

**Modes of rejuvenation for legacy brands**

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## **ABSTRACT**

For a long time, practitioners, including me, have asked themselves what makes or breaks a successful brand turnaround (BT) – brands which have been in decline and, yet, were able to rise from the ashes to new success. Many BT cases exist with highly respected Chief Executive Officers (CEO) featured as the turnaround leader – especially for legacy brands (LB) with a more publicly known image, i.e. beyond its industry or natural target group. The BT phenomenon is widely subsumed under brand rejuvenation (BRJ).

Interestingly, while the momentum of corporate turnaround literature is still accelerating, the systematic review of pure BRJ literature in this study highlighted considerable gaps. Thus, a qualitative study was conducted by interviewing six BT experts (CEO and the heads of marketing with BRJ experience of LB) for their in-depth insight.

Hence, the research aims to identify the main modes of rejuvenation adopted in reviving legacy brands and to ascertain senior managers' perceptions of required actions. Thus, BRJ theories are analysed and compared with the insight of brand turnaround executives.

According to the results, executives leading the BRJ do not currently follow any theoretical framework – which they do not even recognise. Despite this, three generic modes could be identified: a short-term analysis/audit phase, a long-term change management phase, and a medium-term first growth phase.

Further, the results suggest a pattern in CEOs acting intuitively rather than strategically in BRJ situations. This can be counterproductive in the trust-building process but also when fostering innovation. Egocentricity seems to play an important role; this is termed the “I”-factor of the CEO and is an influential force that can be good or bad for BRJ. Thus, practitioners will benefit from this study, as guidance is given for successful BRJ. Moreover, it shifts the focus away from the well-featured CEO and the “I”-factor, emphasising staff below that position for the first time. Consequently, exciting avenues for further academic research are highlighted.



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## **TABLE OF CONTENTS**

<b>ABSTRACT</b>	<b>2</b>
<b>AUTHOR'S DECLARATION</b>	<b>3</b>
<b>ACKNOWLEDGEMENTS</b>	<b>4</b>
<b>TABLE OF CONTENTS</b>	<b>6</b>
<b>LIST OF ILLUSTRATIONS</b>	<b>11</b>
<b>LIST OF FIGURES</b>	<b>11</b>
<b>LIST OF TABLES</b>	<b>11</b>
<b>GLOSSARY OF TERMS</b>	<b>12</b>
<b>1. INTRODUCTION</b>	<b>13</b>
<b>1.1 GENERAL BACKGROUND</b>	<b>13</b>
<b>1.2 RESEARCH MOTIVATION AND INSIDER PERSPECTIVE</b>	<b>17</b>
<b>1.3 RESEARCH AIM AND OBJECTIVES</b>	<b>19</b>
<b>1.4 ACHIEVING RESEARCH OBJECTIVES</b>	<b>21</b>
<b>1.5 STRUCTURE OF THE THESIS</b>	<b>21</b>
<b>2. LITERATURE REVIEW</b>	<b>23</b>
<b>2.1 BOUNDARIES AND DEFINITIONS</b>	<b>23</b>
2.1.1 LIMITATIONS OF LITERATURE REVIEW	23
2.1.2 APPROACH AND KEY SEARCH TERMS	26
2.1.3 SYNTHESIZING ANALYSIS OF LITERATURE & KEY DEFINITION	31
2.1.3.1 KEY DEFINITION	31

2.1.3.2 LITERATURE REVIEW – A DETAILED ANALYSIS	32
2.1.3.3 FIRST GAP: A CLOSER LOOK AT MODES	38
2.1.3.3.1 STRATEGIC VS. OPERATION	38
2.1.3.3.2 DOMAIN CHANGE-BASED TYPOLOGY	39
2.1.3.3.3 CRITICISM AND INTEGRATIONS	40
2.1.3.4 FOCUS ON THE BT MANAGEMENT TEAM	42
2.1.3.5 SECOND GAP: A CLOSER LOOK AT THE ROLE OF TOP MANAGEMENT & CEO’S	42
2.1.3.6 SUMMARY	46
2.1.4 RESULTS FROM THE LITERATURE REVIEW	48
<b>2.2 RESEARCH QUESTIONS</b>	<b>49</b>
<b>2.3 CONCEPTUAL FRAMEWORK</b>	<b>50</b>
2.3.1 DEVELOPMENT OF CONCEPTUAL FRAMEWORK	51
2.3.2 LINKING BRJ MODES, THE CEO AND THE ACTIONS	52
<b>2.4 SUMMARY OF LITERATURE REVIEW</b>	<b>54</b>
<b>3. RESEARCH METHODOLOGY AND DESIGN</b>	<b>55</b>
<b>3.1 RESEARCH PRINCIPLES &amp; COMPARISON</b>	<b>55</b>
<b>3.2 RESEARCH PHILOSOPHY</b>	<b>55</b>
3.2.1 POST-POSITIVISM RESEARCH	58
<b>3.3 RESEARCH APPROACH</b>	<b>62</b>
<b>3.4 RESEARCH GROUPS</b>	<b>63</b>
<b>3.5 RESEARCH GROUP CONSIDERATIONS</b>	<b>65</b>
<b>3.6 RESEARCH STRATEGIES</b>	<b>66</b>

<b>3.7 SEMI-STRUCTURED INTERVIEW QUESTIONS</b>	<b>66</b>
<b>3.8 RESEARCH PROCEDURES &amp; TIMING</b>	<b>72</b>
<b>3.9 RESEARCH TECHNIQUE AND DATA TREATMENT</b>	<b>73</b>
<b>3.10 RESEARCH CHALLENGES, LIMITATIONS AND ETHICS</b>	<b>74</b>
3.10.1 POSSIBLE CULTURAL BIAS OF EXPERTS	75
3.10.2 EXPERT SAMPLE SET IS CONVENIENT	75
3.10.3 PLAY A VITAL ROLE IN THE DEFINITION OF PROBLEMS	75
3.10.4 EXPERT FIELDS MIGHT NOT BE NEUTRAL	76
3.10.5 MY ROLE AND BIAS IN INVESTIGATING BT	76
3.10.6 ETHICAL STANDARDS FOLLOWED	77
3.10.7 REACHING SATURATION	77
3.10.8 INTERVIEW PARTNERS – THE EXPERTS	79
3.10.9 QUALITATIVE SAMPLE SIZE	80
3.10.10 SEEKING VALIDITY THROUGH TRIANGULATION	80
<b>3.11 GENERAL RESEARCH OVERVIEW</b>	<b>82</b>
<b>4. FINDINGS</b>	<b>83</b>
<b>4.1 INTRODUCTION</b>	<b>83</b>
4.1.1 BASIC CONDITIONS	83
<b>4.2 INTERVIEW OVERVIEWS</b>	<b>84</b>
4.2.1 EXPERT 1	86
4.2.2 EXPERT 2	88
4.2.3 EXPERT 3	90



4.2.4 EXPERT 4	92
4.2.5 EXPERT 5	94
4.2.6 EXPERT 6	96
4.2.7 GENERAL DISCUSSION OF THE EXPERT INTERVIEWS	98
<b>4.3 SUMMARY OF INTERVIEW OVERVIEW</b>	<b>107</b>
<b>5 ANALYSIS</b>	<b>108</b>
<b>5.1 COMPARING RESULTS, TRIANGULATION AND INTERPRETATION</b>	<b>108</b>
5.1.1 ANSWERS TO RESEARCH QUESTION 1	113
5.1.2 ANSWERS TO RESEARCH QUESTION 2	114
5.1.3 ANSWERS TO RESEARCH QUESTION 3	115
<b>5.2 THE “I”-FACTOR</b>	<b>115</b>
<b>5.3 CRITICAL ASSESSMENT OF THIS RESEARCH</b>	<b>117</b>
<b>6 CONCLUSION</b>	<b>119</b>
<b>6.1 ANSWERS TO THE RESEARCH QUESTIONS</b>	<b>119</b>
6.1.1 RESEARCH QUESTION 1	119
6.1.2 RESEARCH QUESTION 2	119
6.1.3 RESEARCH QUESTION 3	120
<b>6.2 CONTRIBUTION TO THEORY AND PRACTICE</b>	<b>120</b>
<b>6.3 REFLECTIONS AND LESSONS LEARNT</b>	<b>122</b>
<b>6.4 LIMITATIONS AND AREAS FOR FUTURE RESEARCH</b>	<b>124</b>
<b>6.5 FINAL CONCLUSION</b>	<b>125</b>
<b>7 REFERENCES</b>	<b>126</b>

<b>8 APPENDIX</b>	<b>152</b>
<b>8.1 LITERATURE REVIEW DETAILS</b>	<b>152</b>
<b>8.2 INFORMED CONSENT FORM</b>	<b>166</b>
<b>8.3 DETAILED INTERVIEW MATERIAL</b>	<b>168</b>
8.3.1 EXPERT 1 (EX1)	168
8.3.2 EXPERT 2 (EX2)	197
8.3.3 EXPERT 3 (EX3)	241
8.3.4 EXPERT 4 (EX4)	302
8.3.5 EXPERT 5 (EX5)	362
8.3.6 EXPERT 6 (EX6)	395

## **LIST OF ILLUSTRATIONS**

Illustration 1: Legacy Brands	14
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## **LIST OF FIGURES**

Figure 1: No. of literature sources used and categorized	25
Figure 2: Stages of a systematic literature review	27
Figure 3: Types of review articles (Pai et al., 2004)	28
Figure 4 Most Influential Key Literature Sources	46
Figure 5 Conceptual framework for the thesis research	52
Figure 6 Linking BRJ modes, CEO and actions	53
Figure 7 A post-positivism view	59
Figure 8 Final version of semi-structured interview guide	71
Figure 9 Short project plan for the interview and action phase	72
Figure 10 Word cloud of important NVivo tags	109
Figure 11 The "I"-factor	116

## **LIST OF TABLES**

Table 1: Search terms for the systematic literature review	28
Table 2: ABS Ranking of academic journals stated within reference list	31
Table 3: BT focus areas of research by authors' focus - part 1	47
Table 4: BT focus areas of research by authors' focus - part 2	47
Table 5: Summarizing overview of expert interviews conducted	84
Table 6: Statements overview from EX interviews	98
Table 7: Sample coding overview of the EXs' interview findings	100
Tables 8.1-8.14: Research results of Literature Review Details	152-165

## **GLOSSARY OF TERMS**

**BT** Brand Turnaround/s

*here: the Anglo-Saxon term for BRJ (see below) and used alternately*

**BR** Brand Restructuring

*here: one single or a chain of process steps within BRJ*

**BRV** Brand Revitalization

*here: revitalization as a synonym for BRJ (Cambridge Dictionary, 2019)*

**BRJ** Brand Rejuvenation

*here: the predominantly North-American as well as Asian-Pacific term for a radical change of the brand, necessary for its short- and long-term recovery after a stage of decline (adapted based on Lehu, 2008)*

**CEO** Chief Executive Officer

*The highest ranking executive board member, usually head of top management, can also be referred to as the managing director in smaller companies*

**CMO** Chief Marketing Officer

*Highest ranking marketing responsible in most companies, also addressed to as the head of marketing or marketing director, depending on the size and kind of company, part of the top management team or board level*

**EX** Expert/s

*“A person with a high level of knowledge or skill to a particular subject or activity” (Cambridge Dictionary, 2019); here: expert of the BRJ subject*

**HR** Human Resource/s

*“The department of an organization that deals with finding new employees, keeping records about all the organization's employees, and helping them with any problems” (Cambridge Dictionary, 2019)*

**LB** Legacy Brand/s

*here: brands with a positive brand image based on their legacy of innovative products or services that became publicly known beyond their initial target group (adapted based on Miller & Conley, 2018)*

**RQ** Research Question/s

*here: the questions central to this study that are addressed during the research carried out (Saunders et al., 2009)*

## **1. INTRODUCTION**

For nearly four decades, practitioners and academic researchers have highlighted many cases of LB decline, such as Kodak, BlackBerry or Nokia, and similarly, LBs that ultimately died (Pan Am, Oldsmobile). Equally, there have been LBs that became turnaround cases just before extinction: Chris-Craft, once the most prominent boat manufacturer in the world, endured 14 consecutive years of losses until 2000 - including one bankruptcy - and started its successful brand turnaround in 2001. Indian Motorcycle, America's first motorcycle builder, experienced two bankruptcies until 2004, finally emerging as a phoenix in 2005.

Other examples exist worldwide, such as Germany's most-known kitchen brand, ALNO AG or Scandinavia's jewellery brand Georg Jensen. In today's market, it becomes clear that even the strongest and most well-known brands can face decline and death. Thus, researchers started in the mid-1970s to investigate the phenomenon of these brands – decline, death, and the possible turnaround led by top executives (Schendel et al., 1976).

Interestingly, despite the ever-increasing amount of corporate rebranding campaigns (Muzellec & Lambkin, 2006) and ongoing, fast market changes, where particular expertise and know-how is needed more than ever before (Post, 2012), the BRJ process is seen as a top-management, hence, CEO task (Barnett & Tichy, 2000; Chen, 2009; Light & Kiddon, 2016).

Thus, this research generates insights into top managers' interpretations while leading LB through a BRJ process.

### **1.1 GENERAL BACKGROUND**

Turnaround management (TM) of companies can be attributed to various disciplines of academic research, that is financial turnarounds (Pearce II, 2007; Schendel et al., 1976), strategic turnarounds (Barker & Duhaime, 1997; Pearce II & Robbins, 2008), corporate turnarounds (Hoffman, 1989; Lai, 1997),

turnarounds with focus on the human resource (HR) function (Boyne & Meier, 2009; Chen, 2009).

Although the subject of turnaround strategy has been explored by researchers such as Schendel, Patton, & Riggs (1976), Kotler (1978) and Pearce II (1982) since the mid-70s, it was not until the late-90s that turnaround research began to be an in-depth and focused of area study within the marketing, moreover branding field.

Even today, myths and half-truths about brand turnarounds (BT), brand rejuvenation (BJV) strategies, and brand revitalization (BRV) tactics exist among researchers as well as practitioners. Interestingly, many researchers are regularly using these terms without a clear definition or distinction between them, and hence, it could also be argued that a proper understanding of (or the needed insight into) the subject of brand turnaround (Frayne & Callahan, 2004; Irving, 1993; Light & Kiddon, 2009).

For simplicity reasons, the commonly-known American Marketing Association's (2004, p. 18) definition of "brand" is adopted for this research:

*"a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers".*

However, the paper's focus is limited to legacy brands - a subject of particular interest to me as I have worked for 20 years with these kinds of brands. Miller & Conley (2018) define a legacy brand as being one of the iconic leaders of the respective industry due to a) its (product) innovation shown during its lifespan and b) being known by far more people in its (at least home) market than merely by its initial target group. Thus, for this thesis, and based on Miller & Conley, the following definition serves for a legacy brand:

*Brands with a positive brand image based on their legacy of innovative products or services that became publicly known beyond their initial target group.*

It is highlighted that there is an ongoing confusion – which I succumbed to at one stage – between both terms, legacy and legendary. According to the Oxford English Dictionary (Oxford University Press, 2020), legacy describes a “tangible or intangible thing handed down by a predecessor; a long-lasting effect of an event or process”. Thus, it is something that has been bequeathed to the next generation.

Contrastingly, legendary is a term used when something has become famous or well-known, usually because of a distinctive or unique characteristic or skill (Vincent, 2002). Thus, could a brand incorporate a legendary skill set that forms a legacy brand?

Yes, take Harley-Davidson, one of the most iconic motorcycle manufacturers in the world. It could be called a legacy brand as it has a reputation for building great motorbikes and selling “American freedom” to many customers worldwide for decades. However, it also features a legendary skill set and characteristics, as this reputation focuses on the market niche of luxurious, heavyweight motorcycles. Thus, legendary skills could end at one stage for a brand over time, although its legacy still lives. Hence, the brand lives and sells its products based on its brand legacy but might not live up to this legacy anymore.

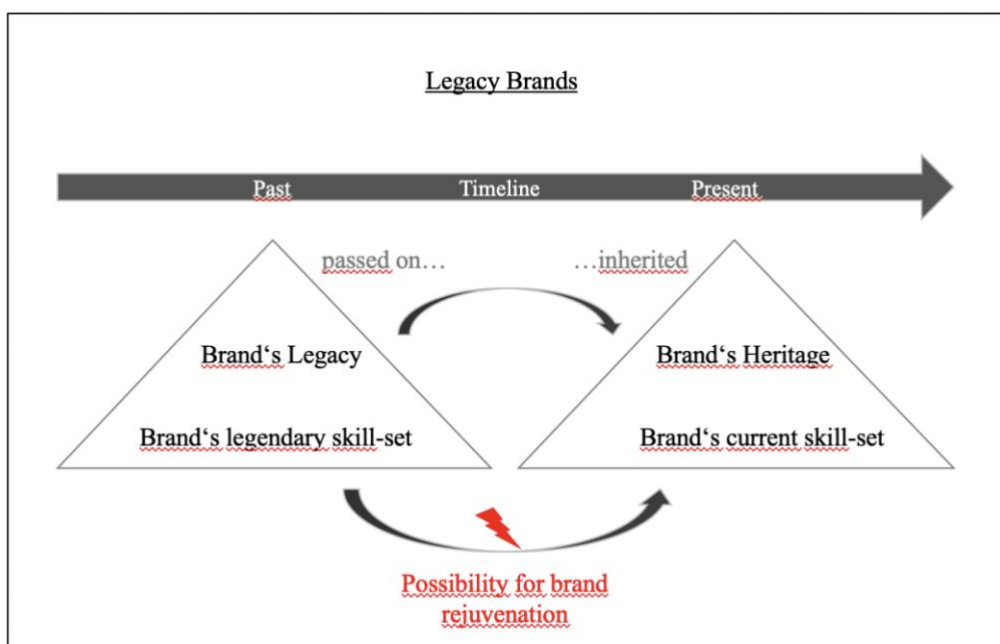
Often, various brands frequently speak of their “brand heritage”, i.e. something passed on from the past (i.e. inherited) that is much more general and non-specific and not personal property – in the example of Harley-Davidson, this might be the craftsmanship, the engine power, the quality of the bikes, or alike. The critical difference to legacy is that heritage has been received, whereas the legacy has been handed down.

If the legendary skills that formed the brand's legacy could be preserved and are still critical success factors in the brand's current market, it becomes evident that the brand's heritage could be a powerful, differentiating brand anchor.

On the contrary, if a legacy brand used to be known for a legendary skill set, which in today's market is not needed or the brand cannot live up to anymore,

the brand could get into trouble as soon as the legacy of the brand declines. Thus, a possibility for a brand rejuvenation process could be at hand (see Drawing 1).

Thinking back to the example of Harley-Davidson, this was the case just a couple of years back and bringing the brand into serious turmoil: Heavyweight motorcycles came slowly out of fashion with younger generations, being much more environmentally focused and less status-driven, thus making the legendary skill set of the Harley-Davidson brand look obsolete.



**Illustration 1: Legacy Brands – displaying understandings of brand legacy, brand heritage and legendary brand skill sets**

Interestingly, legacy brands could have followed all possible paths stated earlier (decline, death or rejuvenation), and since the early 2000s, there has been momentum and trials to raise dead brands with, e.g. Maybach and Borgward, the two legacy German automobile brands.

As Aaker (1991) highlights, “the revitalization of a brand is usually less costly and risky than introducing a new brand, which can cost tens of millions” (p.



242). Thus, an increasing number of senior managers, mainly CEOs, have featured in marketing case studies over the last two decades featuring either their attempts to rescue these kinds of brands or showing the success cases of how a BRJ process was achieved (Musteen et al., 2010; Ran, 2008; Shen & Cannella, 2002; Stewart et al., 2006).

Thus, this research focuses on the different modes of BRJ used by senior managers, their perceptions towards action taken and a clear and sharp focus on legacy brands.

## **1.2 RESEARCH MOTIVATION AND INSIDER PERSPECTIVE**

Thomas and Kohli (2009) pointed out that “A brand is forever” (p. 377) and that brands with a “high level of awareness or positive brand image” (p. 386) can be revived. A bold statement made by these two researchers – it looked much more complex in practice.

It was the same time that the Maybach brand mentioned previously was already struggling after seven years of BRJ, having been introduced by Daimler AG as the new automobile luxury brand in 2002. Before that date, Maybach sold its last luxury car in 1941. Similarly, 2009 rumours started around the possible BRJ of Borgward, which was, until 1963, Germany’s third largest automobile manufacturer with legacy product innovations. All this happened just after the big economic crises hit the international markets. Once again, it seemed senior managers were looking towards and even acting, according to Aaker (1991), in an increasing way (see page 16), i.e. rather revitalizing old brands than introducing new brands.

2009 was also a turning point for me, leaving my position as marketing head at Company B after five successful BT years. Company B, a legacy Danish design house, started to trial a BRJ process at COMPANY D, a German kitchen manufacturer and legacy brand, yet the company was close to bankruptcy. At this point, I was asking the same question again: Could this brand be turnaround as well? What will be the obstacles? Will Maybach and Borgward genuinely rise

from the ashes, and if so, why? Does that truly fit with what academic research proposes to do after the first research conducted in the mid-1970s? Did senior managers act according to academic research, and were these managers, probably CEOs, similar in their actions?

Thus, I started this doctoral thesis shortly after with these questions in mind. Taking close to ten years for this research was not intended, yet, in retrospect, this added a long-term focus and view on this subject, which can be viewed positively. Given my personal experience as a BT researcher for close to ten years and my experience as a BT practitioner at the highest management level for fifteen years, leading three significant BT cases on the way, the aim is that this research project establishes how other senior managers and BRJ professionals judge the complexity of the themes above.

Here, it must be acknowledged that based on the abovementioned experience, I have an in-depth understanding of the situation within some of these brands. In addition, I was actively involved in BRJ processes. Thus, it can be argued that this type of research can be described as endogenous research (Trowler, 2011) or with the more widely used term, insider research.

Insider research is research undertaken within an organization, group or community where the researcher is also a member (Brannick & Coghlan, 2007; Hellowell, 2006; Hockey, 1993; Mercer, 2007; Trowler, 2011).

However, it is also argued that this defines it too narrowly, and insider research can be undertaken by someone with ‘a priori’ knowledge of the group and who may not necessarily be a member of that group (Hellowell, 2006; Merton, 1972). This applies to my position as a researcher after leaving my previous workplaces and interviewing existing members of these legacy brands for this research.

It was not uncommon for insider research studies to be criticized for not conforming to the same standards of rigour because of the researcher’s position being ‘too close’ for objectivity (Brannick & Coghlan, 2007), as some researchers consider ‘distance’ is necessary for valid research.

However, one of the critical advantages of insider research compared to other research methods is the ‘pre-understandings’ the researcher brings to the study’s design (Brannick & Coghlan, 2007). With the knowledge of the present situation, insider researchers can often develop research questions based on rich understandings of the issues needing investigation, providing information about what an organization - or, as in this case, a legacy brand - is really like and what is significant. Such insights may not be as easy to uncover by an external researcher or ‘outsider’ (Smyth & Holian, 2008). This is again considered briefly in Chapter 3, which focuses on research methodology and design.

