CONCEPTUAL SEMINARS AND FORMS OF COOPERATION
CENTER FOR GROWTH AND SALES STRATEGY

Science And Business: Bridging The Gap
DEAR PROSPECTIVE PARTNER,
DEAR SIR OR MADAM,

Collaborative student-industry projects (i.e. conceptual seminars) are an essential cornerstone of our lectures. It is our strong believe, that a genuine experience of today’s business world should be a fundamental part of a business degree. Through formally scoped business projects, students will have the opportunity to practically apply their theoretical knowledge.

To assure valuable insights and recommendations for our business partners, we first assign the students into appropriate groups. We furthermore coach these groups on a weekly basis to ensure high standards of market research, analyses and developed sales concepts. The participating students bring access to the latest academic business research and theory. Additionally, students have access to the experience of their coaches, which have a long history as consultants in a broad variety of industries.

As a result, our industry partners receive a report/solution which is customized to their demands - i.e. the particular business issue or management dilemma. The results are the property of the industry partner.

Because of the students’ ability to “think out-of-the-box” and the professional coaching delivered by the supervisors, former partners were highly satisfied with the innovative solutions developed by the students (as you can easily check by reading the comments of former business partners later in this brochure).

Another benefit of hosting such a project is a direct access to emerging talents. Companies can find out how potential future employees perform in a real business situation - getting insights which a typical “assessment center” cannot deliver. Additionally, the partner companies are enhancing their profile as an interesting employer, i.e. the projects increase the value of their employer brand.

Host organizations that partnered with our competence center were companies like Red Bull, Weber Stephen, Feinkost Käfer, GARDENA as well as non-profit organizations like the city of Neu-Ulm, a public owned theater (ROXY Ulm) and others.

If you have any questions do not hesitate to contact us. We’re looking forward to hearing from you.

Sincerely,

Prof. Dr. Sascha G. Fabian
Director Competence Center for Growth and Sales Strategies

Prof. Dr. Alexander H. Kracklauer
Director Competence Center for Growth and Sales Strategies
ABOUT US
CENTER FOR GROWTH AND SALES STRATEGY

Research, teaching and practice at the Center for Growth and Sales Strategy is dealing with the identification of growth areas in the field of market oriented business management, the development of suitable growth strategies and the development of (new) customer segments.

The professors and research assistants work together with companies in this area, in order to provide students a practice-oriented course of studies as well as establish applied research in close collaboration with companies.

The successful cooperation between the university and the corporation Baumit in 2010 lead to the establishment of the Center.

The Center is the only academic institution in Germany that connects the strategical development of sales organisations and brands with qualitative and quantitative market research as well as sale and trademark law expertise.

A special focus is on the areas „Digitalisation of Sale“, „Employer Branding“ and „Price Management“. For this, we closely cooperate in teaching, research and transfer of knowledge with companies from the economy. Our aspiration is to research practice-oriented, to teach and carry out impulses into the economy.

The management of the Center lies with Prof. Christian Langbein, Prof. Dr. Alexander H. Kracklauer, Prof. Dr. Sascha Fabian and Prof. Dr. Kai-Thorsten Zwecker (see picture, from left to right).
There are various ways to cooperate with the Center for Growth and Sales Strategy (listed on the right hand side). Recent partnerships were conducted with companies at the regional and super-regional level.

The Center for Growth and Sales Strategy deals in the fields of:

» Quantitative Market Research
» Marketing & Sales
» Sales Legislation

Partnering with companies enables the theory underlying these fields to be applied into practice. Furthermore, working with the professors and research assistants of the Center ensures that our partners learn about the latest methods in research. The integration of our students enables our partners to develop new approaches to current business topics.
01 SEMINAR PAPERS, BACHELOR AND MASTER THESES

Topic taken from the business practice of one of our partners. Written analysis by students of a practice-oriented issue under the supervision of a professor.

02 CONCEPTUAL SEMINARS

The business partner chooses a relevant topic. The topic is investigated in depth and the outcome presented by several student groups supervised by professors.

03 COMPANY PARTNERSHIPS

Companies partner closely with the HNU. Students investigate given topics; partnering may take the form of funding for research assistants, for example in the context of a third-party funded project.

04 PRACTICE-ORIENTED RESEARCH PROJECTS

Collaboration on research projects with regional, national and international operating companies.

05 LECTURE SERIES, GUEST LECTURES AND CONTINUING EDUCATION COURSES

The Center for Growth and Sales Strategy organises lecture series with representatives from the business and academic worlds.

06 CONSULTANCY

Business consultancy in innovation management, market research, branding, pricing and sales management.
The professors of the Center of Growth and Sales Strategy conduct in-house training and workshops. They conduct internal and external workshops, provide continuing education and other courses.

Visits to companies and in-house workshops with students, professors and partners from the business sector.

Roundtable discussions on specific topics with experts from business companies.

Development of innovative solutions in the field of sales management and marketing.

