

**change**

Consulting Company

People and organisations in times of change

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conceptchange

**change** Consulting Company was founded in 2004. The company has an ever-growing customer base including companies from industry, trade and services.

Subject competence focuses on consultation for processes in the fields of **sales, marketing, service and strategy**. The second core competence lies in assisting people going through business-related or private **transformation processes**.

Our customers value our tailor-made consultancy services emphasising ingenuity, creativity and professionalism.

Our motto is – we assist "**people and organisations in times of change**".



**Consulting** for your  
**Sales Organisation**

# Management consulting & Implementation assistance

We are your one-stop shop for analyses, strategies and implementation

**Management consulting & implementation assistance**

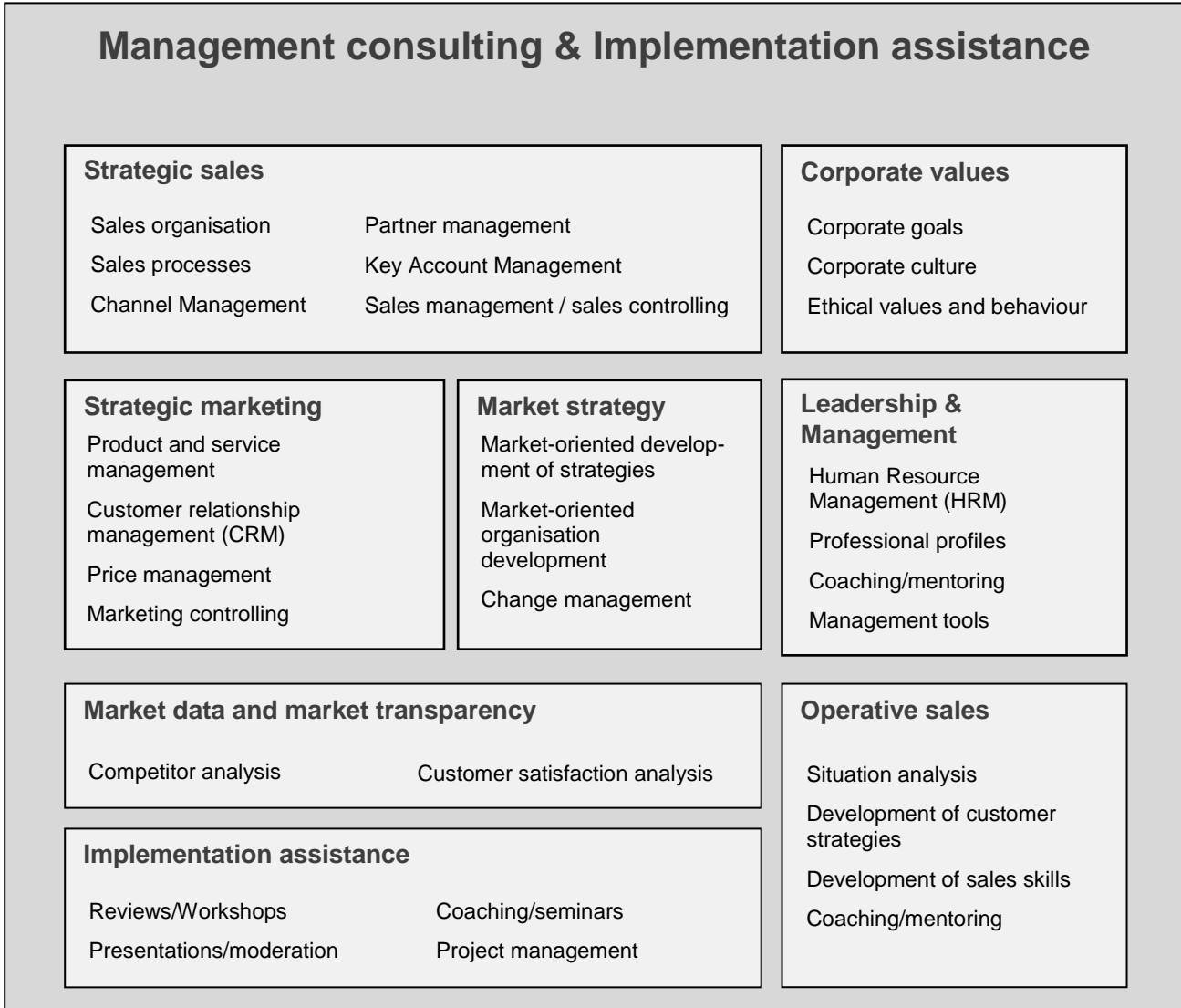
Choosing the right strategies, organisations, processes and concepts for your company is crucial to its existence and success. These factors need to be scrutinised, reviewed and adapted continuously. We are your partner on the path to sustainable success. Our concept consists of the following three pillars:

- management consulting
- market data and market transparency
- implementation assistance

**Management consulting:** In close cooperation with you, we develop a concept for all relevant parameters of your market, marketing and sales strategies and provide you with pragmatic ways to implement the concept. We do this on the basis of reliable information on markets, competition, costs and customers.