Summarizing the literature and based on my personal experience as a previous insider, the following three observations (i.e. gaps identified) can be established:

1. There is no explicit agreement on a working definition of BT.
2. There is no singular agreed BT process, with many modes or strategies applied in different contexts.
3. Senior management, especially CEOs, have been identified as key people involved in the BT process.

### **1.3 RESEARCH AIM AND OBJECTIVES**

The overall aim of this research is to explore these observations empirically through six semi-structured interviews with CEOs and their respective marketing heads who are recognized as experts in LB BT:

- a) to identify the modes adopted in the rejuvenation of legacy brands and
- b) to critically understand senior management actions in the LB BRJ process

This is achieved by analysing different modes of BRJ within this research with the help of a systematic literature review, resembling the focus research areas investigated by all authors and summarizing these into eight different categories.

Here, two categories were identified as the significant areas of critique: a) studies showcasing the CEO as the paramount leader in a BT and b) studies developing different frameworks and models for BRJ.

First, for the development of frameworks, the authors focused on the steps after the brand decline rather than on the reasons for it, resulting in totally different modes. Thus, further analysis and discussion of these modes are necessary to find the most suitable one for brand turnarounds.

Second, it must be questioned whether frameworks and management theories alone are crucial to brand turnaround success. Could adopting more intuitive, creative branding tactics be the key to a successful brand turnaround?

Finally, with the emphasis in most studies on the CEO as the turnaround manager, is someone neglected? Based on my industry and brand turnaround expertise, it is argued that the CEO might be too far away from the BRJ processes.

These three areas of critique resulted in the three research questions (RQ) stated below:

RQ 1: What are the modes of rejuvenation adopted in reviving legacy brands?

RQ 2: In the modes identified, what are the particular patterns of executive action?

RQ 3: How do executives derive the necessary patterns for action that they employ?

These research questions are achieved by addressing the following three research objectives:

O1: - to identify what is meant by BT and the processes involved in BT and BRJ

O2: - to identify and critically understand, through empirical research, how managers have gone about the LB BT process

O3: - to identify the implications of a critical understanding of the actions of those involved in LB BT for business practice and BT theory.

In summary, this DBA thesis aims to generate empirical insights into three gaps identified during the systematic literature review in BT. As most literature did not address the gaps identified, an exploratory qualitative study by interviewing BT experts was designed.

#### **1.4 ACHIEVING RESEARCH OBJECTIVES**

Empirical research is used – based on a comprehensive literature review to identify the existing frameworks of rejuvenation – to achieve the research objectives. Then, in the second step, personal, face-to-face, semi-structured interviews are conducted with BRJ experts, interviewing them about their actions taken during the BT, which these executives had hands-on experience with – the focus here is LB. This gives clarity to the second objective. Finally, as the third step, the results of these are matched against each other, linked back to literature, including specific brand cases and trade publications, and thus cross-checked to identify the third objective.

#### **1.5 STRUCTURE OF THE THESIS**

A simplified six-step process based on Robson’s (2002) and Remenyi, Williams, Money, and Swartz’s (1998) suggestions for academic research phases is used to accomplish the aim of this thesis in the most systematic and structured approach. These six steps have already been matched to the outline of the six chapters chosen for this thesis and shown earlier in the list of contents:

*I. Introduction*

A general introduction to the research topic is provided within Chapter 1, the research aims and objectives and the personal motivation to undertake years of part-time study.

*II. Literature review, RQ creation and conceptual framework development*

In Chapter 2, a critical analysis of the academic literature on BRJ and LB is undertaken, followed by an identification of key literature sources and

categories of focus research by all authors investigated, leading to the creation of the RQ and presenting the underlying, conceptual framework.

*III. Set-up of the methodology*

Further, Chapter 3 shows the chosen methodology and explains this preference, including approaches, choices, and techniques.

*IV. Gathering evidence and generating findings*

Chapter 4 describes how the evidence was gathered and techniques chosen to establish the expert interviews, followed by an overview of the interviews undertaken and the findings generated.

*V. Evidence analysis*

Chapter 5 shows a thorough, qualitative analysis of the results and links this back to the literature, thus validating the results. Thus, this chapter ends with the new knowledge generated.

*VI. Developing conclusions, understanding the limitations of the research, producing management guidelines and recommendations*

Chapter 6 states the conclusions from this research; the chapter also shows the limitations of the research, culminating in the contribution of academic research and business practice, highlighting a few possible routes for further research.

## **2. LITERATURE REVIEW**

As highlighted above, this chapter critically reviews existing literature regarding brand turnaround management to achieve the research objectives.

The limitations of the systematic literature review are stated in the first part, as the field of branding is vast and needs to be focused. Definitions of terms are set and given clarity where necessary. The second part illustrates the nature of the previous academic research focus, which key areas researchers emphasize for successful brand turnarounds, and which parameters they use to determine the success of a brand turnaround. The third part of the chapter states what the modes academia generated over the past, leading to various categories of research and formulating the research questions. Finally, a provisional conceptual framework is established in the fourth part, based on the literature review and the developed research objectives.

### **2.1 BOUNDARIES AND DEFINITIONS**

Due to the vast amount of literature within the branding field, this part shows the boundaries set or purposely given to the research.

#### **2.1.1 LIMITATIONS OF LITERATURE REVIEW**

Turnaround management (TM) of companies can be attributed to various disciplines of academic research, that is financial turnarounds (Pearce II, 2007; Schendel et al., 1976), strategic turnarounds (Barker & Duhaime, 1997; Pearce II & Robbins, 2008), corporate turnarounds (Hoffman, 1989; Lai, 1997), turnarounds with focus on the human resource (HR) function (Boyne & Meier, 2009; Chen, 2009), and of course marketing (Harker, 1998).

Although these have been valuable sources for the initial research and investigation of its scope, in the context of this thesis, it is solely focused on the turnaround subject within the marketing field, precisely branding. This is necessary to create an in-depth investigation where the findings of the interviews can be related to the literature. However, as becomes evident during this thesis,

all areas of turnaround management stated before (i.e. finance, strategy, corporate management, HR, marketing) are touched upon, even when focusing solely on branding.

Another significant limitation in this literature review is the timeframe considered. As stated in the introduction, BT is considerably young compared to the overall field of marketing, which started at the beginning of the 20th century and established itself among others with the help of scholarly journals during the 1930s (Witkowski, 2010).

In contrast, the sources used in this literature review were mainly published between 1990 and 2020 (see also Figure 1).

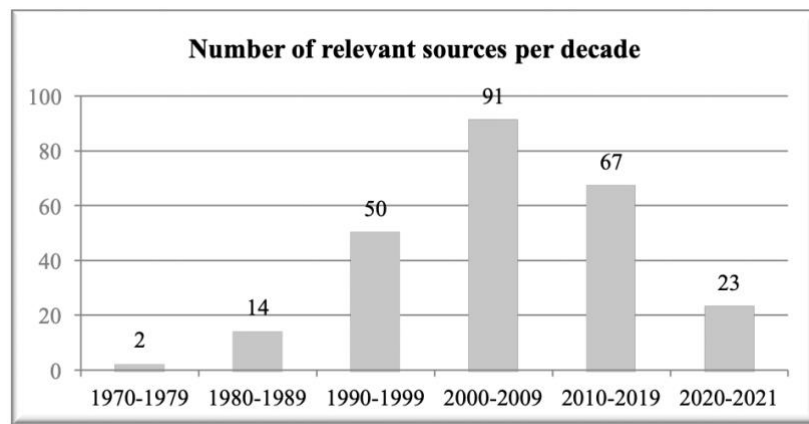
However, as the literature review has been extended with various updates since the first submission of this thesis, an interesting fact can be observed: In just about fourteen months (all of 2020 and the first two months of 2021), 23 relevant sources could be newly identified relevant to the subject of BRJ. If one would calculate this number by eight to a rudimentary estimate of the decade's result, it would be an all-time peak for relevant sources for a single decade. Why is this new emphasis on BRJ in the literature? Is this fashion an academic trend or a need from the market, i.e. company leaders? At least one could argue that as time passes, more and more legacy brands are established. Even in the so-called "New Economy", online-based companies with brands such as Google, Facebook, and Skype can be called legacy brands by today's standards and according to the definition given.

Some are under constant attack by new brand rivals on the market. Keeping up to date with the market needs and not just living from the legacy but creating and nurturing the characteristic, legendary skills that made these brands stand out is an ongoing process – to be ahead of the competition and before it might be too late. Another reason could be the economic challenges faced during the peaks shown in Figure 1: In the early 1990s and the early 2000s, a decline in economic activity hit mainly the developed countries. In 2008, the global financial crisis hit the markets, affecting small and big brands alike. In 2019, the Covid-19



pandemic hit all major markets. Thus, all companies and academia needed to rethink their focus areas – even struggling for survival. Therefore, perhaps BRJ was a subject that got more attention due to the world's economic state during these four periods, accounting for a significant shift of attention towards BT.

Further, looking at the time before the 1990s does not mean that practitioners have not led BT during the decades before – it was probably just not classified at that time as such.



**Figure 1: Number of literature sources used and categorized into the various decades**

Furthermore, some studies and research articles have been excluded:

- Studies that solely focus on the downward trend of companies, i.e. ending with the research focus precisely at the point where the field of BRJ starts, have been excluded. However, it is shown that many researchers still touch upon the reasons for a BT, which links to the studies mentioned previously.
- Research articles that focus on public or governmental changes, as these do not refer to commercial brands.
- Articles that focus on the consulting industry, like the public services, as these mainly relate to shifts within their industry and not directly to LBs.

Thus, as seen in the various tables of Appendix 8.1, the literature review excluded these studies, focusing on keywords directly related to BT (see more on this in Chapter 2.1.2).

This research is also limited to literature written in English, German and one of the Scandinavian languages due to my language skills (fluent in German, English and Danish). However, it is shown that the world of BRJ is international due to the many international references found.

Finally, my philosophical position, stated later in Chapter 3, might be another limitation of this research study. I possess a multicultural background with my German/Persian family traits and lived for ten years outside of my native Germany. One can expect an international mindset. This, however, was strongly influenced by American business philosophy, creating an ENFJ-personality type of the Myers-Briggs Type Indicator, also known as the MBTI (Barron-Tieger & Tieger, 1995). The MBTI assessment is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions. These preferences were extrapolated from the typological theories proposed by Carl Gustav Jung in the 1920s. It indicates the personality preferences in four dimensions:

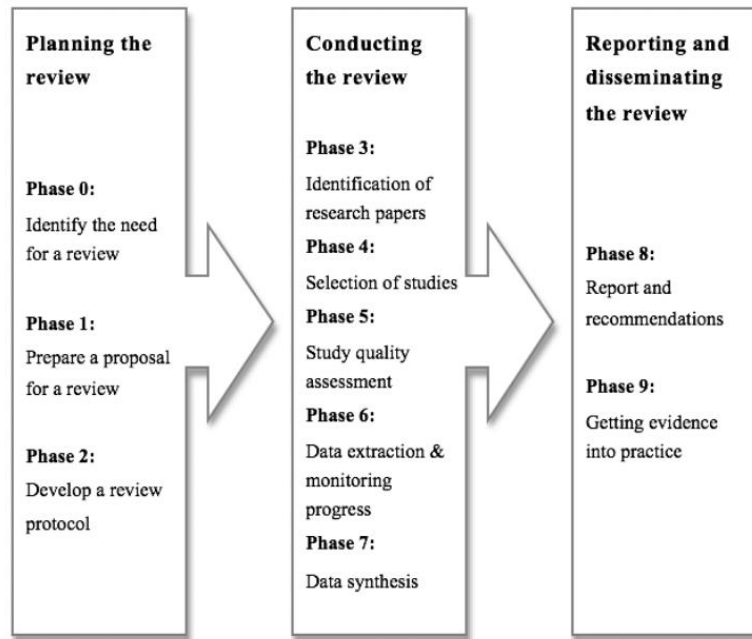
1. Where one focuses the attention – Extraversion (**E**) or Introversion (**I**)
2. The way one takes in information – Sensing (**S**) or Intuition (**N**)
3. How one makes decisions – Thinking (**T**) or Feeling (**F**)
4. How one deals with the world – Judging (**J**) or Perceiving (**P**)

My ENFJ-type can succinctly be characterized as a “compassionate facilitator”, having strengths in building consensus and inspiring others as leaders, but I may also overlook logical, factual realities when making decisions.

Thus, due to my multi-faceted education and work experience, I may be driven to challenge standard views of marketing strategies more - despite my business school education.

#### 2.1.2 APPROACH AND KEY SEARCH TERMS

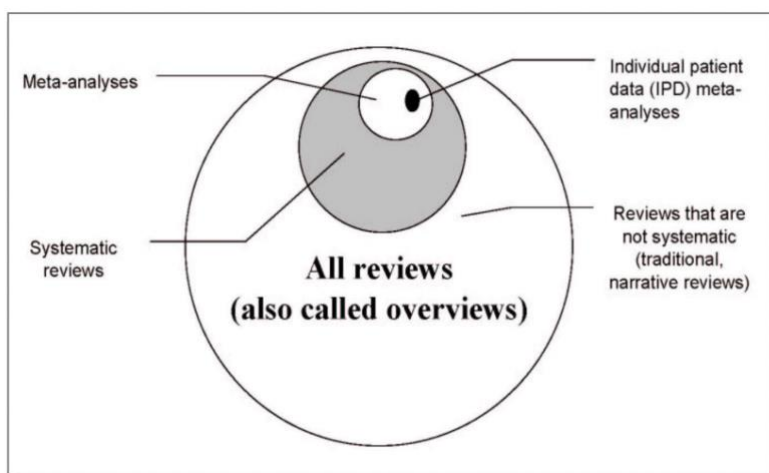
The systematic literature review was created with the help of the three-stage systematic literature review model shown in Figure 2, which was introduced by Tranfield, Denyer and Smart (2003).



**Figure 2: Stages of a systematic literature review**  
 (Simple visualization based on (Tranfield et al., 2003))

It was the first time I used this method in my research, having previously used narrative reviews in research assignments. However, although these narrative reviews critically appraise and summarise literature on a common focus area, these do not set specific criteria for selecting literature to be included or a specific review protocol. Moreover, I always felt that I might have missed critical studies, as these were selected randomly rather than in a structured way and on a publicly shared standard. Hence, it was a learning in itself during this DBA thesis that a systematic literature review is a much better tool to adapt.

Thus, the systematic literature review approach commonly used, e.g. in business (Pai et al., 2004), was the basis for understanding the literature review approach.



**Figure 3: Types of review articles (Pai et al., 2004)**

The review starts with a thorough planning and preparation phase, which belongs to the earlier limitations. Following this first stage of planning, including identifying the need for this review (see introduction section of the thesis), the keywords and terms for the review were selected based on a first scoping study suggested by Tranfield et al. (2003), shown in Table 1.

1.	brand turnaround
2.	brand revitalization
3.	brand rejuvenation
4.	brand <i>and</i> turnaround
5.	brand <i>and</i> revitalization
6.	brand <i>and</i> rejuvenation
7.	brand <i>and</i> revival
8.	brand <i>and</i> strategy
9.	brand <i>and</i> change management
10.	brand <i>and</i> legacy

**Table 1: Search terms for the systematic literature review**

The first three search terms were selected due to the very nature of their meaning, which marginally differs from one to the other and is simply a showcase for cultural differences. The search term “brand turnaround” is more

commonly used in the Anglo-Saxon business world (Post, 2012), whereas, e.g. “brand rejuvenation” is a typical North American term (as mentioned explicitly by Lehu (2008)), the latter increasingly dominating the Asia-Pacific research region as well (as pointed out by Chan, 2009).

Search terms four to six ensure that all significant studies are gathered despite the various uses of single words.

Third, terms seven to nine were not considered the initial search terms. However, the scoping study showed that in most incidences, the latter two increased the field of possible research studies, whereas the term “brand AND revival” specified another synonym for BT previously not used.

Finally, search term ten was essential to focus the study on the initial limitation of legacy brands. Here, it needs to be stated that the word “history” was used to exclude findings within this single search criteria in all databases used, as each brand has a history, yet not every brand can be defined as a legacy brand, as stated previously in this research.

With the help of the above search terms, a thorough review of sources was undertaken, and core bibliographic databases were used at this stage (see Appendix 8.1, Table 8.1.1): Business Source Complete, the British Library EThOS, the German National Library (Deutsche Nationalbibliothek), Education Research Complete, Emerald Insight, Google Scholar, ISI Web of Knowledge, and Science Direct. Practitioner research was also retrieved by accessing the two databases of Harvard Business Review and McKinsey Quarterly Journal. Finally, some relevant (German) books were retrieved from the local library.

Due to the vast number of sources retrieved, the overall search was divided into four complete days from 31.12.2010 to 03.01.2011 to guarantee a thorough search.

Furthermore, over the following two weeks (until 15.01. 2011), a detailed screening and reading phase of the literature found was undertaken and yearly

cross-checks verified updates with relevant, new material, see Appendix 8.1, Table 8.1.2.

All double hits within the single databases were excluded during the first step, partly based on various exclusion terms (see Appendix 8.1, Table 8.1.3 to Table 8.1.14). Overall, 205 sources could be retrieved. In the second step, 41 duplicated sources between the various databases were excluded from this data set. Third, five simple book reviews of retrieved books strengthened my understanding and verified that my analysis remained unbiased. Further, another nine sources could be added again by screening the reference lists of the sources found, totalling 168 sources within the reference list. Finally, the yearly updates and screenings totalled 189 sources by adding another 21 relevant references within the various databases until early 2019 (i.e., the final review date before the first submission).

An ongoing literature update has been undertaken in preparation for and especially following the Viva Voce, mainly focusing on possible new trends and relevant sources. Further screening and updates of the reference lists were undertaken in mid-June 2020, retrieving 13 new relevant sources via screening and 19 additional sources via the updates. Finally, until the end of February 2021, cross-checks with all databases gave another 11 sources, totalling 247 relevant sources this thesis focuses on, shown again in detail in Appendix 8.1.

It must be pointed out that the quality assessment part of “Phase 5” within Tranfield et al.’s (2003) framework has been limited to a final cross-check of the references. I.e. each journal article (183 of the total 247 sources are journal articles) was screened for its ranking in the Academic Journal Quality Guide (ABS, 2010).

As shown in Table 2 above, about 1/3rd of the journals could be found within the ABS ranking grade 3 or even 4, which shows that many valuable and qualified sources add to the quality of this literature review.

<b>ABS Ranking</b>	<b>Journal</b>	<b>Times cited within reference list</b>
ABS Ranking 4	Academy of Management Journal	4
	Academy of Management Review	1
	Harvard Business Review	8
	British Journal of Management	4
	Leadership Quarterly	2
	Organization Science	2
	Strategic Management Journal	12
ABS Ranking 3	European Management Journal	3
	Long Range Planning	8
	Marketing Science	3
	Journal of World Business	1
	International Journal of Research in Marketing	3
	European Journal of Marketing	6
<b>Total</b>	<b>13 Journals in Ranking 3-4</b>	<b>57</b>

**Table 2: ABS Ranking of academic journals stated within the reference list**

### 2.1.3 SYNTHESIZING ANALYSIS OF LITERATURE & KEY DEFINITION

As highlighted in the previous section, the analysis resulted in 247 literature sources focusing on the field of BRJ in total. Generally, it is essential to mention that the clear majority of these sources address the topic by being conceptual.

#### 2.1.3.1 KEY DEFINITION

As pointed out in chapter 1.1, three key terms (BT, BRJ, BRV) are used in academic and practitioner literature to describe the phenomenon. It was also

highlighted in the previous chapter that cultural differences are predominantly responsible for which term is used (thus, also used here interchangeably within this thesis). Hence, including all these in the search terms - brand turnaround, brand rejuvenation and revitalization - was essential. However, how can these terms now be defined?

In today's highly competitive market, a firm can find itself very quickly in a stressful situation, whereas Davis (1999) highlights that less than half of the companies (in the USA) have any contingency plan in place in case the brand is hit. Keller (1999) suggests that brand repositioning actions might need to be adopted due to external influences or internal stress. However, brand repositioning actions are not comparable to brand turnarounds, as the severity of the resulting decline based on environmental changes, internal company problems, or a combination of both might ask for more decisive action (Lohrke et al., 2004).

Thus, for the basis of this thesis, a BT (and thus also the terms BRJ & BRV) is defined as:

*... a radical change of the brand, necessary for its short- and long-term recovery after a stage of decline.*

I would only highlight the difference between these three terms to the term "brand restructuring" and thus following Lai's (p. 58, 1997) suggestion that this term instead focuses on a process as part of a BT, thus defined here as:

*... one single or a chain of process steps within BRJ*

### 2.1.3.2 LITERATURE REVIEW – A DETAILED ANALYSIS

Schendel et al. (1976) introduced what is likely one of the first studies into the causes of turnaround situations and gave an initial insight into contingency plans. Being one of the first groups of academics to focus on this particular topic in more depth, they can be seen as today's single source of exit point in the



academic world of brand turnaround literature – hence, most studies in brand turnaround link back to these pioneers.

What can generally be stated that the early academics and groups of researchers have often focused on the content of successful turnarounds (e.g. management actions), usually by comparing successful turnaround stories with less successful ones (Schendel et al., 1976; Thiétart, 1988; O’Neil, 1986).

Thus, I started to analyze the identified literature sources for the various focus areas in more depth (see Tables 3 & 4 at the end of this chapter), starting with the success parameters of BTs, which could be categorized into four different areas of management focus:

- a) Rebuilding a company-wide focus on the brand itself
- b) Restoration of brand relevance
- c) Realizing brand alignment with customer expectations
- d) Rebuilding trust with customers via a change of strategy

All four success factors directly link to the branding of the companies investigated by these authors and the aspect that a brand’s strength is highly dependent on the target group’s expectations and trust. Here, Wild (2010) highlighted the strategic aspect of it and touched upon the managerial know-how it takes. However, neither Wild nor his colleagues clearly stated who at the management level is responsible for these highly critical tasks; instead, they concluded that it is the task of the whole organization as such, but no evidence was given. However, one can conclude from these sources that:

1. BT management is a strategic task and
2. That BT is directly linked to the branding process of the organization.

Especially within the first decade of the new millennium, most researchers focused on success factors as the core focus of their analysis, such as McGovern (2007), Olsen et al. (2008) and Wild (2010). Interestingly, after more than four

decades of BT management research, the US authors focus mainly on the success criteria. One could argue that the contrary philosophy of “learning from mistakes” has been neglected by these authors.

Researchers within the field of brand turnaround management developed three other smaller areas of expertise:

- a) the ageing factor of brands (e.g. by Lehu, 2008; Slim, 2009; Slone, 2004);
- b) the competitive factors for brands (e.g. Fahey, 2004; Grant, 1989) and
- c) the innovation focus during BT (e.g. Ran, 2008; Robertson & Hjuler, 2009; Schiuma et al., 2008)

The ageing factor was often referred to as the concept of lifecycle management of products (Slone, 2004), now adapted to a lifecycle of brands, starting with:

- I. the birth of the brand,
- II. its growth stage,
- III. a maturing stage, and
- IV. the decline phase.

The authors concluded that the decline stage demands rejuvenation (Slim, 2009). Thus, these authors could identify at least four stages during the ageing process but did not investigate further stages for the rejuvenation process itself.

