

CASE STORY 01



2020 – 2026 | AUTOMOTIVE | CHINA

From zero to a working business in China.

The mandate: build and develop Emmetec's China business.

Emmetec is an Italian family-owned automotive company with around 80 employees and more than 70 years of industrial history.

In 2020, the company had products, technology and international experience — but no structured business in China.

Six years later: several million euros in sales, a local operation, customers, suppliers, technical capabilities and an established position in the Chinese automotive remanufacturing industry.

WHAT WE ACTUALLY DID

FROM STRATEGY TO EXECUTION.
REAL WORK. REAL RESULTS.

01 BUILT THE CUSTOMER BASE



- Identified, approached and developed Chinese customers.
- Built relationships with OEM-related companies and professional repair businesses.
- Turned initial contacts into a professional and recurring commercial network.



RESULT:
China developed from virtually zero business to several million euros in sales.

02 BUILT THE SUPPLY NETWORK



- Identified and developed qualified Chinese suppliers.
- Created a reliable local sourcing network to complement European supply and respond to China's cost, availability and lead-time requirements.



RESULT:
A stronger and more flexible China business model.

03 ESTABLISHED THE LOCAL OPERATION



- Opened and developed Emmetec's local presence in China.
- Created a technical and research centre to support the market, transfer know-how and provide training to Chinese customers.



RESULT:
Emmetec moved from exporting to China to operating in China.

04 BUILT THE BRAND IN CHINA



- Developed Emmetec's presence on Chinese social-media channels.
- Adapted communication to the local market and progressively strengthened awareness of the brand and its technical expertise.



RESULT:
Greater recognition among customers and industry professionals.

05 BUILT INDUSTRY & INSTITUTIONAL RELATIONSHIPS



- Represented Emmetec with Chinese institutions, associations and industry stakeholders.
- Developed the company's position within the Chinese remanufacturing ecosystem.



RESULT:
Emmetec became a recognised reference within its specialised field and an active participant in the relevant Chinese industry association.

06 MANAGED THE BUSINESS THROUGH REAL CONDITIONS



- Covid 2020–2023.
- Import restrictions and logistics.
- Long lead times.
- Strong local € competition.
- Chinese overcapacity.
- Increasingly sophisticated and good-quality domestic production.
- Adapted the operation as conditions changed rather than continuing to execute the original plan when reality had changed.



RESULT:
The China business continued to develop — and emerged with a stronger local structure than it had before.

2020 → 2026

Key results.

FROM

Virtually zero
China business.



TO

Several million
euros in sales.

BUILT

- Customer network
- Supplier network
- China office
- Technical & research centre
- Customer training
- Chinese digital presence
- Industry & institutional relationships

WHAT THIS CASE DEMONSTRATES

We did not advise Emmetec on how to build China. We helped build it.

Strategy was part of the work. But so were finding customers, developing suppliers, establishing the local operation, training the market, building relationships, solving problems and adapting the model when conditions changed.

That is the difference between recommending a move and making it happen.

ANOTHER EXAMPLE OF OUR WORK.

Different companies. Different industries. The same approach.

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