

Case Study – DB Schenker

Building Sales Capabilities Across Multiple Nationalities

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.

BACKGROUND

DB Schenker is a division of German Deutsche Bahn AG and focuses on worldwide logistics that combines air, land and sea freight. The company has an annual revenue of approximately €19.7 billion and has over 95,000 employees in 140 countries worldwide.

DB Schenker, under its former name, has been in Greater China for over 45 years, opening in Hong Kong in 1966. The first mainland China office was opened in Guangzhou in 1981, followed by a Beijing office in 1982, Shanghai office in 1989, and then over 30 offices across China until present day.

In a 2011 press released by DB Schenker, Dr. Thomas C. Lieb, Chairman of the Board of Management of the firm announced that "Hardly any other country is currently as important as fast-growing China with regard to global trade and industry. Together with our customers, we are now following economic development to the Chinese hinterland."

China is critical for DB Schenker's strategy.

ISSUE

The Director of Sales at the Beijing division of DB Schenker had noticed that his trade lane sales team, which comprised of approximately 12 different nationalities, was not structured in its approach to sales. Each had a different methodology, and there seemed to be no rhyme or reason to their daily sales routines.

The Head of Route Development Management for DB Schenker in Beijing, Johann Reimer, had used the training services of ClarkMorgan in his former company, Weiss-Rohling, another logistics firm. He recommended that ClarkMorgan introduce their ‘Selling Big to China’ methodology.

SOLUTION

Prior to the training, interviews with seven of the 12 trade lane salespeople was conducted to better understand the level of sales skills, as well as the specific challenges that each faced in their particular trade lane market.

Trade lanes differ from each salesperson. For example, one trade lane is ‘China to France’, whereas another is ‘China to the USA’. In these two cases, the culture, expectations, business style and language differs significantly. This difference was replicated across all 12 different trade lanes, of which there was a sales manager for each.

While the ‘Selling Big to China’ program was customised in order to align with the scenarios and unique markets for each of the 12 trade lanes, the overall principles and methodology remained the same. Staff were given a clear structure on how to demonstrate benefits, and build trust. Role play activities were included, to test the trainees’ uptake of the information, and a final report on each trainee was provided to Johann Reimer at the conclusion of the training.

RESULTS

Johann Reimer saw immediate results in his trade lane salespeople. In a testimonial following the training, he wrote, “I was so impressed by his structured approach to the sales process. His training is engaging, China-centric and very practical. I would strongly recommend him for sales training.”

Johan Reimer was later promoted to Vice President of Sales in Germany.

MODULES TAUGHT – BASED ON ‘SELLING BIG TO CHINA’

Preparation

- Analysing Your Prospects – The Target Acquisition Equation (TAE)
- Needs vs. wants
- Needs Audit
- Understanding Your Firm’s Competitive Advantage - Features Audit

Meetings

- Discovering Deeper Needs - The Funnelling Technique
- Checking
- Matching Needs to Features

Building Trust

- Mirroring and Matching
- Developing KOLs and KIIs
- NLP Communication Model

Negotiating

- Role Play – Logistics Industry
- Understanding Leverage and its Components
- Tactics of a Negotiation
- Reaching Agreement

Maintaining the Relationship

- TALK
- Managing Complaints

CONTACT INFORMATION

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