Furthermore, they again failed to clarify the “management” referred to as the people in charge of the BT. For example, Lehu (2008) points to the “CEOs, general managers, marketing directors, brand managers and advertisers” (p. IX). His study is targeting more successful BTs in the future. However, there is no detailed analysis of some of these groups' different degrees of influence on the BT process. Thus, the authors' view mainly discussed external orientated factors of ageing, such as the products offered, the target groups, and the advertising fit to the target market (Muzellec, 2006).

This might have been one reason for another group of authors to analyse the influence of competition, again an external to the company-orientated viewpoint. Grant (1989) linked this back to the early marketing strategies of, e.g. Kotler (1978) and sees the need for BT as directly linked to the competition level in the brand's industry. Fahey (2004) even argues that at a certain high level of competition, a brand can not necessarily be saved anymore, making a BT impossible for the management in charge.

This can be seen as the starting point for other authors, as they argued that a BRJ process is still possible if innovation is at the core of this process (Ran, 2008). In their view, innovation plays the most crucial factor, as one can:

- a) Differentiate the brand with product innovation from the rest of the competition in the field (Robertson, 2009)
- b) Attract new customers with new, innovative offerings, linking partly back to the concept of ageing (Andrews & Kim, 2007) and
- c) Reinvent the brand experience with innovative services (Olsen et al., 2008)

Despite innovation being highlighted as a key to BT, it was interesting to realize that the discussion did not focus on who is responsible for the innovation process itself, i.e. who triggers innovation for a successful BRJ process. Thus, a significant point needs to be clarified.

Another area of focus for many researchers in the past and for even greater numbers now is the reasons for the decline. Here, most researchers, including Arogyaswamy et al. (1995), Balgobin and Pandit (2001) and Barker and Barr (2002), have focused on the “how to” in turnaround management; this can, however, only be a starting point for a detailed discussion. Most of these authors highlight the following four reasons for the decline:

1. Losing leadership position to other competitors (i.e. linking back to the competitiveness, e.g. Kanter, 2003)

2. Losing significant market share (Gopinath, 1991)
3. Losing brand loyalty among its primary customer base (McKinley, 1993)
4. Declining revenue and/or falling stock prices (Furrer et al. 2007).

When reading the above authors' studies, it seems that it is generally easier for academics to highlight the reasons for the downward trend than the possibilities to arrest it.

Further, the fourth point of "declining revenue" links directly to a final area of BT literature - financial measurements for determining turnaround success, as pointed out, e.g. by De Castro (1995), Gök (2010), or Solnet et al. (2010). Here, the authors directly link the company's financial performance with the brand's stage, returning to the fourth stage of the brand lifecycle. It is e.g. Gordon et al. (2000) mentioned that this might be the case as the brand's value is sometimes referred to as the company's market share and that strong brand names can be an asset for firms, potentially worth millions (Barker & Mone, 1998). Thus, here, the brand acts as a tool to gain, e.g. further loans in stressful times, but these authors generally do not investigate a way out of this situation.

Hence, it is questioned whether a deep analysis of the decline phase or financial performances can serve as an answer to a general model in BT management, which is also argued by Lehu (2008).

This has led to a few researchers creating a specific BT process. Of 247 sources investigated, only 12 sources describe such a process (Arogyaswamy et al., 1995; Barker & Barr, 2002; Barker & Duhaime, 1997; Boyle, 2007; Boyne, 2006; Boyne & Meier, 2009; Bruton et al., 2003; Burmann et al., 2009; Carmeli & Sheaffer, 2009; Chan, 2009; Chowdhury, 2002; Wansink, 1997, 2000), also shown in Table 3.

Looking closer at these authors, Arogyaswamy et al. (1995) started with a two stage-model focusing first on "decline-stemming strategies that reverse the dysfunctional consequences of decline" (p. 515) and second on recovery

strategies that position the firm to better compete in its industry” (p 518). However, it was already questioned by Barker and Duhaine (1997) and Wansink (1997) whether two stages are enough in a complex setting of the company, e.g. within its industry or as a multinational company offering its brand in various markets and, therefore, both suggested adding a third initial stage. This third stage focuses on analysing the brand’s strengths and weaknesses, from which management should develop the suggested stages, e.g., by Arogyaswamy et al. (1995).

Boyne (2006) and Boyne & Meier (2009) later adapted this three-stage process to brands in public services, focusing on 1. Retrenchment, 2. Repositioning, and 3. Reorganization (p. 97). Barker and Barr (2002) and Carmeli and Sheaffer (2009) added the leadership perspective into a similar three-stage process, highlighting management's importance in orchestrating the linkages between these stages. Burmann et al. (2009) developed a new integrated brand equity model in the same year that incorporated the employee perspective in brand turnaround stages. Thus moving away from “management” and setting the focus on “employees” or at least critical employees in the BRJ process, such as the head of marketing.

Finally, the literature review showed that eleven of these sources have their traits in the US-based university system, and only Chan (2009) developed a modified model suited explicitly for Chinese companies in his thesis. In contrast, Bruton et al. (2009) highlighted possible changes that are already necessary in Asian firms, especially adapting BT tactics to the various markets compared to the home market.

At the end of the literature review, it became clear that of all these process suggestions at hand, none of the authors were comparing them to find the best-suited one or, e.g. analysed further the importance of who leads the BT – some authors touched upon this to a degree, but none was genuinely investigating if this might have an impact on the BT.

These two points can be seen as gaps and serve as a need for a deeper understanding of the underlying research within this area; this is undertaken in the next section.

#### 2.1.3.3 FIRST GAP: A CLOSER LOOK AT MODES

When managing declining brands, reversing performance declines by adopting different modes is challenging. Here, previous research over the past decades has explored two typologies of turnaround strategy.

##### 2.1.3.3.1 STRATEGIC VS. OPERATION

One typology classifies turnaround strategies into two broad categories: strategic and operating cures (Schendel, Patten & Riggs, 1973; Schendel, Patten & Riggs, 1976; Hofer, 1980). Schendel et al. (1973) first devised a classification of turnaround strategies. By operating cures, Schendel et al. (1973) refer to the firm responses aimed at improving internal operational efficiency, such as cost control and plant modernization; and by strategic cures, Schendel et al. (1976) mean the firm responses targeted at redesigning firms' product, brand and market structures. Hofer (1980) adapted this classification and identified asset reduction as a significant operating turnaround strategy for dealing with severe decline situations. In addition, regarding strategic turnaround strategies, Hofer (1980) argues that besides refocusing their businesses and pumping up revenues, declining firms may undertake aggressive strategic moves to significantly increase their market share by 'one-level' (100 per cent) and 'two-level' (200 per cent or more).

Hambrick (1983) questioned these last two strategic options in Hofer's (1980) strategic cures. Especially in mature industries, as they pointed out, market shares for each firm are relatively fixed, with the brand playing a critical differentiation factor. Moreover, Hambrick (1983) emphasises that because the strategic situation analysis is based on the business level, corporate-level strategic moves such as diversification or acquisition are excluded as strategy alternatives to declining single business firms. In a modification of Hofer's

typology, Hambrick (1983) suggests that using the word 'strategic' may be misleading. He proposes the strategic alternatives of revenue generating and brand refocusing as 'entrepreneurial' turnaround strategies instead of efficiency-oriented turnaround strategies, or 'doing the right thing' versus 'doing the same thing right'.

Robbins & Pearce (1992) reformulated the operating turnaround strategies in Hofer's classification. They introduce the concept of 'retrenchment' in referring to all the activities that declining firms engage in to reduce expenses. Retrenchment activities include a combination of cost-cutting, reductions in assets, overhead, products and lines of business. Although retrenchment activities are arguably integral to firm turnarounds, they do not stand alone as a turnaround strategy category independent of operating turnaround strategies as defined by Hofer (1980) since they do not mean to reallocate resources, an action signalling the pursuit of new strategic objectives. Similarly, another type of organizational change, downsizing, which has been considered a legitimate response to performance decline by turnaround researchers (e.g. Barker, Mone, Mueller & Freeman, 1998), also falls into the category of operating strategies.

#### 2.1.3.3.2 DOMAIN CHANGE-BASED TYPOLOGY

Another group of researchers have tried to classify the firm responses to performance decline based on whether the responses are externally or internally oriented, that is, whether the responses influence the firms' external or internal environment. Ford (1985) first proposed such a classification of turnaround strategies.

Adopting the notion of the business domain by Miles and Snow (1982), Ford (1985) suggests that external responses focus on domain manipulation, mainly product or market changes. In Ford's (1985) typology, all domain-related changes fall into the category of external responses: domain defence, domain offence, domain creation, and domain abandonment or consolidation (Zammuto & Cameron, 1985). A domain defence or domain offence strategy is utilized to protect or expand the existing domains, while domain creation or domain abandonment indicates the adding-to or dropping of the current domains. In

contrast, internal response strategies involve reactions toward organisational changes. These changes include administrative changes, such as altering organizational structure or routines, and operative changes, such as cost-cutting or improvement programs. Such a classification based on domain manipulation emphasizes investment decision-making (including divestment).

In an extension to Ford's (1985) classification of firm responses, Lohrke and Bedeian (1998) further state that internal changes be considered as a strategy of the 'Status Quo', meaning no changes are necessary in the current domains. According to Lohrke and Bedeian (1998), this classification of turnaround strategies based on domain manipulation becomes a strategy continuum, ranging from abandoning business domains to creating new domains.

#### 2.1.3.3.3 CRITICISM AND INTEGRATIONS

Both classifications of turnaround strategies have their advantages and disadvantages. The first classification, strategic vs operating approach, has the advantage of linking the firm responses to the traditional SWOT analysis in strategic decision-making. Hofer's (1980) framework shows that if declining firms adopt a sound competitive strategy in existing markets, different implementation strategies are required to improve operating health.

Otherwise, if the operating system is healthy in implementing a current strategy, then the current strategy should be changed. Therefore, this classification is advantageous in discerning strategic objectives and actions. Strategic objectives or intentions, however, are multifaceted and often are hardly clearly addressed by turnaround managers. Also, as acknowledged in the strategic management literature (Ginsberg, 1994), the relationship between firm strategic intention and action is only loosely coupled in practice. Many firms have not explicitly addressed strategies. What is more perplexing is that some of these strategic objectives may require operating responses. For example, a declining 'Prospector' firm in Miles and Snow's typology may seek cost-cutting to reduce the price advantages of its Defender competitors and gain market shares. In such a case, cost cutting originated as an operating cure that leads to a strategic



position change. Therefore, it is often hard to discriminate between strategic and operating moves by observing firms' behaviours.

To limit the confusion in discriminating between strategic or operating turnaround strategies, Barker and Colleagues (i.e. Barker & Duhaime, 1997; Barker & Patterson, 1995; Barker & Mone, 1998) suggest conceptualizing turnaround strategy as a unidimensional construct, which they label as strategic reorientation. Similar to Lohrke and Bedeian (1998), Arogyaswamy et al. (1995) and Chan (2009), Barker and colleagues also contribute a strategy continuum for strategic brand changes, which is a more objective approach to revealing the extent of changes.

Similarly, the classification of turnaround strategies based on domain manipulation is also apparent in addressing the resource allocation pattern of responses. Thus, it raises less confusion in the application of branding (Boyne & Meier, 2009; Bruton et al., 2003; Carmeli & Sheaffer, 2009).

Additionally, by incorporating the conception of the domain, this classification has another advantage of connecting turnaround strategies with Miles and Snow's strategy typologies, which has gained consistent support and modification in the strategic management area (Miles & Snow, 1978; Hambrick, 1981; Zarah & Pearce, 1990). However, such a classification is based on actual behaviours. Thus, it does not address the declining firms' strategic objectives or intents. Therefore, it is weak in explaining the underlying strategic motives of firm reactions, especially in the field of branding, and is somewhat tangential to the doctrine of traditional strategic management that strategic motives guide firm behaviours that influence performance outcomes.

The two grand approaches mentioned above, the typological and extensive approaches, to categorizing firm turnaround strategies with an effect on the brand mirror perfectly the classic debate on whether strategy construct should be conceptualized based on past behavioural patterns of firm moves or based on the intention of firm moves, so-called realized strategy or intended strategy debate (see Ginsberg & Venkatraman 1992).

For a theoretical extension to understanding how top management affects turnaround attempts and outcomes, this dissertation follows the classification of strategic vs. operating in reviewing past research on a BT. In other words, this dissertation adopts the primary claim that organizational outcomes are influenced by their top management groups as one of the underpinning assumptions (Barker, Patterson & Mueller, 1996; Barker & Barr, 2002).

This assumption is arguably more acceptable in BRJ situations because declining firms' moves in responding to performance decline will be more intentional and purposeful, reflecting the deliberation of their top managers on manipulating competitive forces such as strength and weakness, resources and capabilities. As Daily and Dalton (1998) note, strategic leaders have a measurable impact on firm outcomes, especially in the context of organizational crisis. The question, though, is, who within the top management team is responsible for the BT?

#### 2.1.3.4 FOCUS ON THE BT MANAGEMENT TEAM

The literature review revealed an additional gap, as many studies focused on the CEO as the turnaround leader – most commonly not differentiating the brand from the corporate organization (see Table 4).

#### 2.1.3.5 SECOND GAP: A CLOSER LOOK AT THE ROLE OF TOP MANAGEMENT & CEO'S

It has been pointed out by researchers that critical to turnaround success is the nature of the turnaround responsible at declining firms (Barker & Patterson, 1996; Barker, Patterson & Mueller, 1996; Barker & Barr, 2002; Bibeault, 1982; Hofer, 1980; Lohrke & Bedeian, 1998; Lohrke et al. 2004; Schendel & Patton, 1976).

While some researchers argue that top managers at declining firms may influence the implementation of turnaround strategies (Hofer, 1980; Bibeault, 1982; Lohrke & Bedeian, 1998), others have contended that top managers and here especially the CEO can also determine the fortune of the firms by selecting appropriate turnaround strategies (Barker & Barr, 2002; Barker, Patterson & Mueller, 1996; Lohrke et al. 2004).

The attention paid to CEOs during declining firms' turnaround attempts is boosted by research achievements 20-30 years ago (Hambrick & Mason, 1984; Finkelstein & Hambrick, 1996; Carpenter et al., 2004), which established in the field of strategic management a stream of new theoretical constructs associated with top managers at both the individual level and group level, and thus has opened many new ways for investigating dynamic moves in declining firms' turnaround attempts. Lohrke et al. (2004) conducted a comprehensive review of the past literature on the interaction of turnaround management characteristics and turnaround process and outcomes and proposed several promising directions to incorporate these in the future study of turnaround. Earlier turnaround theorists point out the necessity of replacing top managers at declining firms to ensure turnarounds (Hofer, 1980; Bibeault, 1982). Two theoretical perspectives underpin such a recommendation, as Liang (2007) highlights:

The first is the perspective of organizational learning, which looks at firm decline as an adaptation problem and recommends that new leadership be brought to declining firms to introduce new ideas in aligning the organizations with the changing environments (Nystrom & Starbuck, 1984). The other one is the theoretical perspective of institutional theory (Meyer & Rowan, 1977; Di Maggio & Powell, 1983), which argues that the existence of old management groups that sustain political power and structural inertia both inside and outside the organizations that may resist changes, supposing that the inertia can only be broken by removing some key members at the top. However, this has not been tested against specific BT cases since then, although decades have past.

The above arguments have been supported by empirical evidence at both individual and group levels. Barker and Duhaime (1997) point out that in

declining firms that have achieved turnarounds, CEO change was positively related to the level of strategic changes adopted by the firms. In another study conducted on successful and unsuccessful turnaround attempts, Barker and Mone (1998) also highlight that new CEOs also initiated more strategic and structural changes to create a turnaround.

In a group-level study examining the impact of CEO replacement and strategic reorientation during a turnaround attempt, Barker, Patterson, and Mueller (2001) found that the extent of management replacement appeared to positively relate to two dimensions of strategic reorientation: business-level strategy change and change in structure and controls. In another group-level study on firm reactions to decline, Ferrier, Fhionnlaioich, Smith and Grimm (2002) looked at management teams of declining firms from a different but quite popular angle - the heterogeneity of management teams at the top level. After examining how aggressively market leaders in various industries responded to market erosion, Ferrier et al. (2002) found that the level of aggressiveness in the market leaders' responses was affected by the level of heterogeneity of the firm's top management. Brands led by more heterogeneous teams were likely to compete less aggressively. This finding is exciting and meaningful to this research and is highlighted later, looking at the role of the CEO and the brand responsible. Besides echoing much research by showing that the internal structural changes of the management team are also crucial to firm responses to financial distress, the finding extends Barker et al.'s (1996) report on the extent of manager changes at the top of declining firms.

However, because Ferrier et al.'s (2002) sample consisted of only financially distressed market leaders, these firms did not fit the definition of a turnaround situation. In addition, Ferrier et al. (2002) did not intend to measure strategic reorientations or retrenchment, although competitive aggressiveness has a very similar conception to the construct of strategic reorientation regarding the extent of changes. This research is far from conclusive and awaits more investigation.

In addition to the composition and changes of top management in BT firms, organizational decline and turnaround theorists have emphasized the cognitive

aspects of the management teams in affecting firm responses to performance decreases and outcomes of turnaround attempts. Ford (1985) systematically theorized the possible connections between three types of cognition that decision makers develop regarding decline and turnarounds (interpretation of decline causes, perception of the stability of the decline causes, and the controllability of the firm over the declining situation), and organizational responses to performance decline (external vs. internal). Considering the influences of decision-makers, decline, and internal resources on the relationship between cognition and organizational responses, Ford's (1985) model is relatively comprehensive in describing how the cognitive bases of top managers could guide turnaround progress.

As Liang (2007) highlights, several empirical studies have examined the connections between managerial cognition and firm responses to decline threats. Three studies especially stand out in this unique stream of research. In one study, Barker and Barr (2002) explored the relationship between the attribution of decline caused by CEOs in declining firms attempting turnarounds and the extent of strategic reorientation initiated by the firms during turnaround attempts. They found that decline firms whose top managers attributed decline causes to the issues within themselves tended to be associated with more strategic changes, a greater level of top management changes, and director turnover at the board level.

In another study comparing firms on the edge of bankruptcy and their healthy counterparts, D'Aveni and MacMillan (1990) reported that a group of brands under the threat of bankruptcy demonstrated different patterns of cognition as manifested in their letters to shareholders. Those firms that paid more attention to external issues were more likely to stay away from decline. This finding is consistent with the prediction from the organizational ecology perspective that externally directed attention is critical for firms to stay connected with their supportive environments (Zucker, 1987).

In a third study, Barr, Stimpert, and Huff (1992) investigated how two US-based railway companies adapted to their changing external environment. They found

that both companies could perceive the changes happening in the environment during the adaptation process, but they interpreted the meaning of changes for their business differently. In particular, the firm that concluded that internal changes were necessary to adapt to the external changes survived, while the other firm that concluded there was no need to change declined and was acquired by the first company. The study by Barr et al. has been well-cited as substantial evidence of how managerial cognition can affect a firm's fate.

Collectively, these three empirical studies support the prediction in theory that the cognitions at top-level management in BT cases influence both the outcomes of attempts to save struggling brands and how brands react to performance problems. The cognitive perspective significantly advances our understanding of turnaround management by exposing the judgment part of decision-making during firms' BRJ attempts.

2.1.3.6 SUMMARY

As a doctoral student and marketing executive with years of practical experience in BRJ, this was quite an intriguing insight into the academic world. However, do most academics and business leaders thereby believe that the CEO is always the leader and the brand leader, responsible for the brand's turnaround, not only that of the company? Are too many people in the field of BT possibly mixing up corporate turnarounds and brand turnarounds, or are CEOs simply outstanding in marketing themselves as the brand turnaround leader? A clear, second research focus emerged, and the pre-understanding that I bring to this subject could serve as an essential basis, as suggested by Brannick and Cohan (2007). Finally, the 15 most influential key literature sources relevant to this study were identified and criticized, for example, as the models were not tested (Figure 4).

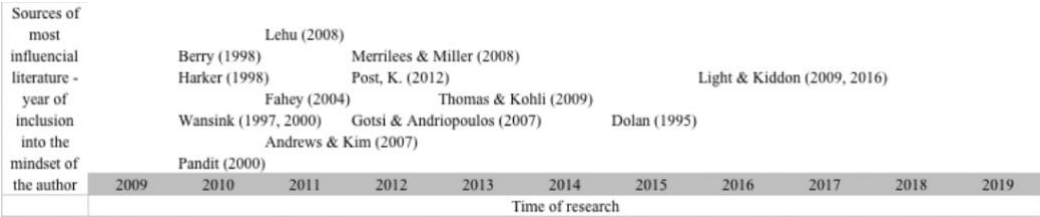


Figure 4 Most influential key literature sources

Parameter	Authors
Success factors	(Dolan, 1995; Eriksen et al., 2006; Filatotchev & Toms, 2006; Frayne & Callahan, 2004; McGovern, 2007; Olson et al., 2008; Pearce II, 2007; Reddy et al., 2009; Wild, 2010)
Reasons for decline	(Arogyaswamy et al., 1995; Balgobin & Pandit, 2001; Barker & Barr, 2002; Barker & Mone, 1994, 1998; Barker & Patterson, 1996; Boyne, 2004, 2006; Boyne & Meier, 2009; Bozeman, 2010; Bruton et al., 2001, 2003; Cameron et al., 1987; Carmeli & Sheaffer, 2009; Filatotchev & Toms, 2003; Furrer et al., 2007; Gopinath, 1991, 1995; Hoff-Hofstetter & Mannheim, 1999; Idowu, 2009; Jas & Skelcher, 2005; Kanter, 2003; Lamberg & Pajunen, 2005; McGovern, 2007; McKinley, 1993; Mone et al., 1998; Mueller & Barker, 1997; Pajunen, 2005, 2006; Ran, 2008; Robbins & Pearce, 1992; Schendel et al., 1976; Solnet et al., 2010; Thomas & Kohli, 2009; Whetten, 1987; Withers & Hillman, 2008)
Influence of competition	(Barker et al., 2001; Fahey, 2004; Grant, 1989; McGovern, 2007; Solnet et al., 2010)
Model Development for a BT ⇒ <b>GAP?</b>	(Arogyaswamy et al., 1995; Barker & Barr, 2002; Barker & Duhaime, 1997; Boyle, 2007; Boyne, 2006; Boyne & Meier, 2009; Bruton et al., 2003; Burmann et al., 2009; Carmeli & Sheaffer, 2009; Chan, 2009; Chowdhury, 2002; Lai, 1997; Wansink, 1997, 2000)

**Table 3 BT focus areas of research by authors' focus - part 1**

Parameter	Authors
Financial Measurements for determining turnaround success	(Arogyaswamy et al., 1995; Barker & Barr, 2002; Barker & Mone, 1998; Burmann et al., 2009; Chowdhury & Lang, 1994; De Castro & Chrisman, 1995; Eriksen et al., 2006; Fahey, 2004; Filatotchev & Toms, 2003, 2006; Frayne & Callahan, 2004; Fredenberger et al., 1993; Goodell, 2003; Gordon et al., 2000; Gök & Hacıoglu, 2010; Kanter, 2003; Marino et al., 2008; Pearce II, 2007; Pearce II & Michael, 1997; Pearce II & Robbins, 2008; Robbins & Pearce, 1992; Solnet et al., 2010; Sudarsanam & Lai, 2001)
CEO as the (brand?) turnaround leader ⇒ <b>GAP?</b>	(Austin, 1998; Barker & Mone, 1998; Barnett & Tichy, 2000; Brenneman, 1998; Bruton et al., 2001; Chen, 2009; Daily & Dalton, 1995; Daily & Schwenk, 1996; Datta et al., 2003; Eriksen et al., 2006; Frayne & Callahan, 2004; Gordon et al., 2000; Kanter, 2003; Kesner & Dalton, 1994; Lubatkin et al., 1989; Mueller & Barker, 1997; Musteen et al., 2010; Ran, 2008; Shen & Cannella, 2002; Stewart et al., 2006)
Ageing of brands	(Chan, 2009; Chowdhury, 2002; Fahey, 2004; Henderson et al., 2003; Hutzschenreuter & Israel, 2009; Idowu, 2009; Lehu, 2008; Merrilees & Miller, 2008; Muzellec & Lambkin, 2006; Pajunen, 2006; Schiuma et al., 2008; Sim, 2009; Slone, 2004; Thomas & Kohli, 2009; Wansink, 1997; Wischnovsky & Damanpour, 2008; Withers & Hillman, 2008)
Innovation focus during BT	(Andrews & Kim, 2007; Carmeli et al., 2010; Guan & Hu, 2006; Merrilees & Miller, 2008; Mone et al., 1998; Musteen et al., 2010; Olson et al., 2008; Ran, 2008; Robertson & Hjuler, 2009; Schiuma et al., 2008)

**Table 4 BT focus areas of research by authors' focus - part 2**

#### 2.1.4 RESULTS FROM THE LITERATURE REVIEW

As a result, the value of this systematic literature review lies in its aim to go beyond the general brand management as well as general corporate turnaround literature by focusing on the specific niche of BRJ, being the base for deeper analysis with the help of semi-structured interviews of experts in this field. Overall, eight categories were pointed out, which resembled the focus research areas by all 247 authors investigated:

1. Financial measures of BT - studies focusing on determining the financial aspects of the brands in order to compare turnarounds with each other.
2. Reasons for brand decline - studies show the pre-turnaround phase instead of the growth phase during a successful BRJ.
3. Innovation aspect - studies highlighting the importance of innovative products and/or management tactics to increase chances for a successful BT
4. Influence of competition - studies researching the competitive market field during a BT and its possible impact on the revitalization process.
5. Success factors - studies evaluating external and internal parameters that increase chances for successful BT.
6. Ageing of brands - studies emphasizing that ageing brands are often the focus of BT managers.
7. CEO as BT leader - studies showcase the CEO as the paramount leader in a BRJ process.
8. Modes and framework creation - studies developing different frameworks and/or modes for BT management.