**Market data and market transparency:** Together, we collect all relevant data from in-house sources as well as from external sources. In the course of this process, we analyse markets, customers, competitors as well as your company.

**Implementation assistance:** Consistent control and reviews of the measures we agreed upon is part and parcel of our approach. Reviews and workshops are our tools in this field. When it comes to implementing measures, it is often indispensable to develop skills, methods and the right attitude. Our concept provides you with well-founded coaching events, theoretical knowledge and seminars.





## Market strategy

Where are we now? Where do we want to go?

### Market-oriented strategy development

Do those responsible in your company know about the needs of your existing and potential customers? Align your planning, production and supervision to these needs. When, through which distribution channel and at which price are products, solutions and services offered to which kind of customer group?

A company's long-term success is the result of a strategic orientation towards the needs of customers and markets.

Together with you, we will work on...

- the development of a market strategy.
- the selection of market and customer segments.
- the strategic positioning in the competitive environment.
- the planning of resources and processes required.
- the differentiated market cultivation (segment by segment).
- the provision of planning and management methods.
- the creation of short-term and medium-term business plans.

### Market-oriented organisation development and change management

Do business development managers and production managers really pay enough attention to market needs? Do those responsible for marketing, sales, RND, production and logistics really orientate their divisions in the best possible way to meet their customer's needs?

We support you in better aligning your company to markets and customers. This involves organising or reorganising existing structures and processes as well as creating a new way of thinking.

We will assist you in...

- defining new organisational units.
- formulating job descriptions and staff appointment schemes.
- describing processes.
- carrying out training measures.
- developing concepts for workshops and strategy events.
- coaching and mentoring during projects.



## Leadership & Management

Skilled and motivated employees are our most valuable asset

The manager is the most important interface and the most important driving force within a company. A manager brings corporate goals and strategies to life, strengthens and reinvigorates them every day. This poses enormous challenges to the abilities and the flexibility of the manager, especially in the fields of sales and marketing since these have their very own laws.

We work with you in following fields:

- human resource management
- development systems and requirements management in sales and marketing
- coaching and mentoring
- methodology and knowledge transfer

## Corporate values

### Guidelines show the way forward



Every strategy, every concept as well as your day-to-day operations support you in reaching your corporate goals. The employees pull in the same direction. A corporate culture provides orientation and is a source of strength for every single employee. It presents clear values, shows the way forward and sets limits. When it comes to representing the company and dealing with existing and potential customers, every single staff member – especially those working in sales and marketing - represents ethical values that go hand in hand with the company itself.

Corporate culture, corporate goals and corporate values are very sensitive and delicate elements that we incorporate into and consider thoroughly in our work as consultants.

In many cases, frictional losses, purposelessness and a lack of cooperation between divisions are the result of a lack of a clear direction.

Which are our short-term, medium-term and long-term corporate goals that all divisions and employees can use as a guideline?

Which kind of behaviour and which values does our company represent that everyone pays special attention to and is proud of?

Every single employee – especially staff members working in sales and marketing – has to be aware of the difference between lawful actions and torts. They have to live the ethical values of your company.

Process optimisation and an improvement of coordination cannot replace corporate values and only make sense if an overall framework is set up.

We support you in ...

- questioning your corporate values and provide you with a clear profile.
- adapting your actions to your corporate values.
- launching an awareness-raising campaign within your company to familiarise employees with your corporate values.

## Strategic marketing

### At the core: Our customers and their needs



#### Product and service management

A range of solutions, systems, products and services develops over time and tends to become very complex. A clearly structured portfolio supports you and your customers in the decision-making process.

We help you to present your solutions, products and services clearly and comprehensibly to your customers and employees.

We offer the following services:

- innovation management
- adaptation of product positioning to your company's strengths – added value
- optimisation of your range of solutions, products and services
- management of service quality and service models
- management of your portfolio of solutions, products and services

#### Price management

In addition to the benefit the customers expect from the product they decide to buy, the price of the product also influences the purchase decision. Due to its complexity and its interaction with the market, it influences your results directly.

In spite of its importance many companies do not apply an effective price management strategy.

We contribute to your strategic pricing through...

- optimised use of all information available in price management.
- gaining all information needed for an effective price management.
- elaborating a pricing strategy.
- moderating the pricing process.
- depicting the benefits for the customer that are closely linked to the price.