» International partnerships for studies abroad
» Lecturer exchanges
» Student exchanges
"We’re offering regional and supra-regional companies a broad range of co-operation forms like conceptual seminars, bachelor and master theses, inhouse trainings and others. Every type of cooperation has its own advantages, e.g. in terms of conceptual seminars the dedication of our students in combination with our long-term experience as consultants lead to creative and outstanding results. Our work as consultants in various industries and topics as well as researchers guarantee feasible concepts. In a nutshell, it is my hardrock belief that companies get incredible benefits through conceptual seminars and other forms of cooperation."

PROF. DR. FABIAN
With the aid of various growth strategies, the Center for Growth and Sales helps businesses to structure and prioritize different measures and activities.

The graph on the right shows four growth strategies. First, company growth can be achieved through the improvement of customer loyalty, cross- or upselling. Second, a higher market penetration can acquire new customers. The third strategy is to develop new sales and brand management strategies to capture the full potential of a market. Last, the biggest growth can be achieved by targeting to new business fields and sales areas.

<table>
<thead>
<tr>
<th>01</th>
<th>CUSTOMER LOYALTY, CROSS-/ UP-SELLING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Growth through the strengthening of the relationship to your existing customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>02</th>
<th>CUSTOMER ACQUISITION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increase of the market penetration through acquisition of new customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>03</th>
<th>SALES AND BRAND MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Development of strategies for brands and sales organizations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>04</th>
<th>NEW MARKETS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Development of new business fields and sales areas</td>
</tr>
</tbody>
</table>
OUR COMPETENCES
THE LATEST SCIENTIFIC INSIGHTS AND THE LONGSTANDING PRACTICAL EXPERIENCE OF OUR EXPERTS, OFFER CORPORATIONS INNOVATIVE APPROACHES FOR THE MARKET ORIENTED MANAGEMENT. THE CORE COMPETENCES OF THE CENTER FOR GROWTH AND SALES STRATEGY OF THE UNIVERSITY OF APPLIED SCIENCES NEU-ULM ARE:

TO STRUCTURE SALES STRATEGIES

„How can I manage my sales division strategically?“

» Sales vision
» Sales strategy/ management
» Sales channels/ customer segments
» Develop term systems and establish prices
» Customer relations, sales and price management

TO DEVELOP BRAND STRATEGIES

„How can I develop my brand?“

» Brand vision/ brand architecture
» Structuring of the target group
» Emotionalizing at the brand touchpoints
» Brand name/ trademark
» Brand driver/ brand-oriented marketing mix

TO USE DIGITALIZATION

„How can I use digitalization?“

» Customer Journey/ Touchpoint Management
» Development of a multi-/omni-channel- strategy
» Development of digital offers/ services
» Development of new, digital business models
» Digitalization of the sales division

TO MEASURE BRAND AND SALES STRENGTH

„How is my brand/ my sales division perceived?“

» Know brand and sales strength
» Measurement of customer satisfaction and service quality
» Recognize barriers/ potentials for brand and sales success

TO SHAPE CUSTOMER ORIENTED INNOVATION PROCESSES

„How can I make my brand and sales division successful in the long run?“

» Customer orientation/ „Meet your customer“
» Structuring of innovation processes / customer oriented prototyping
» Segment fitting development of products, services and innovations
# TO BUILD UP AN EMPLOYER BRAND

How can I develop an attractive employer brand? How can I thrill and win over (new) employees for my brand?

- Employer brand positioning
- External employer branding (target groups, touchpoints and topics)
- Internal employer branding (HR-driver categories and communication)
- Monitoring

---

## PRICE MANAGEMENT

How can I implement a more profitable approach to pricing management?

- Determination of price-sales-functions (PSM, Garbor Granger, CA, etc.)
- Definition of pricing processes
- Assessment of market share consequences from price changes
- Development of a systematic approach to conditions

---

## QUALITATIVE MARKET RESEARCH

Which factors are important to my customers?

- Expert interviews
- In-depth interviews
- Focus groups
- Determination of the reason why customers buy certain products

---

## QUANTITATIVE MARKET RESEARCH

How do I collect representative data?

- Online (Web based surveys)
- Offline (Paper & Pencil, CAPI)
- Questionnaire design build on qualitative studies
- Determination of parameters like customer satisfaction, image, etc.
- Forecasts as well as price studies

---

## MULTIVARIATE ANALYSES

How can I gain deeper insights by using more sophisticated statistical methods?

- Conjoint analyses
- Regressions
- Cluster analyses
- Multi-dimensional scaling
OUR TEACHING APPROACH
COMBINING THEORY AND PRACTICE

Our teaching model unites scientific procedures and theoretical models with practical application fields.

Bachelor students with the major Business Studies (BWL) can apply for our fields of study „Strategic Market and Sales Management“ as well as „Strategic Market Intelligence“. In the Master programme „Master of Advanced Management“ (MAM) the lectures „Growth and Sales Management“, „Market Research“ and „Conceptual Seminar“ take place regularly in the field of study „Brand and Sales Management“.