Interestingly, only 15 sources were identified in which a detailed analysis or in-depth research was undertaken to investigate processes for BRJ. Here, the authors focused on the steps after the brand declines versus the reasons for it. This resulted in different two- (Arogyaswamy et al., 1995) or three-stage processes (Barker & Duhaine, 1997, and Wansink, 1997), which over time were developed further or adapted by various authors to specific brand settings, such as public services (Boyne, 2006; Boyne & Meier, 2009) or specific country



settings (Chan, 2009; Bruton et al., 2009), thus, further analysis and discussion of these processes are necessary to find the most suitable one for brand turnarounds.

Moreover, the literature review findings show that studies focus on the CEO as the turnaround manager rather than, e.g. on the responsible marketing head being usually responsible for the brand in a company. Both Carmeli & Sheaffer (2009), from a leadership perspective and Burmann et al. (2009), from a key employee perspective, i.e. the head of marketing, slightly touched upon, but no research investigated these topics further. So, who is genuinely responsible for the BRJ process within the organization?

In addition, it could be questioned whether following these processes alone with the right CEO and/or head of marketing at the top are key factors for BT's success – is it that simple? Based on my practical experience, it is not easy, and hence, it is vital to question whether adopting more intuitive, creative skills is the key to a successful, practical turnaround. These thoughts are reflected and touched upon later in the thesis (see section 3.7).

Thus, the result of the above systematic literature review ends with creating three succinct research questions formulated in the next part. By answering these later in chapter 6, the gaps identified could eventually be overcome, helping academics and practitioners in the future.

## **2.2 RESEARCH QUESTIONS**

As highlighted before, the research questions are formalized within this part. From the previous literature review, two gaps could be identified: a few yet varying modes of BT exist in the academic world already, and the CEO is widely seen as the turnaround leader with no distinction towards the BT area. Further, it becomes necessary to ask how executives then act – i.e., do they employ actions based on the modes identified - or do they act more creatively?

There is an ongoing suggestion and a historical discussion on modes and frameworks, but it was asked if the BRJ executives know these modes and frameworks, use them in their work and act on them. In a sense, the application was not critically explored, which some of the critical literature sources identified earlier also criticized yet left for future research.

Thus, this research considers a unique view of the BRJ topic. The research is based on interviews with experts who have already gained practical experience in this area – yet not trying to build up just another mode or framework, but to find out if they have gathered knowledge about the existing ones before or during their task of BRJ and if they act accordingly.

In summary, this research will consequently answer the following three research questions:

- ✓ RQ1: What rejuvenation modes are adopted in reviving legacy brands?
- ✓ RQ2: In the modes identified, what are the particular patterns of executive action?
- ✓ RQ3: How do executives derive the necessary patterns for action that they employ?

A brief introduction of the conceptual framework is given for the reader to understand the next steps within this research and address the research questions above.

## **2.3 CONCEPTUAL FRAMEWORK**

A conceptual framework overview is provided to support a better understanding of the research approach. Ravitch and Riggan (2017) point out that a conceptual framework could “act as a mechanism for aligning literature review, research design, and methodology” (p. 2). Their conceptual framework model - defined as a process and a product - helps direct a researcher, especially with larger projects such as this one.

### 2.3.1 DEVELOPMENT OF CONCEPTUAL FRAMEWORK

Thus, this idea supported the creation of the conceptual framework shown here (see Figure 5). Based on Ravitch and Riggan's (2017) work, the literature review was the starting point at the top. These are governed by the overall aim of the research as stated earlier:

- a) to identify the modes adopted in the rejuvenation of legacy brands and
- b) to critically understand senior management actions in the LB BRJ process

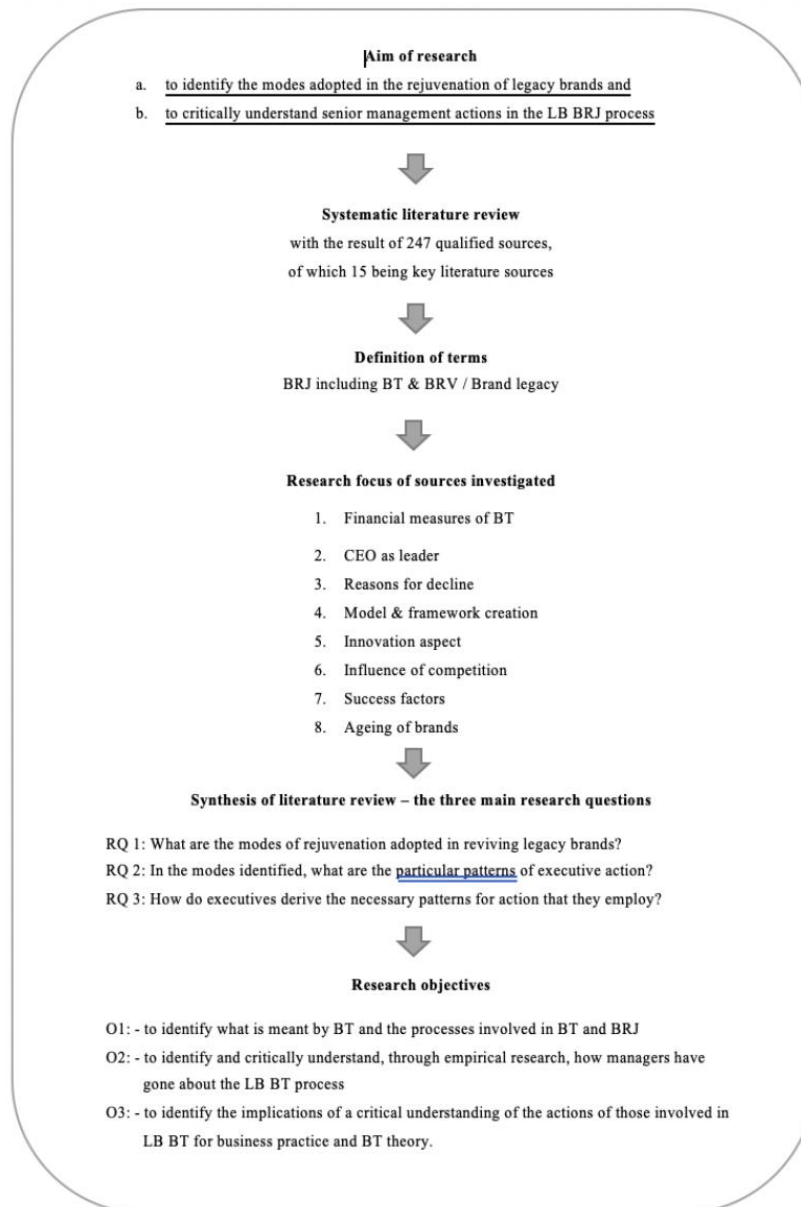
Carrying out the literature research led to 247 literature sources that were previously highlighted, including 15 sources that are most relevant and influential to this work.

With the help of this research, definitions could be set for the specific focus of this study: The term Brand Rejuvenation, a term that sometimes is also referred to as Brand Turnaround or Brand Revitalization, could be clarified. The final wording often depends on the (primarily cultural) setting of the authors. Further, it was established that this research focuses on legacy brands, i.e. brands with a positive brand image based on their legacy of innovative products or services that became publicly known beyond their initial target group.

Further, it led to an investigation of eight research categories previously focused on by other researchers in the field, yet at the same time showing two gaps:

- a) a few yet varying modes of BT exist in the academic world already, and
- b) the CEO is widely seen as the turnaround leader with no distinction towards the BT area

These two gaps led to three research questions, which were formalized and are thus central to the thesis. Consequently, the development of research objectives could be undertaken.



**Figure 5 Conceptual framework for the thesis research**

### 2.3.2 LINKING BRJ MODES, THE CEO AND THE ACTIONS

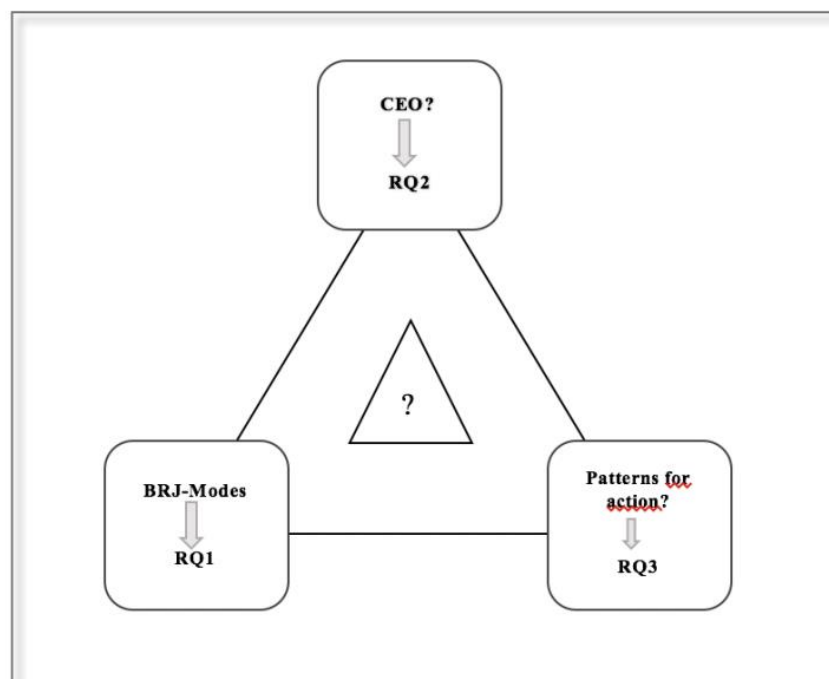
Having developed the conceptual framework, another overview was created while working on the thesis to help break down the subject more straightforwardly. This is shown in Figure 6 below and might also illustrate the line of thought for the interested reader more quickly. With the help of this triangular map, the interdependencies can be realized between the three sorts of “stakeholders” of this research – the BRJ modes, the CEO and the actions taken by these executives during BRJ of LB.

In other words, seeing a BRJ from a helicopter's view as one big project, one of the most commonly used models in project management is the "scope triangle", established by Martin Barnes (1968): The triangle illustrates the relationship between three primary forces in a project (time, cost and quality). While deep-diving into the research, the question arose whether the three stakeholders could

- a) represent one of the corners and thus
- b) be directly linked with each other, similar to a project management scope triangle?

Thus, each corner needed to be approached with the help of one research question, as pointed out previously and shown in Figure 6.

It could be helpful to find out if an influential factor that combines or links in a certain way affects the three corners – currently, the question mark in the middle. Thus, the question is, what is the 'glue' (in a positive way of formulating it) or the hurdle (in a negative sense) that affects all three corners, i.e. research questions? If there is a factor of this kind, it would be an essential point of reference for further research in the academic field of BRJ. Similarly, for practitioners in that field, it could highlight an incredibly relevant source for personal improvement when faced with a BRJ process of an LB.



**Figure 6 Linking BRJ modes, CEO and actions**

## 2.4 SUMMARY OF LITERATURE REVIEW

The literature review has shown that BRJ has been an academic field for over four decades. Since then, the research has centred around eight main categories, focusing on the 247 sources identified, of which 15 are most relevant to the subject. Of the eight categories, two show a clear gap: the BRJ modes put forward have not been tested on their adaption by practitioners, and the CEO is the centre of attention as the turnaround leader – yet also the BT leader. The first two research questions formulated address these two issues. Further, a third research question arises from the first two in a natural way – what are the executives’ patterns of action during the BRJ process if they use the modes, especially if they do not use them? In short, the three research questions addressed in this study are formulated as:

RQ1: What rejuvenation modes are adopted in reviving legacy brands?

RQ2: In the modes identified, what are the particular patterns of executive action?

RQ3: How do executives derive the necessary patterns for action that they employ?

Further, I developed a conceptual framework that shows the line of thought up to creating hypotheses. On top of this, a triangular map was created to illustrate the line of thought – and point out a yet possibly unknown factor that I am looking for, which could be a reason for the interdependencies between the use of BRJ modes by executives, likely CEOs, and the patterns of actions they take.

### **3. RESEARCH METHODOLOGY AND DESIGN**

Having established the practical base of the research with the literature review, I would like to take a step back and focus on the research methodology and its design first. This chapter introduces why a specific research methodology was chosen, gives insight into the personal philosophy that guides the research and raises ethical principles. Summarizing, this part of the thesis explains why this study follows a post-positivist approach.

#### **3.1 RESEARCH PRINCIPLES & COMPARISON**

As the systematic literature review showed, of the 247 sources, only 15 were of high value, touching upon the three research questions raised. Most literature was not rich enough to provide a conceptual foundation for the identified gaps. At that stage, I decided to design an exploratory, qualitative study to answer the research questions.

#### **3.2 RESEARCH PHILOSOPHY**

As pointed out in the introduction part of the thesis, I have had broad experience similar to an action researcher (being responsible as a BT leader for three companies and, thus, acting as an action researcher as defined by Mumford, 2001) so far gained over the last 15 years. Due to this intensive area of practical knowledge, I need to go into a more in-depth discussion and clarification of my research philosophy.

Having identified this chapter's aim, my philosophical perspective is stated to give the reader some insight and further understanding of my approach to this research. The philosophical perspective is defined here as the overall paradigm covering an ontological (i.e. the form and nature of reality) and epistemological (i.e. what is knowable and what is the relationship between the knower and social reality) perspective that underlies the methods used in this paper (based on the research of (Guba, 1994).

As touched upon in chapter 2.1.1., due to my multicultural background as well my education within the German school system, it is believed that this created an analytical and yet open-minded approach to studies, resulting in living, working and studying entirely abroad (USA, UK, Australia, and Denmark) for ten years in total.

During the first four years abroad, a highly international mind-set was formed. This, however, was strongly influenced by American business philosophy and practice.

Then, spending six years in Denmark, including studies of Scandinavian leadership and culture during an MBA course, I became increasingly attached to the philosophy of modern Scandinavian management (Eriksen et al., 2006), here defined as “a democratic and pragmatic philosophical view of business and leadership”, again inspired by the work of Eriksen, Kruse, & Larsen (2006).

This broad definition leaves considerable room for interpretation of what “Scandinavian” leadership practices are. Instead of going into a debate of what I define as e.g. as good leadership, I need to acknowledge leadership principles that I was affected by and that have been garnering considerable attention due to their prevalence in international competitiveness, innovation, and even happiness indices across the world – the Scandinavian style of leadership. Geographically speaking, Scandinavia refers to the nations bordering the Scandinavian Peninsula, which consists of Denmark, Norway, and Sweden, often referred to as “The Nordics”, Finland and even Iceland are sometimes included in this latter term. Different cultures hold different definitions and criteria of the qualities a leader should possess. There is no universal definition that explains the relationship between a leader and their followers.

Culture refers to the values, beliefs, behaviours, and traditions of a community that creates the collective programming of the mind that distinguishes members of one human group from other. According to social cognitive information processing theory, culture heavily influences a leader’s behaviour and decision-making (Hofstede (1980/81)). People are psychologically influenced by their



heritage and educational systems. One's culture is arguably the moderator of our leadership style. The difference in national culture is a possible explanation for the diversity of leadership practices. The *International Studies of Management & Organization Journal* described the relationship between culture and leadership as "Values, beliefs, norms, and ideals are embedded in a country's culture and affect the leadership behavior, goals, and strategies of organizations" (Lindell & Arvonen, 1996). Several cross-cultural pieces of research have been conducted to analyze the range of management styles practised worldwide. The idea of 'Scandinavian Management' originated in the 1980s with no definitive conclusion of the meaning (Grenness, 2003).

A large-scale, cross-cultural leadership study conducted examining 62 countries for cross-cultural leadership is known as the Global Leadership and Organization Behavior Effectiveness (GLOBE) project by Hostede (1980/81). The premise of this research stems from the belief that culture directly influences leaders' and followers' perceptions of each other. One's culture moderates leadership characteristics. Countries in the project scope were classified into country clusters based on cultural similarity. "History, religion, proximity and education are factors that have been identified as important in defining culture", as Grenness (2003) noted. Again, Denmark, Sweden, and Norway are grouped as the "Nordic" cluster because these countries are close in geographic placements and similar in culture and management styles.

Through Hofstede's GLOBE Project, the three Nordic countries, i.e., Scandinavian countries, scored low power distance, medium-low uncertainty avoidance, high gender egalitarianism, and high in-group collectivism. Core values concluding from the results of the GLOBE Project suggest that Nordic management is a balanced act of relation-oriented and task-oriented management handed with trust, equality, and respect. The scoring of the leadership dimensions indicates that Nordic leaders are very relation-oriented, sometimes called "democratic".

For me, this related to the academic literature within the field of philosophical positions, clarifying that I use a post-positivism viewpoint, which is emphasized further.

### 3.2.1 POST-POSITIVISM RESEARCH

In the late 1970s and early 1980s, some qualitative researchers such as Hacking (1983) or Pickering (1984) challenged the use of what is called the positivist criteria to evaluate qualitative work considering the developments taking place in particular disciplines (especially anthropology and sociology) and the critiques of natural science developing in history and philosophy. They reasserted that qualitative research represented an alternative paradigm to quantitative research and forcefully argued that qualitative research and methods require different evaluation criteria.

One philosophical position that re-emerged and was further articulated during the following periods is "post-positivism," resulting from a critical modification to the positivist paradigm (Zammito, 2004). Although positivists contend that a concrete reality exists and can be studied, captured, and universally understood, post-positivists argue that social reality can never be fully apprehended, only approximated. Individuals and groups might have different interpretations of reality, but researchers cannot wholly purge themselves of their feelings and values (Devers, 1999).

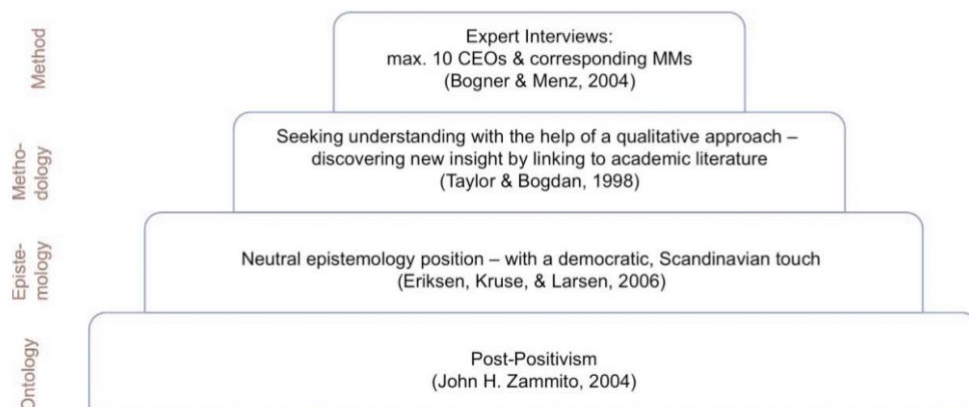
Consequently, these researchers argued that the extent to which the social sciences can emulate the natural sciences must be rethought. In practice, the post-positivist paradigm often led to the development of slightly modified positivist criteria that were more in alignment with the worldview of qualitative research; specifically, criteria were adapted for the more "naturalistic" research settings in which many types of qualitative research commonly occur and the theoretical perspectives typically employed. As such, they were not viewed as equally applicable to quantitative methods or capable of being value-free. In addition, these broad criteria often took the form of a set of guidelines or questions (i.e., "desirable features" of qualitative research), acknowledging their

emerging nature and the diversity of settings in which the range of qualitative methods are applied (Denzin & Lincoln, 1994).

However, after having analyzed the works of the authors in more depth, I conclude that Lincoln and his often-stated colleague Guba (e.g. Guba & Lincoln, 1994) changed their views about the paradigms so often (from a completely separate view and two contrary paradigms being natural versus conventional studies to seven with each other, even linked paradigms) make the borders between each paradigm challenging to set. However, as can be seen from Figure 7, which shows my philosophical perspective and position, I was still convinced about my choice of the best-fitting ontological and epistemological route – hence, the most appropriate research methodology is a qualitative approach.

Hammersley (1992, p. 64) summarizes the post-positivist criteria as the ability of studies to:

- “- generate substantive and formal theory;
- be empirically grounded and scientifically credible;
- produce findings that can be generalized or transferred to other settings;
- be internally reflexive in terms of taking account of the effects of the researcher and
- the research strategy on the findings that have been produced.”



**Figure 7 A post-positivism view leading to the usage of a qualitative approach**

However, qualitative research methods always contain a specific problem – or as Patton (1997, p. 51) notes in evaluation research: “[Academics] find themselves caught on the proverbial horns of a dilemma: Getting too close to decision-makers may jeopardize scientific credibility; remaining distant may undermine use.” Nonetheless, it should be recognized that Patton’s (1997) argument is based on a critique that has not removed itself from positivism. Many qualitative researchers would disagree with him (Devers, 1999; Zammito, 2004).