## Customer relationship management – CRM

Success on the market means: knowing your customers and meeting their needs. This is the core task of customer relationship management. Knowing your customer structure and using this knowledge leads to sustainable customer relations, that is to say to profitable customers for you.

We support you in...

- defining customer performance indicators that are crucial to your success.
- analysing and organising your customer relations.
- conducting customer segmentation and creating tailored strategies.
- creating strategies for cross-selling.
- analysing customer value and customer profitability.

## Trade fairs

For your company, trade fairs are an opportunity and a challenge at the same time. They require investments of both financial means and staff, yet you are provided with the opportunity to present yourself professionally, to intensify customer relations and to attract new customers within a short period of time. This poses a clear challenge to logistics, employees and organisation.

We offer you support in your trade fair activities:

- organisation of trade fairs and setting clear goals
- qualification and identification of staff for your stand
- mystery shopping on your behalf and at your stand
- benchmarking compared to competitors



## Strategic sales

**Channelling your potential – hustling and bustling will not compensate for a lack of ideas**

### Sales organisation

Organisational structures often have a long tradition. In too many cases, these hierarchically organised departments and vested rights dominate day-to-day business.

Ask yourself the following questions:

- Is my sales division adapted to the needs of customers and markets?
- What are my strategic competitive advantages?
- How sustainable is my sales division?

An organisation aligned to customers and markets is a strategic success factor.

We support you in the...

- creation of a sales division that is focused on markets and customers.
- elaboration of job descriptions and descriptions of departments.
- implementation of certain values and principles, for example „internal customer“, focus on the customer or profit centres.

### Sales processes

Sales and marketing are indispensable. As a central interface within a company, they are at the core of all business activities. Sales and marketing never stand still and are always under time-pressure. Facing this situation, you need to ask yourself the following questions:

- Do I focus on the right markets and customers?
- Do I invest energy and resources in profitable projects?
- Does the sales division follow strategic goals of the company (e.g. new solutions and products)?
- Which strategy works best in which organisational unit?

A systematic approach that evaluates sales excellence and analyses processes helps to detect strengths and weaknesses in your organisation.

We offer you:

- Internal inventory and analysis of marketing processes
- External analysis of sales processes from an existing or potential customer's point-of-view
- Reengineering your sales processes

## Channel management

The ways to access customers can be very diverse. You can either access your customers directly via your organisation, but also your partners can play a vital role in the process of brokerage and consulting. E-Commerce, the internet and call centres can support sales activities.

Partner management requires a high degree of sensitivity and experience when it comes to forging cooperation and defining its contents.

You need to use the right tools and to provide and maintain a consistent image of all channels on the market.

We support you in the following tasks:

- analysis, orientation and optimisation of sales channels
- analysis and management of sales partners
- managing sales partners according to Key Performance Indicators (KPI)
- terms and conditions for sales partners
- resource management of direct and indirect channels etc.

## Key Account Management

An ideal business situation would be a win-win-situation with your key customers. The customers highly value your business partnership since it contributes to their success. They maintain a long-term partnership with your company that is beneficial to your sales and revenues.

Key Account Management helps you to cooperate with key customers. The following elements form part of it:

- chronological sales trends and earnings performance
- identification of customer purchasing drivers
- finding solutions in your portfolio addressing sales inducement
- identification of sales potential
- development of a customer strategy
- customer relationship management
- action plan

We support you with analysis, creation and implementation in the field of Key Account Management.

- identification of customers that have the potential for Key Account Management
- development of Key Account Strategies and business plans
- organisation of Key Account Management, especially with supra-regional customers

- assistance with Key Account Controlling
- definition of customer-specific portfolios
- building and strengthening active customer relationship management

## Remuneration systems

Sales and marketing are the driving force of a company. Performance-oriented remuneration systems that create incentives for a higher degree of customer orientation and reward success lead to an increase in sales and revenue.

Remuneration systems influence and promote your corporate goals: sales to new customers instead of old customers, variable gross margins instead of revenue, new solutions instead of bread and butter business...

We support you with the implementation of performance-oriented remuneration systems through ...

- analysis of existing systems for an increase in your sales performance.
- establishing revised remuneration systems.
- implementation assistance.

## Sales management and controlling

In addition to an accurate organisation, skilled employees and the right ideas, the consistent implementation and supervision of measures and developments is a decisive success factor in sales.

Effective sales management is grounded on only a few key indicators that clearly show new trends and therefore allow for swift action. Typical figures are revenue, sales, use of resources as well as business prospects, organised in regions and solution strategies.

Effective sales management and controlling comprise swift action!

Together with you, we will work on ...

- coordination and elaboration of strategic and operative planning.
- setting up sales controlling and sales reporting processes.
- potential-oriented customer structure analysis.
- optimal use of resources in sales.
- optimisation of tools needed for sales controlling.
- reporting structures.
- optimisation through benchmarking.