It is our goal to impart as much practical relevance as possible to the students. That is why, in our fields of study, we always organise at least one practical project. These practice projects occur in cooperation with national and international corporations.

We have had the experience, that knowledge, which is applied in real projects, consolidates stronger with the students. Hence, our fields of study divide respectively into attendance time and independent study.

During the attendance time, methods, models and instruments get conveyed and coaching meetings for the practical projects are held. Over the course of the independent study, the students work on the predetermined project goals and assignments from the cooperation partner.
WHAT GRADUATES SAY ABOUT US
OUR TEACHING APPROACH

“In conceptional seminars teams not only develop concepts with high time pressure, but they also defend them in front of a panel consisting of business partners and professors. These experiences in the areas of market research, sales strategies and branding have facilitated my access to professional life, and are helping me along daily.“

Stefanie Nusser
Product Manager at Hartmann AG

„Focusing on a realistic business challenge of a client strengthens the ability to independently gain knowledge of an unknown topic and to apply common tools. It also facilitates teamwork which is essential in a business environment especially when to meet tight deadlines.“

Jessica Fischer
Management Consultant at Accenture GmbH

„Working on an online sales strategy for a FMCG brand has shown me how important market research is. Based on the results of a qualitative and quantitative market study we were able to identify the needs of the relevant target group and to develop our strategy accordingly.“

Marita Andrejka
Consultant at EbelHofer Strategy & Management
OUR LECTURES
IN BACHELOR AND MASTER COURSES

**BWL | STRATEGIC MARKET INTELLIGENCE**

The field of study „Strategic Market Intelligence“ is taught by Prof. Dr. Sascha Fabian. The principles and methods of market research are imparted. The students especially learn how to use market research tools such as Lighthouse (Survey Software) as well as the IBM SPSS Software and multivariate analyses.

**BWL | STRATEGIC MARKET AND SALES MANAGEMENT**

The field of study is taught by Prof. Dr. Alexander Kracklauer. The principles of sales management are conveyed. The students particularly learn methods, models and instruments. Within the scope of the marketing seminar, current problems of sales are deepened and scientifically developed. The students create written reports and present their results.

**MAM | SALES MANAGEMENT**

The field of Study Sales management takes place in the frame of the Master's degree „Master of Advanced Management“ in the third semester and is taught by Prof. Dr. Alexander Kracklauer. In the lectures, the foundation of market oriented management and sales management is taught. In the seminar the students work scientifically on subjects from the area digitalization of sales.

**MAM | CONCEPTUAL SEMINAR**

The conceptional seminar in the Master „Master of Advanced Management“ is accompanied and performed by both Prof. Dr. Sascha Fabian and Prof. Dr. Alexander Kracklauer. In a practice project the students conduct expert interviews and extensive market research. The expertise gained in the third semester gets deepened. The results are afterwards presented in the Vöhlin castle in Illertissen.

**MAM | MARKET RESEARCH**

Market Research is taught as part of the Master's programme „Master of Advanced Management“ by Prof. Dr. Sascha Fabian. The focus of the course is the imparting of a basic foundation as well as the deepening of the methodology of market research. The survey tool Lighthouse and the IBM software SPSS are also taught to the students. In the future, topics like „big data“ will become more important.
The process of a cooperation project resembles a project of a business consultancy. The project is divided into five substeps. Initially, we define realistic project goals and a specific assignment together with the cooperation partner.

Subsequently the students are briefed and split into groups (generally between four and seven). We recommend that each group develops one part of the assignment, so that many solution approaches are generated. The briefings usually take place in the premises of the university. During the briefing the students get all the necessary information that is relevant to the solution of the assignment. The duration of the projects is designed to be about six to ten weeks.

Regular coaching meetings with the professors ensure that the target agreements are adhered to. Within these coachings the students are given theoretical models, so that high quality results are ensured. At approximately the middle of the project duration a rebriefing with the cooperation partners is offered. Usually as part of the rebriefing, a factory tour is offered in order to allow the students an insight into practice. The cooperation partner controls the project status of the student groups during the rebriefing.

The results are presented in the University of Applied Sciences castle in Illertissen. Each student group showcases their conception and delivers a synopsis of their results. Afterwards the task givers have the opportunity to ask questions. Together with the cooperation partners a winner is chosen.

01 BRIEFING

» Presentation of company and product information, project related details and organizational parameters
» Division of the students into groups for the work on the assignments
02 COACHINGS
» Professors accompany the project in weekly coaching meetings during the entire project
» Professors provide assistance for the market research and/or strategical market and sales management

03 REBRIEFING
» Checkup of the project status through the cooperation partner
» Opportunity for the students to exchange knowledge and ask questions

04 PRESENTATIONS
» Presentation of the solution approaches by the students
» The audience consists of representatives of the cooperation partners and professors
» Delivery of a project synopsis for the cooperation partner
The conceptional seminars enable the students to apply best practice methods for sales and marketing, which were learned at the Center, get to know relevant challenges of the economy and develop conceptual solutions for the respective assignment as a team. Our cooperation partners profit from fresh ideas, data-based approaches and concepts with a practical orientation. Furthermore, talents can be recognised early on and be bound to the company. All in all, it is a win-win-win situation for the HNU, students and corporations."
GO-TO-MARKET STRATEGY DACH
EIGHT NEW SALES CONCEPTS FOR THE DUO LIGHTWEIGHT FORMWORK

FIELD OF STUDY
Strategic market and sales management, Bachelor’s Degree

ABOUT THE COMPANY
The family company Peri is run in the second generation and has its headquarters in Weißenhorn. Peri is a reliable partner for construction businesses and offers a wide range of individually adaptable solutions for formwork and scaffolding projects.