For this study, it is vital to seek understanding with the help of qualitative research – discovering new insight by linking it to academic literature (Taylor & Bogdan, 1998). Here, several methods exist, such as experiments, observations and interviews, specifically expert interviews.

Meuser and Nagel (2002) explained in their work what kind of qualification “an expert” needs to possess in order to be counted as one:

- a person who is responsible for the development, implementation or control of solutions/strategies/policies
- a person who has privileged access to information about groups of persons or decision processes

Or, as the Cambridge Dictionary (2019) describes it in a more straightforward way

*“A person with a high level of knowledge or skill to a particular subject or activity” (Cambridge Dictionary, 2019)*

Of course, some authors argue that all interviewees are, in some ways, experts (Sarantakos, 2012), as they have knowledge that we need to access. However, for this study, an expert should be seen and defined as in the meaning of Meuser and Nagel (2002).

The usefulness of interviewing experts (where the subject of interest is the field of BRJ) was proven to be an effective tool in corporate turnarounds by Pandit

(2000). Pandit (2000) is a critical source as he showed that most corporate turnarounds (which often incorporate the BT discussed in this paper) have been investigated by academics in three ways:

1. by anecdotal studies (14 of 14 studies were based on a qualitative method)
2. by extensive sample studies (7 of 12 studies were based on quantitative methods)
3. by longitudinal studies (here, only 1 of 21 studies employed a recognized qualitative method advocated by Yin, 1984).

Pandit concluded that three problems need to be overcome within qualitative research and interviews in the field of turnarounds. Hence, it forms the guiding principles for this research in this specific context of BRJ:

- I. Better definitions (of the terms in question, i.e. brand turnaround needs to be clearly defined – done at the beginning of the systematic literature review and, in short, repeated here)
- II. Better research questions (more problem-based and specific – done due to the systematic approach within the literature review and by concentrating on the gaps identified)
- III. Better methodologies (case study research should employ a recognized qualitative research protocol).

As I have already considered the first two points, it becomes apparent why thoroughly understanding the methodology and methods is vital to this thesis. Pandit identified that turnaround research needs to be more qualitative to secure the validity of the studies' findings. This, in my view, directly links back to the critical groundwork done by Yin (1984), Ragin (1987), and Miles and Huberman (1994).

### 3.3 RESEARCH APPROACH

As the systematic literature review showed, most sources were not rich enough to provide a conceptual foundation for the identified gaps. Thus, an exploratory qualitative study is designed.

This involves conducting a maximum of ten personal, semi-structured, in-depth interviews with executives, i.e., experts involved in brand turnaround cases, which can be categorized based on the earlier definition, and a review of relevant company materials. Bogner and Menz (2004) argued for a differentiation of expert interview types and came up with three types of interviews:

1. Explorative expert interviews: These interviews generally generate technical knowledge; however, the base for the research has already been established.
2. Systematizing expert interviews: Here, the investigation focuses on processing knowledge and the exclusivity of the expert's knowledge. Thus, these interviews are used for information which is otherwise not accessible and focus on comparability, aggregation, systematic, and complete disclosure of information. Further, although the various interviews are held, they do follow the same trajectory to be able to compare and aggregate the data retrieved.
3. Theory-generating expert interviews: The final type identified by Bogner and Menz comprises explanatory knowledge, i.e. where the interviewee is more than an information source. These interviews tend to focus on the subjective aspects of experts' knowledge, on the motives, routines, and implicit beliefs impacting the functioning of experts, to a lesser extent on his/her knowledge. Thus, these kinds of interviews are the most valuable types for this study.

The semi-structured interviews range from one hour to two hours, depending on the time given/allowed by the experts. All interviews are tape-recorded and transcribed verbatim. Finally, if possible, the participants with BRJ experience in more than one single company are selected to add richness to the research and generate social knowledge. Silverman (2020) also highlights the need for transparency in the methodology chosen, its rigorous application and the honesty of interpretation, including the write-up I am trying to achieve – including my reflexivity (Sarantakos, 2012).

### **3.4 RESEARCH GROUPS**

It is often difficult to summarize and develop general propositions and theories via specific cases, but as Pandit (2000) highlighted, expert interviews add confirmability, generating social knowledge and subjective adequacy (Silverman, 2020). Participating executives are selected from two very different angles to achieve the highest objectivity possible for each case – the CEO or Managing Director of the company (whatever applies) and, if possible, the corresponding head of marketing of the brand, who was likely directly involved in managing the rebranding process. The literature review showed that these could be the key persons involved in the BRJ.

The experts chosen are a convenience sampling as defined by Lavrakas (2008), “a type of nonprobability sampling in which people are sampled simply because they are ‘convenient’ sources of data for researchers” (p. 102). In probability sampling, each element in the population has a known nonzero chance of being selected using a random selection procedure. Nonprobability sampling does not involve known nonzero probabilities of selection. Instead, subjective methods decide which elements should be included in the sample. In nonprobability sampling, the population may not be well defined. Nonprobability sampling is often divided into purposive, convenience, and quota.

Here, convenience sampling differs from purposive sampling in that expert judgment is not used to select a representative sample of elements. Instead, the primary selection criterion relates to the convenient access to these experts, as is the case here. I have a certain ease of access due to my work experience, having either worked directly with the interviewees or within the same industry. As pointed out earlier, my “insider” perspective could be an advantage in accessing these experts. However, at the same time, it could lead to bias: Insider researchers study not only the organizations or communities they may be members of (here in my past) but also the people they perceive closeness with or with whom they share(d) identities. The research context for insiders is rich but rarely problem-free.

I acknowledge that this uncertainty and dynamism of insider research often leaves one grappling with methodological and ethical challenges but with no explicit framework to guide how it can be addressed in research practice or research reporting. Indeed, I believe that ‘sanitised’ methodologies appearing in published work often do not reflect the complexity of an author’s insider experience.

As Collins and McNulty (2020) pointed out, these insider researchers give more explicit consideration of what it means to research from their valuable insider position, regardless of the research paradigm from which they work.

Thus, working from insider positions, I adopt the three suggested practices:

- a) to engage in reflexive consideration of the effects of (changing) positionality on this work as a way to strengthen the ethical and theoretical outcomes of research practice;
- b) to acknowledge and leverage, rather than conceal, insiderness as a critical strategy for making feasible more research on sensitive and ‘taboo’ topics; and
- c) to make positionality explicit in research reporting in order to enhance the quality of insider research as well as enhance fieldwork learning.



Finally, the companies in question primarily cover three different cultural settings and, based on this, also companies: There are likely to be at least two BRJ cases discussed, where the companies' headquarters are located within the USA, two within Germany and two based in Denmark. This should add value to the analysis and cover any cultural influence that could arise if one only focuses on one market and one cultural setting.

### **3.5 RESEARCH GROUP CONSIDERATIONS**

Both groups of executives are personally known to me; thus, my possible influence on each interview and discussion should be acknowledged and done in sections 3.4 and 3.10. (research challenges, limitations and ethics). The two groups are asked the same questions, only adopted where necessary (e.g. for clarification purposes), to find variances, patterns, structures, and even modes – or not – within the answers. The executives are interviewed about a broad range of corporate rebranding issues (e.g. their views on corporate rebranding, what it involved, and what problems they faced in managing the corporate-rebranding process) using mainly open-ended, general questions such as:

- What are the key attributes of corporate rebranding?
- What tasks and problems are involved in corporate rebranding?

Of course, most of the questions raised provide a basis to answer the three research questions in depth and provide clarity within the later analysis stage. As a researcher, one needs to consider that despite careful planning, some of the experts might not be available at the proposed time of the interview. Thus, fewer than five experts could be interviewed. However, similarly, more experts could be found due to the so-called “snowball effect”: the identified experts could easily lead to new experts due to their relationships and experience in business.

Lastly, the need for a rigorous and structured approach in qualitative data analysis is covered and met by adopting the thematic analysis method.

Following Miles & Huberman's (1994) framework, the analysis involves reading the transcripts several times to identify themes and statements related to the brand turnaround process. This is touched upon in more depth in section 3.7.

### **3.6 RESEARCH STRATEGIES**

Being an explanatory research, as explained by Collis and Hussey, 2009, this study investigates the modes of rejuvenation of LB using the qualitative research approach pointed out above. The chosen research strategy, which uses more than one single method or source of data within qualitative research, is widely seen as an empirical research method to increase the validity of the data studied (Saunders, 2009). I strive for this by using a research design comprising a systematic literature review, face-to-face expert interviews, and the link back to the literature in the following discussion.

### **3.7 SEMI-STRUCTURED INTERVIEW QUESTIONS**

As a starting point, initial interview questions were set up to guide discussion around the three main topics highlighted earlier, thus addressing the three research questions. Here, the questions were grouped, allowing me to shift from one agenda topic to another if it could benefit the interview. The main goal is to reach a conversation, rather than just a question and answer session, for this preparation is essential. Further, each of the three main topics is supported by a considerable amount of questions, thus allowing After an initial pilot interview with a “test-expert” (a senior manager of a different company not in focus) in July 2012 to test the technical set-up, question structure, and the content asked, the following questions as part of a semi-structured interview guide were developed:

#### BT management – experience, models & frameworks (RQ1):

- (1) Experience in brand turnaround (BT) management (based on the definition stated in the interview fact sheet)
  - a. Can you share insights on your personal experience with BTs – which companies, when and in which position?
  - b. Please explain briefly the past and current situation at your company from your viewpoint.

- c. Can you share some insight on specific differences from the current case to other cases you were involved in?
- d. If yes, how do you differentiate BT from the general company turnaround at our current company?

(2) Models & Frameworks in usage

- a. Are you experienced with any kinds of models or frameworks for BTs?  
If yes, which ones?
- b. Would you argue that BTs follow general rules (of thumb) – do you see certain similarities between turnarounds you experienced or followed (e.g. in the press) in the past?
- c. Which specific actions would you categorize as necessary in a BT?  
Would you practice them again at another BT in the future? Did you use them before?
- d. Are there any specific influential factors regarding the current industry (i.e. external) or the company itself (i.e. internal) that ask for a variation from these actions?
- e. How long is the current BT going to last?
- f. Do previous brand strategies applied at your current company significantly affect your current BT strategy?
- g. How should a sustainable BT management strategy be determined?
- h. Which managerial practices can enhance BT's success in the long term?\*

(3) Legacy brands

- a. What are the characteristics of “legacy” brands, and would you argue that your company is a legacy brand?
- b. How important is your company's legend or historical success – is it a burden or chance during a BT?

(4) Anticipated future development

- a. Would you argue that BTs will increase over the next decades?

- b. Would you see a need for academic models and/or frameworks to increase the success of BTs?

Strategic management skills versus intuitive, creative management skills (RQ2)

(5) Personal skill set

- a. Could you name the significant requirements on human resources for a BT?
- b. Which personal skills would you consider crucial for successfully turning around a brand?
- c. Of these personal skills, which one would you categorize as generally essential leadership skills and as specific turnaround manager skills?
- d. Do you differ between skills developed based on a specific business education (e.g., Master's, MBA, etc.) and personal, soft skills?
- e. Which skill set do you look for in your team with regard to a BT? For example, do you need specific turnaround manager types? If yes, in which way do these people's skills differ from others?

(6) Creative management

- a. Would you consider creativity and intuitiveness as a crucial part of a BT? Why/why not?
- b. Can you give specific examples of creative/intuitive management at your current company during the BT?
- c. Would you predict an increase in creative, intuitive management in BT management?
- d. Would you argue that business schools today focus too much on developing and understanding business models rather than developing creative, intuitive management skills for students?
- e. Where would you see the significant opportunities/threats for creative/intuitive management during a BT?\*

- (7) Personal education, age and business experience
- a. Which formal academic education did you complete?
  - b. How old are you, and how many years have you been in business?
  - c. Of these many years in business, how often did you experience a BT?
  - d. How long have you worked directly in marketing or branding (such as in the position of brand manager, marketing director, or similar)?

Leadership within the BT – CEO versus head of marketing (RQ3)

- (8) Importance of marketing team & head of marketing
- a. What are the marketing department's critical success factors or core competencies during a BT?
  - b. What are the strengths and weaknesses of your company's marketing department during the current BT? Are these only specific to your current company, or have you had similar experiences?
  - c. How important do you consider the function of the head of marketing during the BT?

- (9) Importance of other stakeholders
- a. Do you see other stakeholders/groups/teams/single persons similarly or maybe even more influential on the BT than the marketing team or head of marketing (e.g. CEO, Chairman, Executive Board, the press, financial interest groups such as banks, creditors, or functional managers, departments, and similar)? Why?
  - b. How is this reflected in the current company case?
  - c. Whom of those mentioned above, as well as other key influencing stakeholders, would you see grow in importance for BTs in general in the future?
  - d. What are the implications for your position and tasks? Will your position differ in the future?

- (10) Relationship to head of marketing/marketing team
- a. Please describe your relationship to the head of marketing and – if applicable – to the other most influential stakeholder you mentioned above.
  - b. What is his or her/are their role/s within the BT? How will this role change over time?
  - c. Would you rather see the head of marketing or the company's CEO as your current company's brand turnaround leader?\*

- (11) Future projection of your company's business
- a. Where would you see your company's brand positioned five years from now?
  - b. What are key strategic levers and dynamic capabilities to get there?\*

As one can see from the questions above, various types of questions have been used, mainly though open-ended questions, as stated earlier. This supports an open discussion and the freedom for the interviewee to answer in his/her way. Also, as Zammito (2004) suggests, the questions were structured further via sub-categories within the three main sections to enhance the structure despite using mainly open-ended questions. For example, in the third section, trying to find evidence for research question 3, the interviewee is asked explicitly about the role of the CEO and marketing. However, then it is expanded again to challenge the respondent to think about other stakeholders again – thus making it possible to analyse and compare directly the answers of all interviewees about the CEO-marketing relationship and expand this area into other roles. Similarly, the thoughts raised in between the research (e.g. at the end of chapter 2.1.4 regarding the usage of frameworks by CEOs compared to more intuitive skills and actions are reflected in the sub-categories of the second central part) are also considered in some of the sub-category questions of the interview guide.

As Ryan (2006) points out, this structure also helps the post-positivist learn directly from the participants.

What is not explicitly listed but can be seen from the interview transcripts (see Appendix 8.3ff) is that the scene was set at the beginning of each interview. I specifically put focus on the introduction with each of the interviewees as suggested by Opdenakker (2006), reiterating my study purpose and use of data by

- a) confirming the participants informed consent
- b) highlighting the guaranteed anonymity
- c) mentioning that the respondents do not have to reply if they feel uneasy or do not want to answer, as well as
- d) stressing the fact that they always have the option of withdrawing at any time and
- e) explaining the use of the electronic voice recorder and starting it only after final confirmation and agreement to all the above.

Finally, the interviewees were again thanked for their time and input. Finally, some questions (marked with the \* symbol at the end) were used as possible follow-up questions – valuable to elaborate on certain aspects if needed and suggested by Bryman and Bell (2007). With all these crucial points in mind, the final version of the semi-structured interview guide was set-up, as shown in Figure 8.

**Basic Semi-Structured Interview Guideline (not to be handed out to the interviewee)**

Interviewee: \_\_\_\_\_ Place & Date: \_\_\_\_\_

Informed Consent Form filled out and signed? **Yes / No** (please circle applicable answer)

Doctoral thesis topic: *"Modes of rejuvenation for legacy brands"*

Doctoral candidate: *Torben Kazimczak, University of Gloucestershire*

*Internal Note: The interview is planned in a semi-structured format, which means it is not limited to the pre-defined questions and further issues may be brought up by the interviewee throughout the course of the discussion. The interviewees may put a special focus on their areas of expertise, which means not every question needs to be addressed.*

**BT management – experience, models & frameworks**

(1) Past experience in brand turnaround (BT) management (based on definition stated in interview fact sheet)

- a. Can you share insights on your personal experience with BTs – which companies, when & in which position?
- b. Please explain shortly the past and current situation at your company from your personal viewpoint.
- c. Can you share some insight on specific differences from the current case to other cases you were involved in?
- d. Would and if yes, how do you differentiate the BT from the general company turnaround at our current company?

(2) Models & Frameworks in usage

- a. Are you experienced with any kinds of models or frameworks for BTs? If yes, which ones?
- b. Would you argue that BTs follow general rules (of thumb) – do you see certain similarities between turnarounds you experienced or followed (e.g. in the press) in the past?
- c. Which specific actions would you categorize as important in a BT? Would you practice them again at another BT in the future? Did you use them before?
- d. Are the any specific influential factors regarding the current industry (i.e. external) or the company itself (i.e. internal) that ask for a variation from these actions?
- e. How long is the current BT going to last?
- f. Do previous brand strategies applied at your current company play a significant role in adapting your now followed BT strategy?
- g. How should a sustainable BT management strategy be determined?
- h. Which managerial practices can enhance BT success in the long term?

(3) Legacy brands

- a. What is the characteristic of "legacy" brands and would you argue that your company is a legacy brand?
- b. How important is the legend or historical success of your company – is it a burden or chance during a BT?

(4) Anticipated future development

- a. Would you argue that the number of BTs is going to increase over the next decades?
- b. Would you see a need for academic models and/or frameworks to increase the success of BTs?

**Strategic management skills versus intuitive, creative management skills**

(5) Personal skill set

- a. Could you name the major requirements on human resources for a BT?
- b. Which personal skills would you see as important for successfully turning around a brand?
- c. Of these personal skills, which one would you categorize as generally important leadership skills and as specific turnaround manager skills?
- d. Do you differ between skills developed based on a certain business education (e.g. Master, MBA, etc) and personal, soft skills?
- e. Which skill-set do you look for in your team with regards to a BT – e.g. do you need specific turnaround manager types? If yes, in which way do these people's skills differ from others?

(6) Creative management

- a. Would you consider creativity and/or intuitiveness as a crucial part in a BT? Why/why not?
- b. Can you give specific examples for creative/intuitive management during the BT at your current company?
- c. Would you predict an increase of creative, intuitive management in BT management?
- d. Would you argue that business schools today focus too much on the development and understanding of business models rather than on the development of creative, intuitive management skills for students?
- e. Where would you see the major opportunities / threats for creative/intuitive management during a BT?

(7) Personal education, age and business experience

- a. Which formal academic education did you complete?
- b. How old are you and how many years have you been in business?
- c. Of these many years in business, how often did you experience a BT?
- d. How long have you worked directly in marketing or branding (such as in the position of brand manager, marketing director, or similar)?

**Leadership within the BT – CEO versus head of marketing**

(8) Importance of marketing team & head of marketing

- a. What are the key success factors or core competencies for the marketing department during a BT?
- b. What are the strengths and weaknesses of your company's marketing department during the current BT? Are these only specific to your current company or have you had similar experiences in the past?
- c. How important do you consider the function of head of marketing during the BT?

(9) Importance of other stakeholders

- a. Do you see other stakeholders/groups/teams/single persons similarly or maybe even more influential on the BT than the marketing team or head of marketing (e.g. CEO, Chairman, Executive Board, the press, financial interest groups such as banks, creditors, etc. or functional managers, departments, and similar)? Why?
- b. How is this reflected in the current company case?
- c. Whom of the aforementioned other key influencing stakeholders would you see grow in importance for BTs in general in the future?
- d. What are the implications for your own position & tasks? Will your position differ in the future from today?

- (10) Relationship to head of marketing/marketing team
  - a. Please describe your relationship to the head of marketing and – if applicable – to the other most influential stakeholder you mentioned above?
  - b. What is his or her/are their role/s within the BT? How will this role change over time?
  - c. Would you rather see the head of marketing or the CEO of the company as the brand turnaround leader at your current company?
- (11) Future projection of your company's business
  - a. Where would you see your current company's brand positioned five years from now?
  - b. What are key strategic levers and dynamic capabilities to get there?

**Figure 8 Final version of semi-structured, 2-p. interview guide after test interview**

### 3.8 RESEARCH PROCEDURES & TIMING

For better preparation and time management, the empirical part of this study was treated like a professional project as suggested by Saunder et al. (2009). Thus, a project plan was established – a short version of this can be seen in Figure 9.



**Figure 9 Short project plan for the interview and action phase**

Thus, from the initial preparation of this phase towards analysing and identifying themes and thoughts, one year alone was invested (part-time).

As part of the professional project management, an initial interview brief was prepared, yet, after all, it was not used as all interviewees were kind enough to be invited for the interview directly after a short telephone conversation.

During October 2011 and February 2012, the semi-structured interview guide (see Figure 8) was finalized. This interview guide was not handed out to the executive to allow only spontaneous answers rather than prepared and manipulated answers. The interviews themselves were scheduled in May/June



2012 and held between early August and late November (see again Figure 8) and transcripts of each interview were prepared directly or at least shortly after the appointments (within three weeks of the interview).

Despite extending the project plan for one year, the actual short time horizon of four months for the interviews in 2012 highlights the very nature of a cross-sectional, snapshot study type (Opdenakker, 2006). Nonetheless, as pointed out earlier, reflecting on the conclusions of this is interesting, as the doctoral thesis itself took longer than expected to complete. However, it offers a unique possibility to look at the findings with a small amount of distance. A phenomenon many researchers might not have the opportunity to employ.

### **3.9 RESEARCH TECHNIQUE AND DATA TREATMENT**

As stated earlier, theory-generating expert interviews are likely the key to valid and in-depth answers. Thus, the data generated as answers are screened intensively, looking for communalities, divergences, and conflicting points of view at the level of overall ‘themes’ as suggested by Lofland & Lofland (1995). I am especially interested in which experts did not answer the questions, did not hold opinions – and, if possible, answer the question “why is that the case?” thus testing the initial answers and the propositions made.

This thematic coding is a form of qualitative analysis which involves recording or identifying passages of text or images that are linked by a common theme or idea (shown later in chapter 4.2.7), allowing the indexing of the text into categories and, therefore, to establish a “framework of thematic ideas about it” (Gibbs, 2007).

Viewing the text theoretically or analytically rather than merely approaching it with a descriptive focus is essential. An intensive reading of the transcripts needs to take place during this process to identify all of the relevant ideas in the text, including even the most simple.

As a tool for comprehensive data analysis and comparison, NVivo 12.0 is used, being especially interested in generating insights between themes, identifying relationships and building typologies and generalizations for each of the three research questions.

With the help of such a qualitative data analysis tool, I was supported in comprehending, grouping, structuring and analysing the transcribed interviews, as suggested by Bryman and Bell (2007). It fosters the interpretation by coding the interviews and finding possible relationships. The different interviews are coded to identify relationships and generalizations from the interview transcription data.

This task alone has been over eight months after the transcripts were prepared and translated, and the meaning was re-checked by backward translations, thus ensuring the correct insight. Also, as Guest, MacQueen, and Namey (2011) point out, this tool and the various tasks can help determine how often a topic or keyword is used and thus emphasized. This might support my quest to find the factor that might at least link this study's three research questions and main subjects, as pointed out in section 2.3.2 and considered again in chapters 4 to 6.

At the final stage of analysis (chapter 5), all findings are linked back to the literature sources with the help of NVivo, trying again to find gaps or interesting relationships I might have overseen so far.