## Operative sales

Direct contact with customers -  
decisive for your customer relations

Of course, you need to know the goals, strategies and the market in operative sales. But there are more challenges to deal with:

- The cold call has to be so convincing that it leads to a business appointment.
- The customer expects professional behaviour and moderation during business meetings.

- Do I assess the individual situation of my customer accurately?

We offer support in the following fields:

- development of certain skills needed in sales
- situation analysis
- support in practical implementation
- feedback, mentoring and coaching



## Market data and transparency

If you don't know where you are going,  
you will probably end up somewhere else.

### Relevant information from one single source

The transparency of your company, the market, competitors and trends is the basis for well-founded decisions. We would like to support you in acquiring all relevant data and information.

### Customer analysis – knowing your customer's needs

Many sources are needed to conduct a customer analysis. The data on your customer relations come into play here and are analysed in this process. Surveys and interviews with existing and potential customers give us an insight into real customer needs.

These findings are the basis required to build customer structures and segments. Customer satisfaction means: Know your customers! Act according to their needs!

### Market analysis – detecting trends and market potential

In a strategic market analysis, the following questions play a major role:

- How big is the market?
- Where is which kind of growth potential generated?
- Which kind of barriers to market entry are there?

Specialised sources form part of our approach.

### Competitor analysis

Analysing the competition helps you to find out more about your company's position and creates transparency. Our analyses focus on the competitive structure and profiles of individual competitors.

### Analyses – knowing your own company

Who knows your company better than you and your employees do? This knowledge, combined with external experience, helps you increase your effectiveness and efficiency with processes that integrate interfaces and departments into a bigger picture.

## Implementation assistance

### Professional implementation guarantees success



Success is the sum of small efforts. An exchange of ideas with your mentor can often lead to more dynamism and creativity in a process. Many tasks in our day-to-day operations pose challenges to us and to our skills. Therefore, a great variety of skills is needed: expertise, ability to integrate, leadership, social skills, ability to handle conflict situations and to mediate.

We are glad to provide you with support for planning, preparation and implementation of the following activities:

- reviews and workshops
- presentations and moderation
- coaching and seminars
- project management
- methodology and concepts
- training





# change Consulting Company

## Company

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Our customers value our tailor-made consultancy services emphasising ingenuity, creativity and professionalism.

Our motto is – we assist "people and organisations in times of change".

## Philosophy

We - as an organisation and as people – are part of a continuous transformation process. This change stands for life, competitiveness and the power of something new.

Our company logo symbolizes a wave and water – the embodiment of continuous flow and movement.

"There is not one thing without movement."

Lorenz Oken, Textbook on Natural Philosophy

## Approach

The approach is based upon the introduction of experienced competence for reflection, thus identifying and integrating people into this process. A joint work which builds bridges towards your goals and values – this is your benefit from a cooperation with us.

## Qualification and Profile



Particularly in consulting, coaching and training it is highly significant to be able to work with an experienced partner.

Rainer Krämer was born in Mannheim in 1963. He is married and has 2 children.

He completed his studies of electrical engineering (graduate engineer), a postgraduate course of business administration (industrial engineer (university of applied science) and an 18-month training course to become a certified psychological counselor with a specialization in conversational therapy, NLP and clinical hypnosis.

He has acquired his professional experience in sales, business development and as company executive in Siemens, Siemens Nixdorf, Cisco Systems, Novell and Cambridge Technology Partners.

**change**

Consulting Company

People and organisations in times of change



## change – In reality, people and organisations never become better or worse, just different

change consulting company has placed its main focus on transformation processes of organisations and people.

Changes depend on those people pursuing them, who are an integral part of them. This simple conception is the basis for our service portfolio:

### Consulting in the fields of:

- ↳ Strategy
- ↳ Sales
- ↳ Marketing
- ↳ Services

### Coaching in the fields of:

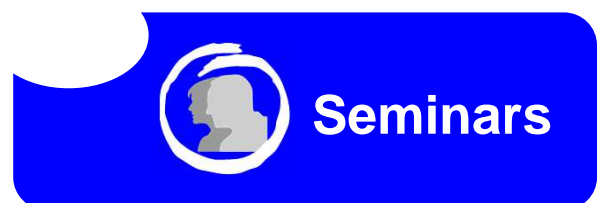
- ↳ Business coaching
- ↳ Personality coaching

### Seminars in the fields of:

- ↳ Leadership training
- ↳ Sales training
- ↳ Personality training
- ↳ Service orientation

### Can we separate these competences?

Our approach is based upon the introduction of experienced competence for reflecting contents and processes, thus identifying and integrating people into the process. A joint work which builds bridges towards your goals and values – this is your benefit from a cooperation with us.



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