ASSIGNMENT
Peri introduced an innovative formwork system made of polymer into the market - the universally usable and ergonomy, lightweight formwork DUO. This system makes it easier to work in all parts of the construction industry, in which a lightweight, handy, flexibly usable and noiseless formwork is needed. The focus of the assignment was the development of a go-to-market strategy for the innovative formwork DUO in the DACH region for new customer groups.

STUDENTS’ METHODOLOGY
The students conducted expert interviews and quantitative surveys in order to analyse competitors and identify target groups. Personas were established and specific value propositions for the target groups were developed. The next step was answering the questions of the go-to-market strategy: What to sell? Where to sell? How to sell?

OUTCOME
The students were able to identify eight new customer groups for the lightweight formwork DUO. For each customer group a specific concept was developed. For the basis of this concept 177 experts were interviewed and 593 data sets were collected.

„It was a valuable and entertaining seminar with very good results, that were quite thought-provoking.”
IDENTIFICATION OF NEW TARGET GROUPS

SALES STRATEGY DACH

FIELD OF STUDY

Strategic market and sales management, Bachelor's Degree

ABOUT THE COMPANY

Kärcher Futuretech with its headquarter in Schwaikheim is specialized in technologies for peacekeeping and disaster management. The company engineers and produces independently. Since 2005 Futuretech is a fully owned subsidiary of the Alfred Kärcher GmbH & Co. KG and specialist for protective and supply systems.

ASSIGNMENT

For two products of the section civil protection the eight student groups were supposed to develop a sales strategy for the German, Austrian and Swiss market. Hereby new target groups and their potential should also be analysed.

STUDENTS’ METHODOLOGY

Initially the students undertook market and target group segmentations. These were based on expert interviews as well as different theoretical models such as the Ansoff matrix and the SWOT analysis. After the definition of the target audience, specific recommendations for action could be given.

OUTCOME

The concepts provided the company with interesting input in order to further work on the existing target groups. There were also good starting points and arguments for the handling of new target groups. All analyses and strategies were based on scientific models and 321 expert interviews.

„We will look through all concepts thoroughly and put together a plan of action for us. There was a lot of creative input for Kärcher Futuretech.“
BRAND TRANSFORMATION: FROM AWARENESS TO CONSUMPTION
CONCEPTS FOR CUSTOMER ACQUISITION

FIELD OF STUDY
Conceptual Seminar, Master’s Degree

ABOUT THE COMPANY
The Austrian company Red Bull produces energy drinks in different varieties since 1987. The caffeinated and taurine containing drinks are available in 171 countries. Every year, Red Bull sells over six billion cans and is thereby world market leader.

ASSIGNMENT
Goal of the conceptional seminar was to find out how Red Bull can transform people who like the brand but do not consume to users: „Brand transformation: From awareness to consumption“.

STUDENTS’ METHODOLOGY
Five student groups accomplished various concepts with the help of theoretical models and extensive qualitative and quantitative surveys. First, a segmentation of the target audience was conducted and personas developed. Afterwards target group specific value propositions were construed and relevant touchpoints identified.

OUTCOME
The master degree students presented their creative and innovative conceptions for Red Bull at the Vöhlin castle in Illertissen. The concepts all had different approaches: from the incorporation of potential cooperation and trading partners to the stronger incorporation of digital channels. All concepts were based on the comprehensive market investigation, that consisted of 44 expert interviews and 1.649 questioned people.

„The conceptional seminar had surpassed my expectations. The visualized concepts featured profound analyses and convinced with practical solutions that can be implemented quickly and fit perfectly within the world of Red Bull due to their fresh and innovative spirit.“
FREQUENCY AND DURATION INCREASE IN STATIONARY RETAIL

HOW CAN THE FASHION RETAIL INDUSTRY USE THEIR STRENGTHS TO BEAT ONLINE RETAIL?

FIELD OF STUDY

Strategic market and sales management, Bachelor's Degree

ABOUT THE COMPANY

unitex GmbH is the service association for the stationary fashion retail trade in Germany. The currently more than 680 members manage over 1,500 retail locations with a sales area in excess of 800,000 m². About 500 suppliers collaborate with unitex within the framework of bank-secured central regulation. As a result, the affiliated members enjoy exclusive special terms with textile suppliers, manufacturers and countless top service providers in a wide range of sectors.