Following recommendations by Denzin and Lincoln (1994), I strive to ensure the integrity of the data collected by cataloguing it (including the interview transcripts). However, once again, the experts allowed each to feature their names openly for the research, personal and brand names. Still, I excluded these for the analysis to achieve more clarity and according to the guidelines.

### **3.10 RESEARCH CHALLENGES, LIMITATIONS AND ETHICS**

Several challenges – despite caution in the research design – might be a hurdle during the empirical part and interviewing stage. These touch upon the experts

but also me and thus need to be addressed and considered during the research design and action phase.

### 3.10.1 POSSIBLE CULTURAL BIAS OF EXPERTS

Selecting experts from one single country or culture might contain the danger of a cultural bias - it would be possible that the data is misguided due to standard management techniques such as people management, which is often directly and strongly influenced by one's culture. A selection of diverse cultural backgrounds might overcome this bias, and thus, I selected experts with international mindsets and/or different cultural backgrounds, of which I have a deep understanding, given my experience in most of these countries or with these cultures (also see section 4.1.4).

### 3.10.2 EXPERT SAMPLE SET IS CONVENIENT

Knowing the experts, though, might be a limitation in and of itself. The executives chosen for this study constitute mainly a set of personally known people. This could mean that truly probing questions might be too personal not to hurt the relationship. However, I am convinced that precisely these good relationships make it possible to ask those very personal, challenging questions in an easier way, granting access to knowledge that researchers might not retrieve on the top-executive level.

### 3.10.3 PLAY A VITAL ROLE IN THE DEFINITION OF PROBLEMS

All experts identified have definitions; therefore, a BT might be defined differently than outlined here in this paper. Thus (and again according to Pandit's recommendation), the experts must be aligned towards the angle and definition of a BT, on which this research is based - and not their very own. This is done at the beginning of the interviews, where I set the scene, introducing the research's primary goal.

#### 3.10.4 EXPERT FIELDS MIGHT NOT BE NEUTRAL

It is essential for being able to answer RQ 2, the power relations between the experts need to be recognized and - if counterproductive - overcome. The marketing directors and managers group needs to be interviewed separately from their (possibly former) boss. All experts need to be able to answer without fearing that what they say might hurt their career or relationship with the other experts. As pointed out earlier, I highlighted the anonymity of the answers, guaranteeing each interviewee the confidential treatment of the transcripts and data generated. Also, it was assured that interviews could be stopped at any time. Finally, each interviewee had a chance to read their transcript if they wished to ensure support in using the data generated.

#### 3.10.5 MY ROLE AND BIAS IN INVESTIGATING BT

Further, as a post-positivist, I must acknowledge my philosophical position, cultural bias and degree of relationship with the various experts, as highlighted previously. Having too much insight into the company can e.g., be as significant an obstacle as having no insight at all. My positionality (Figure 7) plays a vital part here – being directly related to the topic, having worked inside the companies the interviewees still work for and having worked directly with some of the interviewees (i.e. representing my former bosses), the philosophical standpoint is an essential tool to set myself apart and take on the necessary distance to keep bias at a minimum (Denscombe, 2017). There is no working relationship with the experts compared to when I was employed at their companies. Quite the contrary, the current relationship could lead to a positive interaction during the interview (opening-up due to “knowing the company and people”), and thus, I could instead act as an interviewer co-expert and even confederate compared to “just” an interviewer (Richards, 2009).

### 3.10.6 ETHICAL STANDARDS FOLLOWED

Finally, the research has been designed to follow the highest possible ethical standards regarding the interests of the interviewees, the research field and the treatment of the data generated, as highlighted by Easterby-Smith et al. (2008). Using the suggestions from the ‘Consent form for research participants’ on the website of the University of Gloucestershire (MacLean, 2012) as well as the example given by Saunders et al. (2009, p. 192), an Informed Consent Form has been developed for the interview and is included in Appendix 8.2.

### 3.10.7 REACHING SATURATION

Saturation has attained widespread acceptance as a methodological principle in qualitative research (Opdenakker, 2006). It is commonly taken to indicate that, based on the data that have been collected or analysed, further data collection and/or analysis are unnecessary. Its origins lie in grounded theory (Glaser and Strauss, 1967), but in one form or another, it now commands acceptance across various approaches to qualitative research.

Saunders et al. (2029) highlight four different models of saturation. The first of these, rooted in traditional grounded theory, uses the development of categories and the emerging theory in the analysis process as the criterion for additional data collection, driven by theoretical sampling; this model is labelled theoretical saturation. In the second model, saturation focuses on identifying new codes or themes and is based on the number of such codes or themes rather than the completeness of existing theoretical categories – hence called inductive thematic saturation. In the third model, a reversal of the preceding logic is suggested, whereby data is collected to exemplify theory at the level of lower-order codes or themes rather than to develop or refine theory. The authors call this a priori thematic saturation, as it points to the idea of pre-determined theoretical categories. Finally, the fourth model - which, again aligning with the term already in everyday use, refers to as data saturation—sees saturation as a matter of identifying redundancy in the data, with no necessary reference to the theory linked to these data; saturation appears to be distinct from

formal data analysis. It is further pointed out that hybrid forms exist (Goulding, 2005; Morse, 2015; Hennink et al., 2017), combining two or more models of the above.

In general, and for all the four models presented, a key issue underlying the identification of saturation is the extent to which it is viewed as an event or a process. Often, saturation is referred to as a ‘point’ (e.g. Otmar et al., 2011; Jassim and Whitford, 2014), suggesting that it should be thought of as a discrete event that can be recognized as such by the analyst. However, Strauss and Corbin (1998: p. 136) discuss saturation as a ‘matter of degree’, arguing that there will always be the potential for ‘the “new” to emerge’. The authors suggest that saturation should be more concerned with reaching the point where further data collection becomes ‘counter-productive’ and where the ‘new’ does not necessarily add anything to the overall story or theory. Nelson (2016) argues that the term ‘saturation’ is problematic, as it intuitively lends itself to thinking about a fixed point and a sense of ‘completeness’. He thus argues that ‘conceptual depth’ may be a more appropriate term.

On this incremental saturation reading, the analysis does not suddenly become ‘rich’ or ‘insightful’ after that one additional interview but presumably becomes richer or more insightful. The question is then, ‘How much saturation is enough?’ rather than ‘Has saturation occurred?’. Saunders et al. (2009) propose that saturation has differing relevance and a different meaning depending on the role of the theory the analytic approach adopts and thus may usefully serve different purposes for different types of research.

Reflecting on this, I adopt the model of data saturation, acknowledging it can never be the “gold standard” in qualitative research and different perspectives can be taken on this term alone, yet, it helps in limiting my observation from the yet unobserved, hence, likely not adding further themes and coding key words and richness for the questions at hand.

Coming back to the interview stage of this research, it did show after the fifth interview undertaken that no more interviews were likely to add to further

significant new findings (including codes and themes); saturation of contribution would be sufficient and – again, from a timeline perspective - reached early in the process. As the sixth interview had already been arranged, it was not cancelled.

All experts contacted showed considerable interest in “telling my (i.e. their) story”, This small, yet highly important anecdote will be touched upon once again in the analysis to come. First, a more detailed overview about these experts is given in the next sections of this thesis.

### 3.10.8 INTERVIEW PARTNERS – THE EXPERTS

Based on my own network and experience with BRJ, the expert set interviewed had the multicultural aspect wished for in section 3.2 with five different nationalities from the six final interviewees (see also Table 5 section 4.1.4) and though it was not a representative sample of global society, it could be stated that the selected participants were a “reflection” of current top executive leaders in many Western organizations – male, between 45-60 years old with a formal, higher degree business education from either the US or Europe. Each of the experts has at least experience of one BT case (as defined earlier) and it was even possible to gather two cases, where the CEO was interviewed as well as the head of marketing at the time of BRJ to compare their impression of the BT. Having said that, Expert 1 (EX1), EX2 and EX6 were heads of marketing during the BRJ cases discussed, while the rest were the CEOs or managing directors of the company. With the six expert interviewees’ help, eight different company experiences with different BRJ cases were considered. These companies were situated in four very different industries: a producer of luxury jewelry, two table top industry companies, a kitchen manufacturing company, two power boat manufacturing companies, one motorcycle manufacturer, a producer of luxury TVs and HiFi-equipment. Based on the broad variety of industries represented, a valuable discussion of findings is projected that is not focused on one single industry sector alone, hence, this is seen as an advantage.

### 3.10.9 QUALITATIVE SAMPLE SIZE

In academic literature, there is an ongoing and historical debate on the size of sample to be used to achieve richness. As pointed out above, saturation in the data gathered was already achieved after the fifth interview was undertaken - despite this, a sixth interview that had already been scheduled was not cancelled. However, it should be pointed out that some researchers might question the sample size (Guest, 2006); on the other hand, Bryman and Bell (2007) point out that a sufficient size is reached when no new findings are observed. Hence, adopting Baker and Edwards' (2012) view on this, I firmly believe that a sufficient number of interviews were undertaken to reach new insight into the field of BRJ and laid out in the coming chapters. On top of this, linking it back to the theory in the analysis chapter 5, it becomes clear that the six expert interviews form a valid base for this research. As a reflective researcher, I hope this thesis will trigger others to further research.

### 3.10.10 SEEKING VALIDITY THROUGH TRIANGULATION

In qualitative research, validity refers to whether the findings of a study are accurate and specific (Olsen, 2004). "True" in the sense that research findings accurately reflect the situation, and "certain" in the sense that the evidence supports research findings. Triangulation is a method used by many qualitative researchers in the past to check and establish validity in studies by analysing a research question from multiple perspectives.

Here, Patton (2002) cautions that it is a common misconception that the goal of triangulation is to arrive at consistency across data sources or approaches; in fact, such inconsistencies may be likely given the relative strengths of different approaches. In Patton's and my view, these inconsistencies should not be seen as weakening the evidence but as an opportunity to uncover more profound meaning in the data.

Methodological triangulation, as adopted here, involves using multiple qualitative methods to study the program (Olsen, 2004). Thus, interview results



are compared with personal experience and the literature to see if similar results are found. If the conclusions from each method are the same, then validity is established. While this method is popular, it generally requires more resources. Likewise, analysing the information yielded by the different methods requires more time.

The benefits of triangulation include “increasing confidence in research data, creating innovative ways of understanding a phenomenon, revealing unique findings, challenging or integrating theories, and providing a clearer understanding of the problem” (Thurmond, 2001, p. 254). These benefits primarily result from the diversity and quantity of data that can be used for analysis.

One of the primary disadvantages of triangulation is that it can be time-consuming. Collecting more data requires more significant planning and organization, and other disadvantages include the “possible disharmony based on investigator biases, conflicts because of theoretical frameworks, and lack of understanding about why triangulation strategies were used” (Thurmond, 2001, p. 256).

I am also aware of my role in this research. Of course, the triangulation concept aligns with my post-positivist perspective on rigour: as a researcher, I gather multiple sources of information that ideally converge upon ‘the truth’ and thus provide valid evidence (Varpio et al., 2017).

Across this thesis, I acknowledge my possible bias, cultural beliefs and being narrow (i.e. having worked closely with) to some of the interviewees. Here, I see triangulation as a possibility for increased reflexivity and for a transparent and explicit description to “fight” this bias – it is up to the reader to decide if this was achieved and, in the worst case, opens a new starting point for further research.

### **3.11 GENERAL RESEARCH OVERVIEW**

In summary, the three research questions are addressed using the method of interviews and the design of semi-structured interview sessions with BRJ experts as the sample set. For these interviews, an interview guide and project plan were formulated. The interview guide already structures the main topics around the research questions, in general, to guide the interviewer and allow open-ended questions and the respective answers to elaborate. Having discussed my philosophical standpoint as a post-positivist, several possible limitations and possible biases within insider research have been addressed to allow critical reflection of the findings.

## **4. FINDINGS**

After discussing the theoretical approach to the research in the previous chapter, this part of the thesis describes how the research was executed and what was found. Summarizing the key findings of the interviewees builds the foundation for the final analysis of the outcomes in the next chapter. As the thesis has a limitation in the word amount allowed, summaries of the NVivo outcomes and main statements are used for each of the six participants, grouped once again in the same structure as the research questions and main topics shown in the interview guide. By this, the significant findings of the expert interviews are shown, serving as a tool to answer the research questions and possibly answering the quest for the linkage between (see chapter 2.3.2).

### **4.1 INTRODUCTION**

Due to my international work experience and the network generated, it was possible to gather the experts for this research. Ten experts, as defined in chapter 3.2 and specified for this research in chapters 3.3 and 3.4, were contacted, and with six of them, a single telephone call was enough to fix the appointment - although an email was prepared for each potential expert to be sent out if the contact was not reachable. Despite partly contacting leaders in CEO positions, whose daily schedules typically do not allow much time for a research interview, four of the experts contacted were directly open for an interview. Dates could not be fixed until the beginning of 2013; thus, these were a backup if the findings were not saturating or rich enough after the first six interviews were undertaken.

#### **4.1.1 BASIC CONDITIONS**

As can be seen from Table 5 below, the interviews lasted from 52 minutes to about 1½ hours with a total length of all interviews of more than 6.5 hours. In four of the cases though (interestingly, all three CEOs and the most experienced/senior marketing head), the meetings lasted 45 minutes and up to 2 hours of informal discussion of the topics, during which field notes were taken

and write-ups prepared. As can be seen from the original transcripts in Appendix 8.3, three interviews were gathered in English and three in German language. A dictaphone was used during all face-to-face interviews; three were recorded in Germany, two in England and one in Denmark. All records were transcribed by a professional transcription service using a non-disclosure agreement regarding the data and assuring that the same person transcribed all interviews to decrease differences for the encoding process later.

Further, all German interviews were translated into English, as pointed out before. Then, the translation was carefully checked and tested again using backward translation from professional business translators (who also signed a non-disclosure agreement) and again checked with the original recordings to ensure that the first original translation showed the correct meaning of the interviewees' opinions. In the end, I encoded the interviews in a lengthy process, and, as described earlier in section 3.9, the transcribed interviews were assisted by the software program NVivo 12.0.

Expert No.	Interview Date	Interview Type	Interview Time	HQ Location of discussed BT case			Interview Location	Interviewee's Nationality	Linked to Expert
				Case 1	Case 2	Case 3			
EXI 1	15.10.12	Personal Face-to-Face	00:52:05min	Denmark	Denmark		England	Canadian	EXI 4
EXI 2	26.11.12	Personal Face-to-Face	01:03:24min	Germany			Germany	German	
EXI 3	03.08.12	Personal Face-to-Face	01:06:01min	Germany			Germany	Swiss	EXI 6
EXI 4	16.09.12	Personal Face-to-Face	01:34:35min	Denmark	Denmark		Denmark	Danish	EXI 1
EXI 5	15.10.12	Personal Face-to-Face	00:58:13min	USA	USA	Italy	England	English	
EXI 6	28.09.12	Personal Face-to-Face	01:05:35min	Germany			Germany	German	EXI 3

**Table 5 Summarizing overview of expert interviews conducted**

## 4.2 INTERVIEW OVERVIEWS

In this part of the thesis, the significant findings and most interesting and vital statements regarding the research questions are shown for each expert. I decide what is considered essential and what is not, based on Remenyi et al. (1998).

To allow for cross-interview comparability in the analysis (Chapter 5), the structure of the interview guide shown in section 3.7 is the guiding factor for the following overviews, augmented by one or two overarching, important statements of each expert reflects the central philosophy of the expert on the topic of BRJ or a specific and highly critical view on a particular theme.

## Key statement/s of the EX during the interview

- a) BT management - Experience, models & frameworks
  - 1) Experience in BT management
  - 2) Models and frameworks in use
  - 3) Legacy brands
  - 4) Anticipated future development
- b) Strategic management skills vs. intuitive, creative management skills
  - 5) Personal skill set
  - 6) Creative management
  - 7) Personal data/experience
- c) Leadership within BT – CEO vs. head of marketing
  - 8) Importance of marketing team
  - 9) Importance of other stakeholders
  - 10) Relationship to marketing
  - 11) Future projection

Again, I would like to point out that not all questions were asked in each interview; however, all experts answered questions about each identified topic.

A closer insight into the analysis undertaken with NVivo is given within the general discussion of the expert interviews, which follows after the single presentation of each expert (section 4.2.7).

#### 4.2.1 EXPERT 1

This is a summary of the significant points from expert 1 (EX1)

##### KEY STATEMENT/S OF THE EXPERT DURING THE INTERVIEW

*“Then it comes down to: Who is responsible for the image? And so there was a bit of a dance...”*

*“...they could have hired someone that maybe didn't have so strong opinions. Maybe not such a big ego. Because you know, the other big thing is... ego is a big part of all this.”*

- BT management - Experience, models & frameworks
  - Experience in BT management
    - There was only one experience with the Danish company; everything else was a marketing strategy change.
  - Models and frameworks in use
    - None – although there were strategic shifts with a new CEO, what should change (or guided by agencies) was relatively intuitive.
    - A quick analysis stage is necessary; one needs a long change phase.
  - Legacy brands
    - It mainly links legacy brands to the age of the brand, but it is also a burden.
  - Anticipated future development
    - Frameworks would be essential, but there are cultural problems with adapting these in all settings.
- Strategic management skills vs. intuitive, creative management skills
  - Personal skill set
    - More emphasis should be placed on soft factors (values, entrepreneurial attitude).
  - Creative management
    - Very important, and all CEOs experienced showed instead an intuitive action towards the situation – even when a more strategic CEO was hired.

- Personal data/experience
  - Marketing & Creative head, North-American, experience with two BRJs (after the discussion – at the beginning, somewhat interested in the definition of a BT).
- Leadership within BT – CEO vs. head of marketing
- Importance of marketing team
  - It is imperative, but it can only work if the CEO allows this (“no dictatorship” – which can work, too).
- Importance of other stakeholders
  - It usually seems high depending on the CEO and their interest in marketing.
- Relationship to marketing
  - High due to the nature of the profession, and would prefer open-minded teamwork rather than the experienced, top-down management of the CEO, despite being a BT.
- Future projection
  - Good performance is projected, but with each CEO comes a new direction based on personal beliefs and less strategic insight.

#### 4.2.2 EXPERT 2

This is a summary of the significant points from expert 2 (EX2)

##### KEY STATEMENT/S OF THE EXPERT DURING THE INTERVIEW

*“It starts and ends with the CEO – if he decides just based on his stomach feeling, you can be lucky – or not. But it’s rarely understood what it takes – they are so close, yet so far away from the customers and the team.”*

*“Unfortunately, all of them (i.e. the CEO the EX was experiencing) decide intuitively, and you have to make the best out of it.”*

- BT management - Experience, models & frameworks
  - o Experience in BT management
    - Twice with the same company, but different CEOs – one good experience, currently rather not.
  - o Models and frameworks in use
    - Not knowing that there are BT models out there, but of course, the marketing tactics and knowledge are there to do what needs to be done.
    - The company needed to act quickly at the beginning, but now is in the process of adjusting – that takes time. It looks promising, as small growth is visible for next year.
  - o Legacy brands
    - Based on the positive image of the home market, it is not a burden but rather a rescue in troubled times.
  - o Anticipated future development
    - Positive, but depending on the investors' long-term focus.
    - More BTs to come as it is likely cheaper than starting a new brand from scratch.
- Strategic management skills vs. intuitive, creative management skills
  - o Personal skill set
    - Years of marketing and branding experience are necessary, but too many CEOs have non-marketing know-how.
    - Trust and a good set of values are important.



- Creative management
  - Creative skills are critical, but so are strategic skills (should be with the CEO – he is often too intuitive).
- Personal data/experience
  - Long-standing know-how in marketing and branding.
  
- Leadership within BT – CEO vs. head of marketing
- Importance of marketing team
  - Depending on the CEO – he feels like the highest marketing head.
- Importance of other stakeholders
  - Board, financial investors, customers.
- Relationship to marketing
  - Would favour a clear distinction between the CEO and head of marketing tasks – too often, CEOs interfere.
- Future projection
  - Positive, but with market changes worsening, we will likely see more BTs.

#### 4.2.3 EXPERT 3

This is a summary of the significant points from expert 3 (EX3)

##### KEY STATEMENT/S OF THE EXPERT DURING THE INTERVIEW

*“This company only survived during that stage because on the second level where people, who did the right decisions!”*

*“When I came, I had to change everything.”*

- BT management - Experience, models & frameworks
  - o Experience in BT management
    - The first turnaround was thirty years ago in the watch industry, but recently, only the current company.
    - The most significant difference is that the complexity has grown since a few decades ago – marketing is much more critical than before, and so is (product) innovation.
  - o Models and frameworks in use
    - It is always the same – you must support the people and give them trust.
    - One does not need a model as each company is so different during BRJ – one needs to act fast, then it takes time as people are slow to change, and this phase usually costs, then one can hope for a slow return to profitability.
  - o Legacy brands
    - The positive image of that brand and the innovation it shows is noteworthy – if you do not innovate, you lose.
    - The product innovation department is the most important
  - o Anticipated future development
    - Good, if the innovation stream is booming, but more companies (in the strategic set) will struggle – there are too many international players.
- Strategic management skills vs. intuitive, creative management skills

- Personal skill set
  - Formal education is overvalued – practical experience is necessary.
  - People need to be willing to work hard and be passionate.
- Creative management
  - Likes to sit in product innovation rounds and discuss with the marketing team where to go next/what to do with the brand positioning.
- Personal data/experience
  - He never had a marketing position, yet he has a solid financial background.
  
- Leadership within BT – CEO vs. head of marketing
- Importance of marketing team
  - Significant, moreover, the product innovation team.
  - However, had to shift everything and get a new mindset.
- Importance of other stakeholders
  - Product innovation is once again the most critical turnaround factor.
- Relationship to marketing
  - Highly appreciates the marketing team, enjoys the exchange, and sees improvements to the brand since the start of the BT.
- Future projection
  - Positive innovation started, yet there was also a need to succeed.

#### 4.2.4 EXPERT 4

This is a summary of the significant points from expert 4 (EX4)

#### KEY STATEMENT/S OF THE EXPERT DURING THE INTERVIEW

*“...you do that by intuition and you(‘re) doing that by creativity.”*

- BT management - Experience, models & frameworks
  - Experience in BT management
    - There are two turnarounds, one currently and one previously, though not able to finish as fired from the board.
    - Now, with the new company.
  - Models and frameworks in use
    - Experience of two MBAs (yet, a model could not be given).
  - Legacy brands
    - Both BT cases are legacy brands, highly innovative in their field, at least until a specific time.
  - Anticipated future development
    - Depending on the industry, it could rise – someone is always in trouble.
  
- Strategic management skills vs. intuitive, creative management skills
  - Personal skill set
    - Fair argumentations, yes, but no “Streitkultur” necessary.
    - The CEO must set the agenda; that is his job, but he must also trust.
  - Creative management
    - Intuition and creativity are most important – one senses the market quickly and, thus, what is necessary for the company and brand.
  - Personal data/experience
    - Highly marketing-driven (ten years of experience) and financial know-how are essential for the turnaround.

- Leadership within BT – CEO vs. head of marketing
- Importance of marketing team
  - Product innovation and design are highly important and should be part of marketing in most companies.
- Importance of other stakeholders
  - R&D, creative design function.
- Relationship to marketing
  - Branding is essential; all employees are part of the brand, and marketing needs to sense the market.
- Future projection
  - Very positive, launching new products and a good start with a new (sub-)brand.

