran's contacts being Chinese nationals. These local Chinese were previously engineers who had been promoted to management roles over time and now held decision making roles.

The issue was that the Altran team simply didn't understand the Chinese clients' needs deeply. Consequently, a huge market share was being ignored.

## SOLUTION

Altran engaged ClarkMorgan to deliver a comprehensive sales strategy training program, based on the book '[Selling Big to China](#)', written by ClarkMorgan co-founder, Morry Morgan.

Trainers, Jeff Lunz and Yan Sai delivered seven simultaneous sales training and consulting sessions in both Beijing and Shanghai. The content included:

- Creation of an Altran 'Features Folder'.
- Investigation techniques in understanding clients' true 'needs'.
- Linking 'needs' with Altran 'features'.
- Prospecting techniques to discover decision makers, Key Internal Influencers (KII) and Key Opinion Leaders (KOL).
- Constructing strong relationships with decision makers.
- Implementing a long term strategy with sales KPIs.

This program was directly linked to the team's sales results, in order to measure return on investment (ROI).

## RESULTS

The program had a massive impact on Altran's strategy and planning in China, including changes at the very top management, right down to the sales teams. This included grounding Altran's business in the Chinese market, and focusing on companies that included Chinese auto firms, Geely, Chery, and Great Wall Auto.

As a result of this strategy change, the Altran China team localised its staff with the sales improvement being almost immediate.

According to Wang Yan, Automobile Division Operation Manager for Altran, in less than a year after the ClarkMorgan sales training Altran had "established business relationships with Geely, Great Wall and a few other key Chinese clients."

Altran CEO for China and South East Asia, Mr. David Nicolas, reported that the organic growth in China for the following year was a massive 45.6%, compared to growth in France (4.2%), UK (22.4%), USA (21.5%) and India (30.9%).

### MODULES TAUGHT – BASED ON 'SELLING BIG TO CHINA'

#### Investigation

- Needs Audit
- Discovering Deeper Needs – The Funnelling Technique
- Creating a Unique Selling Proposition

#### Comprehending

- Building Influencers – KOLs & KIIs
- Creating Anecdotes to Engage the Audience
- Understanding Your Firm's Competitive Advantage: Features Audit

#### Prospecting

- Understanding Leverage and its Components
- Tailoring Your Message to the Client
- Developing Client Relations - Checking

#### Constructing

- Understanding Deeper Motivations: Needs vs. Wants
- Building Rapport: Mirroring and Matching
- Tactics of a Negotiation

#### Implementing

- Understanding Market Position – SWOT Analysis
- Analysing Your Prospects – Target Acquisition Equation (TAE)
- Attributes of a Top Sales Force: Creating Manageable KPIs
- Getting to the Point While Maintaining Goodwill

## **CONTACT INFORMATION**

For further information or any questions regarding this case study or ClarkMorgan in general please contact:

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