ASSIGNMENT

Due to the further decrease of frequency and a short duration of stay in stationary retail, the goal of the project was the development of a concept for frequency increase and lengthening of the duration of stay in stationary fashion retail.

STUDENTS' METHODOLOGY

Altogether, eight student groups worked on the assignment. The concepts were based on data from explorative studies and surveys. For the conception, theoretical models concerning customer loyalty and acquisition were consulted.

OUTCOME

As part of the questionnaire design, the students collected quantitative data from 1,788 people and interviewed 29 experts. Ultimately, all groups were of the opinion that the stationary fashion retail should be more conscious of their strengths and advantages over online retail and that they should further evolve these strengths.

„The students were able to work well in the assignment of the conceptional seminar. We were very pleased with the well-founded recommendations for the fashion retail industry, since they were based on extensive studies.“
NEW REQUIREMENTS FOR IRRIGATION TECHNOLOGY

HOW IS GARDENA PERCEIVED BY CUSTOMERS?

FIELD OF STUDY

Strategic Market Intelligence, Bachelor’s Degree

ABOUT THE COMPANY

The producer of garden care Gardena was founded in 1961 and has since evolved to a leading brand. Their products range from garden irrigation system to tools and equipment for lawn care, tree and bush care. Gardena sells its products in 80 countries all over the world.

ASSIGNMENT

The students were supposed to identify the requirements of the garden and landscape industry and to determine the needs of Gardena’s customer segments in the field of irrigation technology. Furthermore, the perception in comparison to competitors was needed to be examined.

STUDENTS’ METHODOLOGY

First, the students developed competitor analyses for the assignment. Afterwards, they conducted expert interviews with garden and landscape farmers and on this basis developed a questionnaire. A survey in all of Germany complemented the analysis part.

OUTCOME

The students were able to give scientifically based recommendations for action for the company. These were focused on the product range, marketing activity as well as the outer image of Gardena. After the analysis of 43 expert interviews and the quantitative survey with 677 persons, the highest need for action was discovered.

„The finished concepts were creative as well as practice-oriented and as a result, the strategy conversation with key accounts were supportive and target aimed. The previous, positive cooperation with the University of Applied Sciences Neu-Ulm motivates us in our endeavour to work together with students on more practice relevant assignments.“
CUSTOMER JOURNEY OF PHOTOGRAPHERS
SALES STRATEGIES FOR CAMERA LENSES

FIELD OF STUDY

Conceptual Seminar, Master’s Degree

ABOUT THE COMPANY

ZEISS is an internationally leading technology enterprise operating in the fields of optics and optoelectronics. The ZEISS Group is represented in more than 40 countries and develops, produces and distributes measuring technology, microscopes, medical technology, eyeglass lenses, camera and cinema lenses, binoculars and semiconductor manufacturing equipment. With its solutions, the company constantly advances the world of optics and helps shape technological progress.

ASSIGNMENT

The assignment was to identify the customer journey of ambitious amateur and professional photographers in the field of Zeiss camera lenses. The students were asked to investigate the elements of the sales funnel, in order to create a sales strategy.

STUDENTS’ METHODOLOGY

The students oriented themselves on the market research process following Cooper and Schindler. This process determines that first, qualitative data should be collected and afterwards on the basis of the results, a quantitative study needs to be conducted. By reference to this survey process, the students were able to define the target groups and identify relevant touchpoints. Different strategies were developed on the basis of this knowledge.

OUTCOME

In total 64 expert interviews were conducted. The students reached 1646 potential customers with their Lighthouse conceptualized survey. Based on the generated data the students were able to deduce sales strategies.

„All groups developed brilliant strategy approaches from which we will gladly incorporate ideas into our everyday work. The commitment of the students was enormous and was reflected in their presentations. Many thanks for that!“
DEVELOPMENT AND OPTIMIZATION OF THE SALES PROCESS
STRATEGY FORMATION FOR THE GERMAN AND EUROPEAN MARKET

FIELD OF STUDY
Strategic market and sales management, Bachelor’s Degree

ABOUT THE COMPANY
The Bosch Thermotechnology GmbH stands for the business division Thermotechnology of the Bosch group. With a revenue of more than 3 Billion Euro they are one of the leading suppliers of energy efficient solutions for indoor climate and warm water comfort.

ASSIGNMENT
Some customers feel uncertain with the renewal of their heating and ventilation system. The process from the first contact to the preparation of an offer turned out to be too long and tedious. That is why the students were asked to optimize the existing sales process for the German and European Market.

STUDENTS’ METHODOLOGY
As a first step the students took a look at the competitors’ situation and performed a benchmark. Afterwards the students collected qualitative data within the frame of expert interviews. As designated in the market research process following Cooper and Schindler, the students conducted a quantitative survey subsequently.

OUTCOME
All in all, the eight student groups conducted 72 expert interviews and questioned 1,313 end customers and installers in a quantitative survey. On the basis of the thereby acquired insights, they were able to build a customer journey for Bosch Thermotechnology as well as develop eight feasible, creative, innovative and visionary strategies.