#### 4.2.5 EXPERT 5

This is a summary of the significant points from expert 5 (EX5)

#### KEY STATEMENT/S OF THE EXPERT DURING THE INTERVIEW

*“It requires a certain level of madness combined with creativity.”*

*“(A friend of mine)... said a famous brand name is no more than a reflection of a glorious past. And he was so right.”*

- BT management - Experience, models & frameworks
  - o Experience in BT management
    - Highly experienced with three BT in two industries.
    - Very number-driven (i.e. financial perspective).
  - o Models and frameworks in use
    - No, each company is different, but one must believe in the BT and the skills.
    - After the analysis, one company was closed completely, new people from the competition were hired for product development, and then the change started slowly – soon profitable again, though not accumulated.
  - o Legacy brands
    - Historic traits, but it is past – the future is essential.
  - o Anticipated future development
    - Models might help, but trust in one's experience and the willingness to succeed.
- Strategic management skills vs. intuitive, creative management skills
  - o Personal skill set
    - Three significant BTs (the cases discussed), one particularly successful, the other one on track, the current one still a challenge.

- Creative management
  - Highly important for differentiation (product as well as brand).
  - Entrepreneurship is needed as well.
- Personal data/experience
  - Higher education, but does not believe in the skills taught at MBA schools anymore.
  
- Leadership within BT – CEO vs. head of marketing
- Importance of marketing team
  - Important, but product development and distribution also is essential.
- Importance of other stakeholders
  - Consumer and market positioning (e.g. luxury).
- Relationship to marketing
  - The investment partner is focusing more on this.
- Future projection
  - Optimistic, but the brand could also be sold off once new – was more attached to the previous brand (first BT experience).

#### 4.2.6 EXPERT 6

This is a summary of the significant points from expert 6 (EX6)

##### KEY STATEMENT/S OF THE EXPERT DURING THE INTERVIEW

*“Sometimes it would be good to have no CEO and just let the team do their job.”*

*“Our CEO is a nice guy, good for the BT, but our products make the difference if we will succeed.”*

- BT management - Experience, models & frameworks
  - o Experience in BT management
    - No previous experience, but BT of the current company feels like a never-ending story – too many CEOs with different agendas.
  - o Models and frameworks in use
    - No framework is known.
    - Tipp: Act quickly in the beginning.
  - o Legacy brands
    - Based on the positive image – it is still a good (brand) name with the regular consumer, but it can get worse quickly, especially with the dealers.
  - o Anticipated future development
    - Positive: The new CEO listens and is passionate about marketing and new products.
  
- Strategic management skills vs. intuitive, creative management skills
  - o Personal skill set
    - Passionate people are needed, hard-working and dedicated to going the extra mile, trust.
  - o Creative management
    - Intuition is most important, also in product development, but would prefer a less intuitive CEO (too quick, too engaged).



- Personal data/experience
  - German Diploma and internal training, he has been with the company since he was very young and is still there.
  
- Leadership within BT – CEO vs. head of marketing
- Importance of marketing team
  - Highly important – but also product R&D
- Importance of other stakeholders.
  - Financial investors and their short- or long-term approach to the company and the BT.
- Relationship to marketing
  - Sales has a strong saying inside the company, but the new CEO's passion means one can invest more in marketing.
- Future projection
  - Positive outlook, but financials are worrying.

#### 4.2.7 GENERAL DISCUSSION OF THE EXPERT INTERVIEWS

Having given insight into each expert, it is vital to highlight possible similarities, contradictions and dilemmas that evolved between these experts. Thus, a new table was generated (Table 6), which summarizes the key issues in one overview. All experts were listed at the top of the table; all theme areas were covered on the left side. Then, the significant statements (often in direct speech) were extracted from the interviews and put in direct comparison, i.e. the essence of the interviews.

This allowed for quick reference to the interview content and highlighted each expert's significant statements.

Theme-Areas	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6
<i>Key statement/s of the EX during the interview</i>	"Ego of CEO"	"All of them (i.e. CEOs) decide intuitively"	"When I came, I had to change everything"	"you do that by intuition and... creativity"	"It requires... creativity"	"...just let the team do their job"
<i>BT management - Experience, models &amp; frameworks</i>						
1) Past experience in BT management	2 (or marketing strategy shift)	1 (good & bad CEO experience)	1 (rise of product innovation)	2 (once fired from Board as CEO)	3 (number driven)	1 (too many CEO agendas)
2) Models & Frameworks in usage	No model – intuitive work	No model – currently bad CEO	No model needed – act fast	No model despite two MBAs	No model – 1. Analysis; 2. Act	No model – act quickly
3) Legacy brands	Burden of brand	No burden	Innovation	Highly innovative	Future focus!	Positive image
4) Anticipated future development	Frameworks vs. culture	No of BTs to rise	Innovation stream	Could rise	Will & trust in one self	New CEO listens
<i>Strategic management skills vs. intuitive, creative management skills</i>						
5) Personal skill set	Soft-Values; entrepreneurial	CEOs lack brand know-how	Practical know-how beats theory	No "Streitkultur". CEO sets agenda	Self-reflection	Passion; hard work; trust
6) Creative management	Very important, intuitive CEO action	Creative skills; CEOs too intuitive	Importance of product innovation	Intuition & creativity most important	Creative focus on brand & product / entrepreneurship	Intuition needed vs. less intuitive CEO
7) Personal data/experience	Marketing & Creative head	Marketing	Financial background	Marketing & Finance	MBA knowledge no more validity	Base diploma vs. work experience
<i>Leadership within BT – CEO vs. head of marketing</i>						
8) Importance of marketing team	No dictatorship of CEO	Depending on CEO	My product innovation	Design & Product innovation	Product development	Marketing, but also product R&D
9) Importance of other stakeholders	Depending on CEO	Board, investors, customers	No, but product innovation	R&D, creative design function	Consumer & market position	Financial investors
10) Relationship to marketing	Top-down mgmt.	CEOs interfere	Appreciation of marketing team	Branding; all employees	Investment partners' focus	Sales, but also CEO's passion
11) Future projection	Less strategic	More BTs to come	Innovation started	Launching new products & brand	Personal attached to his first BT	Positive, but financials worry

**Table 6 Statements overview from EXs' interviews before interpretation and coding**

In short, the statement overview shown in Table 6 was also my main tool/framework for theme generation and coding, later used with the help of NVivo. The central "theme-areas" listed on the left side of the table have been taken from the previous work, i.e. the structure of the interview guide once again, assuring consistency within the research focus. Then, each expert's interview

was analysed within NVivo and coded, thus resulting in the primary statements and topics, which could be condensed down to the core of each EXI. The main theme areas centred around seven main topics, which could be identified in between the interviews and as part of the NVivo analysis:

- 1) A lack of frameworks and models was identified, whereas the interviewees stated that they trusted their gut feelings and practical know-how rather than theory.
- 2) A need for speed when faced with the critical incident of the necessary BRJ after a relatively short analysis stage – thus, identifying at least two stages necessary for a BRJ.
- 3) The need for product innovation is a vital process component of a successful BRJ, especially for a legacy brand that is known in the past for the innovative products (or services) offered previously.
- 4) A personal skill of creativity in all aspects of the company, though especially linking back to product development and, thus, innovation.
- 5) A focus on the intuitive side of crucial personnel, especially the CEO in charge.
- 6) The CEO's ego is a hurdle and, simultaneously (hence, possibly contradicting) ...
- 7) The positive actions of the CEO with all leadership skills shown.

This resulted again in a new simplified “coded” Table 7 (which later formed the basis of preparation for the oral defence of the Viva Voce). The same colour coding was used during the data analysis in NVivo so that similarities and contradictions between the experts could be visualized.

Theme-Areas	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6
Key statement/s of the EX during the interview	"... of CEO"	"All of them (i.e. CEOs) decide"	"When came, had to change everything"	"you do that by ... and... creativity"	"... creativity"	"... just let the team do their job"
BT management - Experience, models & frameworks	= Lack of frameworks & models; trust in gut-feeling and practical know-how rather than theory = Need for speed after short analysis stage					
1) Past experience in BT management	2 (or marketing strategy shift)	1 (good & bad CEO experience)	1 (rise of product innovation)	2 (once fired from ... as CEO)	3 (number driven)	1 (too many CEO legends)
2) Models & Frameworks in usage	No model – mainly work	No model – currently bad CEO	No model needed – act fast	No model despite two MBAs	No model – 1. Analysis; 2. Act	No model – act quickly
3) Legacy brands	Burden of brand	No burden	Innovation	Highly innovative	Future focus!	Positive image
4) Anticipated future development	Frameworks vs. culture	No of BTs to rise	Innovation stream	Could rise	Will & trust in ...	New CEO listens
Strategic management skills vs. intuitive, creative management skills	= Personal skill of creativity in all aspects of the firm, important for new product development = Intuitive side of key personnel, especially CEO					
5) Personal skill set	Soft-Value ; entrepreneurial	CEOs lack brand know-how	Practical know-how beats theory	No "Streitkultur", CEO sets agenda	Self-reflection	Passion; hard work; trust
6) Creative management	Very important, mainly CEO action	Creative skills; CEOs too	Importance of product innovation	... & creativity	Creative ... on brand & product / entrepreneurship	... less intuitive
7) Personal data/experience	Marketing & creative head	Marketing	Financial background	Marketing & Finance	MBA knowledge no more validity	Base diploma vs. work experience
Leadership within BT – CEO vs. head of marketing	= CEO's ego as hurdle (leading to "I"-factor) ↔ = Positive CEO's action					
8) Importance of marketing team	No relationship of CEO	Depending on CEO	My product innovation	Design & Product innovation	Product development	Marketing but also product R&D
9) Importance of other stakeholders	Depending on CEO	Based, investors, customers	No, but product innovation	R&D, creative design, innovation	Consumer & market position	Financial investors
10) Relationship to marketing	Top-down signal	CEOs interfere	Appreciation of marketing team	Branding; all employees	Investment partners' focus	Sales, but also CEO's passion
11) Future projection	Less strategic	More BTs to come	Innovation started	Launching new products & brand	Person's attached to his first BT	Positive, but financials worry

**Table 7 Sample coding overview of the EXs' interview findings, showing similarities, contradictions, dilemma**

Thus, the following seven significant topics emerged from the analysis with the three theme areas, which are discussed more deeply below:

a) Theme-Area "BT management - Experience, models & frameworks"

1. *Lack of frameworks and models; trust in gut feeling and practical know-how rather than theory*

As one of the significant similarities, all experts showed a lack of models when directly asked if they could name one that they knew or used during the BT. Being experts in the field, this was one of the most surprising outcomes of the study. Was there a lack of knowledge or just a lack of interest? The answer of the CEOs in question was quite simple – they trust their gut feelings. Alternatively, as EX5 commented: "I already knew what I had to do when I walked through the factory!". This was a statement EX5 made when talking about his third turnaround case – the

only expert with the experience of three BTs, as all others could talk about one or two only.

However, one could argue that with this experience at hand, EX5 should be the person best knowing some model from theory or at least be able to mention one of the authors in the field of BRJ. This was not the case. On the contrary, EX5 emphasized that his academic experience (including the MBA from Harvard Business School in 1988) was not valid for BT cases - “it does not prepare for a BT, it requires creativity.”

Similarly, EX4, another CEO with the academic background of even two MBAs (one from IMD Business School, one from an Ivy League school in the US), put it this way: “... you do that by intuition and creativity”. Hence, emphasizing once again the stomach feeling – in the best case, their personal experience gained before.

Finally, EX3, the last CEO in this field of interviewees, added that practical experience and know-how “always beats theory”.

Within the interview process, it was interesting that all three experts mentioned before talked about a short analysis of the brand issues they experienced in weeks rather than months or even years. This was followed by a phase for change - here, EX5 emphasized that he closed the whole factory he was walking through just a few weeks before to set it up utterly new within just half a year.

Finally, a phase of action, whereas the biggest one in all cases observed, was a new brand appearance, supported by new products shown to the customers. Alternatively, as EX4 stated: “You don’t have time, just analyse, change and act quickly.” Interestingly, although each of the CEOs could not mention any model, all three focused on three modes they were going through at each BT they experienced.

Comparing the interview results of the marketing heads with these findings, they also emphasized the “necessity for intuitive work” (EX1) and the importance of speed in action during BRJ processes, leading to the second theme.

## 2. *Need for speed after short analysis stage*

EX6, the youngest interviewee, just about 30 years old when the interview was taken, highlighted the crucial time perspective with the sentence, “... there is a need for speed”. However, EX6 also linked this back to the many agenda points his CEO gave him: “Nearly every week he (i.e. EX3) came up with a new brand or product idea – it was crazy, so after a while, we as a (i.e. marketing) team decided to decrease the amounts of meetings we have with him in order just to be able to focus on our tasks.”

Interestingly, during the interview with EX3, this CEO called the product development team and asked if he could show me the secret new product, which was to be released a few weeks later at the significant fair, in advance. Thus, despite this positive gesture, the statement of EX6 could be understood easily – acting fast might also mean slowing down the CEO in certain aspects of daily operations. Nevertheless, all experts on both levels, CEOs and marketing heads, emphasized at one stage or another that a BT does not allow for long decision-making – once the analysis stage has been finalized, the change would be at the essence of the BRJ process “starting with the brand’s most important asset: brand-new products” (EX5).

## 3. *Need for product innovation in a BT*

As highlighted later in Chapter 5 (among others with the help of a word cloud), the interviewees used some words more than others. One is the expression “innovation”, especially directly connecting with the brands’ products. EX3 used this word more than 25 times before, during and

after the official interview. In general, it seems that a new stream of innovative products (and with all experts taken into consideration, eight different industries were represented by the BTs, these experts governed) is at the heart of the change process. However, it is interesting to realize that the CEOs were slightly more emphasizing this “key success factor for a brand turnaround” (as EX4 put it). Interestingly, at the first BT of EX4, his head of marketing was EX1, who stated that:

*“...his (i.e. EX4) dictatorship (...) was not good for the marketing team, nor our product development. He came up with a new idea of a ring he made on his kitchen table at home – and we had to promote it, although everyone knew it would not succeed. Moreover, it didn’t.”*

EX1 emphasized that, in general, the CEO’s intuitive actions were suitable for driving the branding team, yet, similar to what has been said before, it was too much “for his role as the managing director of our huge company”.

Similarly, EX2 commented at one stage that “CEOs interfere” and are “too intuitive” for the strategic position they should manage. EX2 added that CEOs “usually lack the important brand know-how”, based on his experience with three different CEOs during his significant BT experience. This would lead to the next theme area and one of the significant dilemmas encountered during the interviews.

b) Theme-Area “Strategic management skills vs intuitive, creative management skills”

4. *The personal skill of creativity in all aspects of the firm is essential for new product development*

One of the recurring statements in all interviewees was the emphasis on creativity – of course, mainly used to describe the product development

process that had to be “completely restarted” (EX5), but also in an even broader context.

*“Creativity is vital in all of what we do and what I expect foremost from my (marketing) team.” (EX5)*

Similarly, EX4 stated that “it could not go down further; there was just bankruptcy as a second option, so we needed to change and get creative. Everything else other than “the same old way” was good. So, I changed the way we think in that company.”

Thus, one could argue that creative thinking was expected, even nurtured, during the BT process. Also, it did not stop with the marketing team; “...it affected the whole company, and we got creative...” as EX1 added, who was participating in the same BT EX4 was talking about in that example.

The last remark made by EX4 in the above example was quite intriguing – “I changed the way we think”. It was just an added sentence, yet it already highlights what I experienced in each CEO interview, i.e., EX3, EX4, and EX5. Whatever (positive) change was made, the CEO gave the spark, highlighted below and in the next theme area.

##### *5. Intuitive side of key personnel, especially the CEO*

As pointed out, intuitive, fast action was highlighted by all experts on both levels as critical components for a successful BT phase.

Interestingly, as soon as intuitive action was mentioned, both EX1 and EX6, emphasized first with a twinkle in the eye, then also with rather serious words that the CEO should possibly be less intuitive in his actions:



*“What was good for our product innovation department was a nightmare for us (i.e. the marketing team).” (EX2 at one stage during the interview.)*

He highlighted the impression that two of the three CEOs he encountered during his BT experience were relatively too intuitive, changing not only branding tactics but questioning the complete branding strategy *“just three months after the relaunch, where we could hardly measure anything concrete. Both were so operational.”*

The same polite criticism, maybe even frustration, showed EX6 when asked about the “intuitiveness” of the CEO: “You know, his (i.e. EX3’s) passion is great, but just let the team do their job would also help”. Moreover, EX1 added that the CEO’s *“... entrepreneurial spirit can burden the company more than its legacy”*.

All these comments show that it was difficult for the marketing heads to limit the CEO's influence on the marketing team's branding efforts, while at the same time, they see the positive side of a passionate CEO, who *“leads by his pro-active personality”*, as EX2 added.

Contrastingly, the three CEOs in the interviews hardly mentioned the company or brand strategy they governed or focused on – it was challenging for these three experts not to jump into operational aspects they took care of or operational problems they solved. The so-called helicopter view was barely touched upon in the interviews, which was quite an interesting observation, leading towards the final theme area of leadership within a BT.

c) Theme-Area “Leadership within BT – CEO vs. head of marketing”

6. *CEO’s ego as hurdle (leading to “I”-factor)*

As slightly touched upon at the end of themes 4 and 5 above, one of the most apparent differences in the interviews was the language usage by the three CEOs and the three marketing heads interviewed. While EX3, especially EX4, and EX5 used the word “I” consistently before, during, and after the interview stage, the three marketing heads used “we” while emphasizing teamwork.

Whereas, e.g. EX5 speaks of “the will and trust in oneself”, EX1 speaks of top-down management that was not always helpful during the brand turnaround. EX4, as the previous CEO of EX5, even speaks of “I do not accept any ‘Streitkultur’ (i.e. a German expression for a positive culture of discussion between teams or individuals)” as to achieve the goals. The CEO sets the agenda, and in BTs, it seems that – at least for the marketing heads interviewed – the CEO, during a BT, sets a strict agenda that everyone has to follow.

Looking at the responses given and how they were articulated and expressed (by hearing the original voices on the recordings again), the ego of the CEO and all the actions that came along with it seemed to be the most disturbing and frustrating experience for the marketing heads. EX2 commented, “... many of my team members and even myself were thinking about quitting every second month”.

The CEOs interviewed did not realize that some actions negatively impacted their staff.

#### 7. *Positive CEO’s action*

However, it was astonishing to find out that at least two of the marketing heads (EX2 and EX6) also encountered a positive side of their CEOs, mentioning again the passion they bring “*to the get the brand back on track*” (EX6), how they liked that the CEOs defended the “*overspending and high investments into the brand*” (EX1 and EX6) towards the CFOs of the respective companies and that they saw every employee as brand

ambassadors in contrast to the stage of decline beforehand, where “*our associates just had to do their job*” (EX2).

Interestingly, despite the heavy, egocentric focus of all CEOs interviewed, EX4 at least acknowledged that all employees need to work on the brand and are responsible for the brand's success.

### **4.3 SUMMARY OF INTERVIEW OVERVIEW**

The EXI overviews in Chapter 4 summarized the various experts' individual views, which showed many similarities in critical aspects of this research. In short, it was interesting to see that after only a handful of interviews undertaken, it became clear that all three research questions chosen seemed to be correct at the very heart and centre of the problematics during a BRJ – there was high engagement into the research and even after the interviews were ended.

There seems to be a considerable lack of knowledge of frameworks/existing BT models; none of the experts could mention a model or framework. Instead, the experts gave their impression of a three-stage process. Most experts focused on product innovation as the necessary spark for a successful turnaround – rather than the branding aspect itself.

A high number of different personal skills were mentioned as necessary during a BT by all participants, but the most important seemed to be the creative, intuitive side of crucial personnel – yet not from the marketing team, but from the CEO, which can be good, but in the cases identified maybe also a considerable hurdle. Finally, it also showed quickly during the interviews that there is a considerable difference between the views of the CEOs and the heads of marketing regarding brand management and “ownership” of that task – here, the linkage between the research questions might have been found as well. This is evaluated and put forward. Thus, the following analysis chapter addresses all the points above in more depth.

## **5 ANALYSIS**

The previous chapter gave an overview of the interviews with the experts, laying a foundation for this part of the thesis, where the primary statements and key triggers from the interviews are analyzed, compared, and interpreted.

It starts by comparing and interpreting the results for each research question, followed by the two major topics in which the findings – purely for simplification purposes - can be grouped, i.e., management-related and personal management-related findings. Finally, the linkage between the findings is proposed with the establishment of a so-called “I-factor” investigated and put in context with the overall arching topic of this thesis, modes of rejuvenation for legacy brands. Finally, this research's short yet critical assessment is given.

### **5.1 COMPARING RESULTS, TRIANGULATION AND INTERPRETATION**

Based on the qualitative research method of thematic analysis by Bryman & Bell (2007) and Guest et al. (2011), this section contains a qualitative analysis of frequent statements from the interviews, starting with a general overview and word frequency evaluation of key terms below. Further, there is a cross-check of the main statements with literature and other sources investigated (such as annual reports and public interviews given, forming part of the triangulation process mentioned earlier in this thesis), which helps to see if experts differ in their opinions widely or if supportive statements were made. Finally, the individual statements are interpreted and evaluated as the results for each research question.

Generally, specific keywords are dominant and visible to the reader when viewing the interviews because they were mentioned in several EXI. Nvivo 12.0 was used to separate more general points from the critical words or phrases – a cloud tag visualizes this below.



- CEO / him / he: Most prominent and, yet surprising during the research was the emphasis on the CEO – and how this function was referred to and regarded critically by the three experts being marketing heads (again, EX1, EX2 and EX6). They all had experience with changing CEOs at the top to whom they had to report. “Had” because it often was not wished or functioning well in the BT. As EX phrased it:

*“Unfortunately, all of them (i.e. the CEO the EX was experiencing) decide intuitively, and you have to make the best out of it.” (EX1)*

As a researcher, it was partly shattering how the marketing heads viewed the CEO negatively. There was the willingness to “forgive” the CEO’s apparent actions, which often did not seem beneficial or understandable to the marketing heads (especially for EX1 and EX6, who knew that I would or had already interviewed/ed the CEO they worked for).

- Trust: In general, there was a lack of trust in the strategic abilities of the CEO during a BT. This is even more interesting, as the CEOs (i.e. EX3, EX4, EX5) highlighted that the associates' trust is necessary for a successful turnaround. It does not seem that they are always able to create this trust. Further, most experts viewed values, how specific values build up the brand's legacy, and how important it is to foster the turnaround spirit. This seems to be a topic for future research, as it could give guidance on how BRJs are succeeding better.
- Intuitive/ creative/ stomach: Another intriguing outcome was the fact that all three marketing experts interviewed missed strategic capabilities from the corresponding CEO, while five out of six EX (excluding EX3) emphasized the importance of creative and intuitive management. Here, the problem is that the marketing experts fear the creative and intuitive actions of the CEO.

It does seem that (and all three experts EX3, EX4, and EX5 were in one way or the other considerably proud of this) CEO experts see it as their

strength to act not according to strategic management books but to have a “gut feeling” (thus, likely the reason for the high frequency of the word “stomach”) for the brand crisis.