„What we liked especially well was the consumer and solution oriented approach of the students. Assignments were accepted, analysed and creative solutions were found. There were no taboos that stood in the way of innovative outcomes.“
CHANNEL AND COMMUNICATION STRATEGIES
TARGET-GROUP SPECIFIC STRATEGIES FOR WMF

FIELD OF STUDY
Market Research, Master’s Degree

ABOUT THE COMPANY
For over 160 years WMF lives a strong tradition. The company is internationally present, sets a high standard with its innovations and acts in the market as an important impetus for innovations. WMF accompanies gourmets through their day to day live with high-quality, functional and stylish products that meet the high design requirements.

ASSIGNMENT
In the business division drinking, the students were set the goal to analyze the target groups “university students“ and „young mothers“. They were also asked to determine customer expectations and develop a channel and communication strategy.

STUDENTS’ METHODOLOGY
Initially the students intensively examined the target groups. On that account, they conducted expert interviews and a quantitative survey. By virtue of this data they were able to identify the crucial purchasing factors. Subsequently, the students identified target group specific communication channels and potential trading partners as well as ascertain the potential of each channel strategy.

OUTCOME
For the analysis of WMF’s target group, 26 expert interviews and a focus group were realized. The findings of the qualitative study were supplemented by a quantitative survey at which 1.269 people were questioned. The students presented five different communication concepts and sales strategies which were based on the studies.

„Friedrich Nietzsche once said: New paths emerge by walking them. We followed this approach in our cooperation project with the University of Applied Sciences Neu-Ulm. The handling of our assignment through different groups revealed valuable impetus for the strategic alignment of the moment „Drinking“ to us.“
DEVELOPMENT OF AN ONLINE SALES CONCEPT
STRATEGICAL STEPS FOR KÄFER DELICACIES

FIELD OF STUDY
Conceptual Seminar, Master’s Degree

ABOUT THE COMPANY
Provider for this assignment was the BMG Brand Management GmbH, the license agency for Käfer products. „Feinkost Käfer“ was founded in the year 1930 and by now has grown to be an internationally active company. The business areas from „Feinkost Käfer“ range from the delicatessen shop to restaurants, its own catering service as well as tasting events.

ASSIGNMENT
The goal of the conceptional seminar was to develop an online sales concept for the Käfer delicacies. Moreover, the short- and medium-term marketing potential of online trading should be investigated and strategical steps and operative measures illustrated.

STUDENTS’ METHODOLOGY
The students first carried out a competitor analysis. Within the scope of this analysis, strengths and weaknesses of the respective competitors’ concepts were identified and opportunities for Käfer showcased. Lastly, the students conducted qualitative as well as quantitative research.

OUTCOME
With the help of two focus groups, 53 expert interviews and the quantitative data of 4,417 customers and potential customers, the student groups worked out six exciting online sales concepts. Furthermore, the students identified strategical partners that should be integrated for the realization of these concepts.

„We were very surprised about the high standard of the quite well developed concepts and we take many suggestions and new approaches with us, that we would like to integrate with Käfer.“
EXAMINATION OF DEFINED CUSTOMER SEGMENTS
SALES AND MARKETING STRATEGIES ALONG THE CUSTOMER JOURNEY

FIELD OF STUDY
Strategic market and sales management, Bachelor’s Degree

ABOUT THE COMPANY
The company Britax Römer manufactures since 1966 products for child safety - car seats, bicycle seats, strollers and buggies. Britax Römer has its European headquarter in Leipheim and employs about 450 people there. The most part of the Britax Römer car seats and all the bicycle seats are manufactured in Germany.

ASSIGNMENT
The company gave the students the task to intensively examine the customer segments and their potential. Afterwards the students were supposed to develop a sales strategy and identify potential trading partners. The strategy should involve online as well as offline channels in equal measures.

STUDENTS’ METHODOLOGY
The student groups accomplished both qualitative and quantitative surveys. For the conception of the questionnaire the students used the Kano model, in order to find out base and excitement factors. With the help of this procedure the students were able to examine the customer segments in more detail and give recommendations for the future product and channel usage of Britax Römer.

OUTCOME
Insights about the customer segment of Britax Römer were gained from 63 expert interviews and a conceptualized online survey with more than 590 participants. Britax Römer obtained a lot of very good input from this: from long established to innovative, online but also offline, from immediately to medium term realisable.

“We take valuable concepts and ideas for our company with us. Further I am pleased to see that great junior professionals evolve here and wish the students all the best and a lot of success for their future career.”
**OPTIMIZATION OF THE COMPLAINT PROCESS**

**HOW CAN CUSTOMERS BE WON BACK?**

**FIELD OF STUDY**

Strategic market and sales management, Bachelor’s Degree

**ABOUT THE COMPANY**

The long-established Austrian company with its German branch in Bad Hindelang operates in 27 countries. Baumit is one of the leading producers of materials for the building industry, especially regarding plasters, coatings and external thermal insulation composite systems. A major focus point are products for building a healthy living environment.

**ASSIGNMENT**

In the context of the conceptional seminar, the students were asked to develop a concept for the improvement of the complaint process and thereby reveal other sales opportunities. The core issue of the seminar was to identify a realistic possibility to win back customers after filing complaints.

**STUDENTS’ METHODOLOGY**

In the five-week process the students realized numerous expert interviews and quantitative surveys. Moreover, they initiated benchmarks with competitors. Theoretical models such as the competitive strength grid by Aaker were used to analyze the status quo and identify a solution approach.

**OUTCOME**

To analyze the complaint process, the students questioned 269 experts and collected quantitative data from 1,836 customers. On the basis of this analysis, the students generated different approaches for the handling of complaints, in order to shorten lines of communication and save time.

„The long-lasting cooperation with the center for growth and sales strategy gave us many new impulses. The developed concepts were creative and incredible practice-oriented. At the moment we are working on the implementation of some ideas.“
GO-TO-MARKET STRATEGY
STRATEGIES FOR A DIGITAL COMMERCE PLATFORM

FIELD OF STUDY
Conceptual Seminar, Master's Degree

ABOUT THE COMPANY
As an owner-managed family company in its third generation, with over 4,900 employees, global production sites and sales outlets, the customers of Wanzl benefit from a solid foundation with high flexibility and innovation as well as products for convenient shopping and selling.

ASSIGNMENT
The students had to analyze customer needs concerning the new company homepage. The company homepage needed to be changed in a worldwide brand and selling concept. In different groups, challenges and benefits had to be examined and a purposeful strategy to launch the market had to be developed.

STUDENTS’ METHODOLOGY
In the research phase, the student groups conducted qualitative and quantitative research. Based on these results the students could identify the respective customer journey and identify relevant customer insights. In the following conceptional phase the students developed a value proposition according to the Value Proposition Canvas.

OUTCOME
In total, the students conducted 40 in-depth interviews and additional quantitative data. With the aid of this data, relevant fields of action could be identified and strategies for Wanzel's digital commerce platform were developed. These strategies were focussed on the five P’s (product - place - price - promotion - people).

„We are excited about the high quality of the students’ presentations. The students developed practicable solutions which we will take into consideration when implementing our digital commerce platform.“
SALES CONCEPT DEVELOPMENT

SIX STRATEGIES FOR IT SURE’S MANAGED SERVICE CUBE

FIELD OF STUDY

Strategic market and sales management, Bachelor’s Degree

ABOUT THE COMPANY

The IT sure GmbH was founded 2003 by the CEO Manuel Staiger, who is an alumnus of the HNU. The company now employs 45 people in Neu-Ulm. The company is a system house which offers full-service IT solutions with their own cloud infrastructure for small and medium sized enterprises.

ASSIGNMENT

The task of the students was to develop a go-to-market strategy for the full-service program CUBE concerning small and medium sized enterprises near Ulm. CUBE provides ordered IT management. Furthermore, the students had to examine the target groups and to derive a custom-fit strategic plan.

STUDENTS’ METHODOLOGY

The students chose two types of industries and conducted expert interviews. They used the information of the survey to form a target group, carve out customer needs and establish a value proposition to distinguish the company for the competitors. The last part of the task demanded to develop a creative and marketable strategy.

OUTCOME

Overall 180 companies have been interviewed. The industries have been checked in terms of their fitting. Distribution channels were established and special events have been recommended for IT sure. The students presented their creative and clearly devised strategies at the Vöhlin castle in Illertissen.

„The creativity and variety of the students’ work was delighting. We will take along these valuable impulses to our working life at IT sure.“
PUBLIC PRIVATE PARTNERSHIPS
CENTER FOR GROWTH AND SALES STRATEGY

We as the Center for Growth and Sales Strategy of the public University of Applied Sciences Neu-Ulm care deeply about the region and its economic development. That is one of the main reasons why we like to conduct conceptional seminars in cooperation with local companies and associations.

These conceptional seminars are so-called public private partnerships, in which the public sector cooperates with private companies in different areas such as city development, housing projects, cultural as well as educational institutions. In these partnerships, both sides profit immensely from each other.

In the case of the partnership between the Center and its students with local companies, both sides can gain from the accomplished research. Our students have the opportunity to conduct studies on real assignments from different parts of the economy and the companies are able to gather new insights from a new and young perspective.

However, our interest in the region is not limited to the conceptional seminars or profit-oriented companies. Following, you will find a couple of projects that we conducted with nonprofit organizations.

Furthermore, once a year we take part in „Industry meets Science“, a series of lectures that is also held in cooperation with private companies. The exchange between the local economy and science is very important to us, as it is an essential part of the Center for Growth and Sales Strategy as well.
**IMAGE ANALYSIS FOR ROXY**

**HOW SATISFIED ARE CUSTOMERS IN THE CORE AREA?**

**FIELD OF STUDY**

Market Research, Master’s Degree

**ABOUT THE COMPANY**

The ROXY was founded in 1989. The former factory buildings are now a stage for artists of the fields music, comedy, literature, dance and theatre. The target group is people of all ages as well as any social and cultural class.

**ASSIGNMENT**

The students were asked to do an image analysis as well as analyze the customer satisfaction in the segments concerts and parties, comedy and revue as well as the ROXY series and open stage. The aim was to examine how the strategical reorientation has been perceived by customers and non-customers and how high the customer satisfaction in the particular segments is.

**STUDENTS’ METHODOLOGY**

The market research process was aligned to the methodology following Cooper and Schindler. First, expert interviews or focus groups were conducted and the results formed the basis for the development of an online survey. With the help of this survey the students were able to accomplish the image and satisfaction analyses.

**OUTCOME**

Three of the six student groups conducted a satisfaction analysis about different core areas or event possibilities at the ROXY such as Poetry Slams, concerts and open stage events. The other groups were able to gain important insights about the image of the ROXY. Altogether the student groups interviewed 106 experts and collected data from 1,502 people.

„The students developed questionnaires for us. During this time, the cultural center repositioned itself, so that the results were directly incorporated into a new strategy and implementation. This cooperation created added value for both sides not least because of the relevance for one of the biggest culture providers of the region Ulm.“
CUSTOMER SATISFACTION ANALYSIS
HOW CAN NEW CUSTOMERS BE WON?

FIELD OF STUDY
Strategic Market Intelligence, Bachelor’s Degree

ABOUT THE COMPANY
Together, the city Ulm, the counties Neu-Ulm and Alb-Donau-Kreis with partners from the divisions of the regional energy providers and the district craftsmen’s association founded the regional energy agency Ulm. The regional energy agency Ulm informs apartment owners as well as owners of residential and non-residential buildings about the benefit of energy efficient building modernization.

ASSIGNMENT
The main focus was to conduct a customer survey regarding the quality of consultations and their effects. Did people invest more in energy saving after the consultations? Which promotional programs were effective? Further, they should investigate where the potential for new customers lies.

STUDENTS’ METHODOLOGY
Expert interviews were used to gain first insights. Customers were interviewed about their satisfaction with the regional energy agency and their consultations. Subsequently, potential customers were surveyed in order to examine what is needed for customer acquisition.

OUTCOME
All in all, three student groups presented analyses about customer satisfaction. For this purpose, 21 experts were interviewed. Additionally, recommendations for the customer acquisition were also given. Those were based on the insights of the study through which 544 potential customers were questioned.

„The concept seminar with the University of Applied Sciences in Neu-Ulm showed us how well our energy consultations come across at the market and which potential there still is on the market. I was especially impressed by the profound and professional approach of the students.“
THE IMAGE OF THE CITY NEU-ULM
SURVEY OF THE INHABITANTS FOR „WIR IN NEU-ULM E.V.“

FIELD OF STUDY
Strategic Market Intelligence, Bachelor’s Degree

ABOUT THE COMPANY
The association „Wir in Neu-Ulm e.V.“ (W.I.N.) works to clearly position the city Neu-Ulm. The goal is to sharpen Neu-Ulm’s profile, improve its image and increase the regional and trans-regional appeal. W.I.N. organizes cooperation between the retail industry, politics, administration, civic organizations and property owners.

ASSIGNMENT
The core task of the conceptional seminar was to analyze the perception of the city Neu-Ulm. Thereby, only the inhabitants of Neu-Ulm should be polled. The project focused in particular on the following questions: What do the citizens think of the city Neu-Ulm? What does the city stand for? What has Neu-Ulm to offer and how much of this is known by citizens?

STUDENTS’ METHODOLOGY
The students began with the conduct of expert interviews in a qualitative pre-study. Based on this outcome a quantitative survey was conceptualized and realized. The results consisted of opportunities and strengths of the city Neu-Ulm, from which recommendations for actions were derived.

OUTCOME
The four groups of the conceptional seminar conducted 59 expert interviews and collected quantitative data from 1,584 inhabitants. The recommendations for action focused on Neu-Ulm’s infrastructure and communication possibilities between the city Neu-Ulm and the inhabitants.

„It was very interesting to see which results the students brought to light. The seminar was very meticulous in its questioning and developed different ideas that I personally would not have thought of. Many thanks for this in-depth analysis of the specific groups and the very good cooperation with Professor Fabian.“
COMPANY PARTNERSHIPS
CENTER FOR GROWTH AND SALES STRATEGY
EDITOR

Competence Center for Growth and Sales

ADDRESS

University of Applied Sciences Neu-Ulm
Wileystraße 1
D-89231 Neu-Ulm
www.hs-neu-ulm.de/kwv
sascha.fabian@hs-neu-ulm.de
alexander.kracklauer@hs-neu-ulm.de

PICTURE CREDITS

© Competence Center for Growth and Sales
© University of Applied Sciences Neu-Ulm

PRINTING PRESS

WIRmachenDRUCK GmbH
Mühlbachstraße 7,
D-71522 Backnang

SOCIAL MEDIA

www.facebook.de/KWV.HNU