- Innovation: All the experts highlighted the importance of (product) innovation as a differentiating factor during the brand turnaround. Although entrepreneurial skills within the team were also seen as an essential factor, innovation was, for most of the experts (EX1, EX2, EX3, and EX6), part of the legacy building that needed to be revived in the form of innovative R&D and product development. This is a significant finding concerning RQ2.
- Ego/ I: Just as close to the word “turnaround” (located just next to it each) are the words “ego” and “I” centered in the word cloud. These highlight what the marketing heads were mainly facing, i.e. the considerable size of the “ego” of the CEO. Even daily, BT CEOs interfere tremendously with the marketing function during the brand turnaround process. It is not necessarily as dramatic as EX1 puts it with the word “dictatorship”, but CEOs tend to hijack the marketing function. That research should and can be fun is shown in the most interesting statements made by EX3:

*“This company only survived during that stage because on the second level were people, who did the right decisions!”*

*“When I came, I had to change everything.”*

First, this expert was prioritising teamwork and the lower rank. Here is the marketing team case, which the expert stated at the beginning of the interview. The problem, though, is that the second statement was targeted about 25 minutes later into the interview at the same group of marketers when EX3 obviously enjoyed the conversation and spoke openly about the problems. Speaking of trust and ego, it becomes clear what a linkage

between the main three topics of this research is. It was a significant moment within this research when these statements were made.

Focusing on the keywords mentioned brought considerable insight into answering the research questions. However, it is also interesting to state what experts have not mentioned. Here, first and foremost, was one question I did not expect to be as evident as the research outcome:

None of the experts could state one BT model or framework, which was put forward in section 2.1.3. of this thesis.

As those included in this research were some of the most prominent turnaround and business-school-educated experts, another important outcome of the study was identifying the lack of knowledge of BT theory. I realized that of the eight categories pointed out in the literature review (and linking back to the findings in that previous section), most of these topics were not touched upon by the experts:

1. Financial measures of BT – the financial aspects hardly play a role in the interviews from the experts' perspective. This was astonishing, as speaking to a CEO, it should have been mentioned as a possible base for a successful BRJ.
2. Reasons for brand decline – the egocentric view of the CEO did point again to the success of his actions, putting the negative issues from the previous stage aside.
3. Innovation aspect – the experts highlighted this, and thus, it can be supported by both literature review and studies on the one hand, the experts and their practical experience on the other hand.
4. Influence of competition – despite mentioning the competition (such as a driver for speed), this category was not in focus for the experts interviewed.
5. Success factors – the success factors in the interviews focused solely on the innovation part, the ego of the CEO and the part of creativity.



6. Ageing of brands – the experts hardly touched upon the ageing of brands, yet it could be argued that this was due to the nature of the research focusing on the BRJ process.
7. CEO as BT leader – probably the most critical focus of the expert interview outcomes and, thus, the reference point for future research.
8. Modes and framework creation – interestingly, the experts being “experts” could hardly state frameworks and models, thus showing the importance of linking theoretical research outcomes with practitioners’ knowledge in the future.

In summary, this noticeable knowledge gap on behalf of the experts combined with the ego of the CEOs who indeed lack trust with their very next associates and the highly intuitive nature of decision-making openly stated by CEOs (and mentioned by the frustrated marketing experts) is a highly critical and worrying outcome of the thesis. This is touched upon in the conclusions of Chapter 6. First, the precise results of each research question are given.

#### 5.1.1 ANSWERS TO RESEARCH QUESTION 1

The analysis revealed that experts could not mention BT models or frameworks. On the contrary, experts lacked insight into all expert models. This could be because they act more intuitive by nature (especially the CEOs), but it could also be a lack of academia, not yet able to foster the knowledge within the group of practitioners involved in BT. When asked to explain the BT cases that the experts experienced or were faced with, three modes were mentioned most frequently:

- 1) a short-term analysis/ audit phase of the brand (ca. three months)
  - i. To quickly establish an overview of the main problems faced by the company in the field of brand (e.g. image challenges, brand distribution).
  - ii. To build trust with key management in marketing.
  - iii. To start product innovation in cooperation with marketing

- 2) a long-term change management phase (ca. 18 months).
  - i. To recreate values that the LB once owned, mainly focused on entrepreneurial spirit and product innovation.
  - ii. To rebuild the brand image with the core target group.
  
- 3) a medium-term, first growth phase (ca. 6-12 months)
  - i. To gain quick wins that will push the turnaround team for even better results.
  - ii. To convince possible investors that the brand is regaining its position in the market.

The experts mention many different aspects, and the above overview of modes experienced by the experts is a concise yet not genuinely satisfying outcome. It becomes clear that further research is needed with the help of ongoing studies, which are considered again in section 6.4.

#### 5.1.2 ANSWERS TO RESEARCH QUESTION 2

Having identified and built above more general modes practically experienced by the experts versus them adapting, e.g. one of the existing models in theory, states already much about the patterns of executive actions:

One of the two most important identified patterns is the intuitive action of the CEOs, with which they create momentum on the one hand yet similarly create a lack of trust on the other hand. This contrasts with the first mode identified, in which building trust with key management is vital. Thus, this could be one possible reason for turnarounds to fail.

Further, although innovation seems highly critical for a turnaround of an LB, the intuitive action of the CEO might sometimes be an obstacle towards a strategic innovation process for the brand. Whereas creativity is generally seen as positive by the experts, particularly in the innovation aspect, half of the experts, i.e. the marketing heads, would prefer the CEOs to show less creativity in their actions, as it too often negatively affects the brand-building process internally.

### 5.1.3 ANSWERS TO RESEARCH QUESTION 3

Building upon this previous finding, the analysis shows that the executives interviewed (CEOs and marketing heads involved in BRJ) act precisely to the contrary of their function: While the CEO seems to become more intuitive and creative in their action and decision-making processes (even being proud of it), the experts being marketing heads are taking on a much more strategic and reflective role. Why is this?

Evidence is unfortunately not strong enough to dig deeper into this finding (yet opening-up another route for research in future studies). Some experts did mention, as highlighted previously, the entrepreneurial spirit they would favour within the organization. This is mainly a wish from the so-called CEO experts interviewed, who might show that CEOs of BT are rather entrepreneurial leaders within their function. This could be a hurdle for the strategic guidance the so-called marketing experts would like.

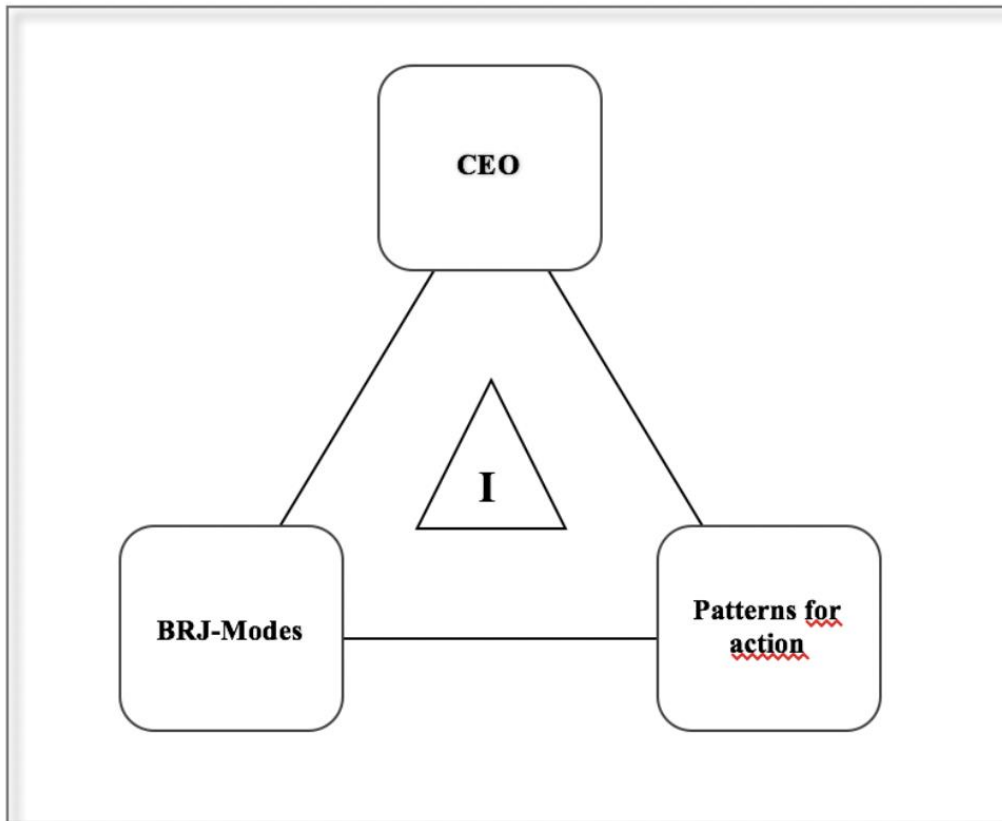
In summary, this research gave insight into each research question previously stated. However, one more thing stands out in the findings – I call it the “I”-factor.

## 5.2 THE “I”-FACTOR

In section 2.3.2, I highlighted the willingness to find a possible link between the three research topics (see Figure 6), a link that could explain the interdependencies between the gaps identified and, hence, the research questions developed for this thesis.

From the analysis and findings, it became clear that there is one variable that heavily influences all aspects – the egocentricity of the CEO, here called the “I”-factor (see Figure 11 as it was such a dominant factor from all three CEO experts interviewed and strongly supported by the others: the larger the egocentricity, i.e. the “I”-factor of the CEO, the riskier it seems the BT gets. The more focus

on “I did this...”, “I had to change that...”, the less teamwork might be created. This frustrates the marketing experts interviewed.



**Figure 11 The "I"-factor**

It is not being suggested that a considerable “I”-factor necessarily leads to the failure of the BT; it could also be quite the contrary due to the dominant and driving force, where people foster behind and follow the path taken. However, this case could not be found in the sample set.

It can be stated, though, that a successful implementation of the modes identified, which are mainly used by the experts so far (in the lack of knowledge of the academic models), is affected in part negatively – speaking of trust building as the best example.

Similarly, the higher the “I”-factor, the more it seems that the CEOs interfere intuitively with the marketing function of the BT, thus, in the cases identified, not to the benefit of the marketing head.

Consequently, one could boldly argue that the “I”-factor of the CEO highly affects the modes of rejuvenation for legacy brands.

### 5.3 CRITICAL ASSESSMENT OF THIS RESEARCH

This qualitative research required considerable work. Due to the size limits of the DBA thesis, what is not shown are the detailed investigations, field notes analyzed and months of investigation spent on the data with, e.g. the analysis tool NVivo. However, it still feels like one could write another complete thesis on each research question.

It is somehow not surprising that a personal trait, a soft skill factor, was identified as an essential link between the aspects. However, the research showed that BT leaders are passionate, hands-on managers, if one would like to describe the “I” factor very positively. Nevertheless, it also shows that the field of BT needs to be reviewed more closely by the academic world. The six experts identified have more than 85 years of turnaround experience – and still, none of them could mention a BRJ model, although these exist in academic research.

However, this could also be seen as positive as well: At the beginning of the research, I thought about supporting evidence for this thesis by generating an additional survey.

Whereas a survey design seems to be a suitable method within the quantitative research approach, at that stage, I considered that a survey – depending on the method of distribution (via fax, email, telephone, person-to-person – (Babbie, 1998) - can also be intervening despite all attempts to prevent this.

People usually think about their behaviour and the possible outcomes of their answers. Therefore, increasing “validity” sometimes might be the goal of quantitative research, but it is not necessarily the outcome. I am confident that a survey sent to the six experts beforehand asking to mention a BT model would have resulted in at least 1-2 answers stating models known. This is an assumption – but not so bold as other statements in this research.

Therefore, qualitative research in the form of semi-structured interviews as part of a DBA degree is important – it can be one first step towards bridging the gap

between academic input and knowledge generation and operational improvements.

Did this research live up to this idea – yes. Is there still much more to do – yes. By answering three research questions, new questions were raised immediately.

## 6 CONCLUSION

In this final chapter of the thesis, the answer to the research question is formulated, the contribution to the theory is presented, and some limitations are highlighted. Also, a short, personal reflection on this thesis and its journey is offered. The chapter concludes with my view that the field of study can only be a starting point and that more research should be undertaken and partnerships with practitioners fostered.

### 6.1 ANSWERS TO THE RESEARCH QUESTIONS

This part contains concise summary answers to the three research questions.

#### 6.1.1 RESEARCH QUESTION 1

What are the main modes of rejuvenation adopted in reviving legacy brands?

All experts interviewed did not adapt an existing framework or model. These are simply unknown. Experts could identify a three-stage process of BT that has various lengths and focus areas. Two focus areas are building trust and regaining innovation within the company.

#### 6.1.2 RESEARCH QUESTION 2

In any of the main modes identified, what are the particular patterns of executive action?

Two patterns could be identified which counteract the focus areas mentioned above:

1. The intuitive action of the CEO, trusting his “gut” more than business school know-how or the marketing responsibility. This can negatively affect the trust-building process needed for a successful BT.
2. Second, and similarly, the intuitive action of the CEO can be an obstacle to a strategic innovation process for the brand. Whereas creativity is seen in general positive, the brand responsible would prefer the CEOs to show less creativity in their actions.

### 6.1.3 RESEARCH QUESTION 3

How do executives derive the necessary patterns for action that they employ?

CEOs of LB in turnaround situations rely on trust – the trust in themselves and their gut feeling. Egocentricity, called the “I”-factor in this research, seems to play an important role for these specific types of leaders. They are spirited and entrepreneurial, compared to their subordinated heads of marketing, even less strategic – this seems to be frustrating, sometimes even a hurdle for the marketing head responsible for the brand-building process.

## 6.2 CONTRIBUTION TO THEORY AND PRACTICE

On top of answering the three research questions, the research revealed that practitioners in the field of BRJ do not practice or follow theoretical frameworks created by academics. Moreover, the research clearly showed that marketing experts are frustrated with the CEOs leading the turnaround. Their intuitive action patterns are somehow counterproductive, or at least could be, towards their action (generating trust and fostering innovation).

The CEO's “I”-factor or egocentricity was then identified as a possible driving force behind this situation. This situation quickly needs to be addressed by academics as it seems that BRJs could be more successful (or at least run more smoothly) if the relationship between the CEO and the marketing head responsible for the brand can be improved intensively by addressing this issue highlighted.

Perhaps the most interesting finding (and linking back to the theory highlighted earlier), or the most perplexing one, is the emergence of a positive influence of strong, central CEO leadership on the chance of BT, which was mentioned even by the marketing experts. While this unexpected finding seems abnormal, because of the apparent frustration shown by the marketing heads in general, centrality has been argued to indicate cognitive inertia in the mind of managers so that it can block effective adaptive changes (Nadkarni & Narayanan, 2007).



The literature also suggests that centrality confers commitment and focus on the top managers and their organizations – all the marketing heads seem to be focused (speaking of brand ambassadors). Psychologists have argued that focus can reduce the cognitive load of individuals and can improve their reasoning efficiency. Nadkarni and Narayanan (2005) studied a group of students and found that cognitive centrality positively relates to students' academic performance.

In addition, it has also been reported that, compared with a novice's mindset, an expert's mindset contains fewer categories but rich concepts in each category (Hershey et al., 1990). It allows experts to process information within their areas of expertise more effectively and efficiently than non-experts.

Following this line of understanding, it is unsurprising that the study by McNamara et al. (2002) on top managers' cognitive competitive structure supports this advantage of mixed complexity and centrality in managers' mindsets. In that study, McNamara et al. (2002) found that the best-performing firms are managed by top managers whose mindsets contain fewer strategy categories. This finding and the previously discussed I-factor demonstrate the merits of a particular knowledge structure consistent with the CEO experts observed.

The unusual situation of BRJ faced by these experts and their firms in this study may exaggerate the requirement for this unique type of thought from top managers to get the firms out of trouble in both an effective and efficient manner. While it is mainly true that over-commitment (such as being very operational) associated with centralized mindsets (expressed, e.g. by focusing on just three simple steps of BT) might be dangerous to most firms when they need to considerate and experience a broader scope of alternatives to find out the optimal strategy, declining firms, respectively their top management team, do not have the luxury of time and resources to do so. They need to both precisely locate the problems (analyse quickly), find the correct actions (the change phase) and then focus their efforts on dealing with the decline. Thus, the focused efforts

and high commitment from their top (including brand) managers toward improving their performance in a timely and sufficient fashion are critical. There is no time for a lengthy BT approach, for example, by two of the 15 key authors such as Lehu (2008) or Light and Kiddon's (2009/2016) six-step approach.

In addition, it has been argued that confusion will grow rampantly inside declining organizations, and conflicts among internal stakeholders tend to intensify because slack resources are shrinking (Cameron et al. 1987). If the CEOs lack a clear vision and commitment in their mindsets, the situation will only deteriorate, and disaster will eventually follow even faster.

What does this mean for management? Newly appointed CEOs of legacy brands should carefully analyse the BT situation and be aware that it is a team approach that could lead to a much more effective BRJ. Involving the marketing head and trusting his or her abilities to lead the BRJ could be a key to joint success. At the same time, the marketing head needs to acknowledge that the CEO's actions are not necessarily negative – it is the passion and spirit of the CEO that can move a whole team, even a huge company, towards new goals. If both sides communicate effectively and openly about the BRJ, the competition could vanish positively.

At the same time, academics must learn that academic research has the most value if managers adopt it in various industry settings. The vast research done needs to be integrated into day-to-day management and leadership. Programs such as the DBA, focusing on the more practical issues, are great ways to unite two worlds – the academic side and the industry. Both sides will experience a great learning curve, especially needed in the BRJ area.

### **6.3 REFLECTIONS AND LESSONS LEARNT**

A DBA thesis such as this one heavily relies on finding experts willing to open up and share their knowledge. Behind these experts and cases are well-known, truly legacy brands that one can instantly recognize. Thus, it was relatively easy to gather interview partners due to a well-functioning network.

However, analyzing the interviews and making the findings and results as sharp and precise as possible was challenging. In all honesty, it took an entire decade - all this research part-time, leading in daily life a vast BRJ process as the responsible marketing head for a three billion EUR company as well, starting up two companies next to it as an entrepreneur as well as an intrapreneur, being a father of four children in private life, while starting a new board position as the COO of a university hospital shortly after the Viva Voce and during the largest pandemic Europe faced since the Spanish flue. This was a considerable, sometimes arduous, learning journey. Being a very reflective person, sometimes it was unbelievable, but it does not mean it is wrong – rather the opposite.

Thus, I am glad that this research has taken the time it took – as mentioned earlier in this thesis, it gives a unique possibility to reflect on oneself and see how the brands developed seven years after the interviews were conducted with the executives.

Two of the BRJ cases addressed failed; in fact – both companies went bankrupt but were again re-launched under the same brand name. Thus, another question could be formulated – when does the BRJ end?

Hence, after successfully re-submitting this thesis, I would like to get back to the experts interviewed – most of whom I have not been in touch with since the interviews due to the abovementioned time constraints. It would be good to hear what they think about the interview retrospectively. The initial feedback was tremendously positive – all experts were interested in the findings. Hopefully, they are still today and will not mind the “I”-factor.

On the other hand, being a board member myself for the last six months and leading university hospital staff in fifteen individual clinics through the most challenging time, probably since World War 2, I sometimes realize that one can get easily lost and distracted in too many operational tasks. Just like the CEOs interviewed here.

Thus, this doctoral thesis does allow for a lifelong reminder that one needs to reflect, stop, think about one's actions, and make the right decisions – listening to the associates one is proud of and happy to work with daily.

#### **6.4 LIMITATIONS AND AREAS FOR FUTURE RESEARCH**

This research can only be yet another starting point for future research. This is due to the limitations of the thesis but also due to the findings.

Six interviewees with cultural backgrounds in North America, Scandinavia, and Germany formed the sample set. It was exciting to see that despite the cultural differences, many similarities and clear findings could be observed. However, it is just a snapshot, and I am convinced (due to his multi-cultural experience, as stated before) that further research into the cultural differences in the power game between the CEO and the marketing heads might bring up further exciting findings.

Also, it was mentioned that one expert was, compared to the other experts, very young at about 30 years of age. The average age of the sample experts was 56, showing at least a generation difference between the oldest CEO and the youngest marketing head. Future research might need to address the generation issue and how different generations tackle managerial tasks in stressful company situations like BT. As with me, I started as a head of marketing in various companies, and since then, I have led various companies as the central head. With increased experience and a shift of responsibility, the point of view changes as well. Will a different generation handle BRJ processes differently, just as I tried to manage things differently with each CEO?

The thesis was created with a starting point in 2009 – the year after the global financial crisis hit markets. Today, everything has changed, not only due to the COVID-19 crisis - brands must be agile and react even faster to the market needs, or they get in trouble. The question is, do customers care? The study was focused internally, the I-factor being an intercompany problem first and foremost. Thus, it would be necessary for future research to investigate under the

light of external views – the customer creates the brand image, so what do these customers think about the BRJ and the patterns of action they experience with the acting leaders? It is a fascinating future research field – at least to me.

Further, executives in a particular discipline should know the modes and frameworks of their work – even of their passion. It was relatively surprising (to say the least) to see that none was aware of models and frameworks. This must be addressed by further research.

Finally, of course, the “I”-factor would need to be addressed as well – this can only be a starting point and social science, as well as the whole area of leadership research, should be included next – both likely add a tremendous amount of knowledge to this force identified.

## **6.5 FINAL CONCLUSION**

The significant findings of this research demonstrate that experts in the field of BRJ do not use or know any theoretical models or frameworks already existing in their work area.

CEOs often act counterproductive towards the modes they unknowingly build up - a simple three-stage process compared to multiple modes and frameworks existing in academia - and the goals they try to achieve. Among these are building trust and fostering innovation. The CEOs show intuitive action patterns, following the gut feeling rather than a clear strategic course.

This egocentric approach of the CEO experts identified was marked as the “I”-factor, a force that can be good for a BT but, in the cases investigated, is instead something that frustrates their brand-responsible marketing heads. The study shows that future research in this field shall be conducted and might even be welcomed by the practitioners.

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## 8 APPENDIX

The following appendices feature the detailed analysis of the literature review, the ‘Informed Consent Form’, which each expert has signed, and the detailed original transcripts of the six interviews before translation, cross-check and NVivo data analysis for full transparency.

### 8.1 LITERATURE REVIEW DETAILS

In this section of the appendices, the detailed tables of the literature review analysis are listed in the sequence of research undertaken by the author.

<b>Database (a-z order)</b>	<b>Database source</b>	<b>Date of initial access</b>	<b>Date of last update</b>	<b>Total No. of Relevant Hits (initial &amp; all Updates)</b>
Business Source Complete	www.ebscohost.com	31.12.10	25.02.21	23+3
British Library EThOS	http://ethos.bl.uk	01.01.11	20.06.20	1+1
Deutsche Nationalbibliothek	http://portal.d-nb.de	01.01.11	20.06.20	7+3
Education Research Complete	www.ebscohost.com	31.12.10	25.02.21	5+1
Emerald Insight	www.emeraldinsight.com	01.01.11	25.02.21	15+5
Google Scholar	http://scholar.google.de	02.01.11	25.02.21	6+6
Harvard Business Review	www.hbr.org	03.01.11	25.02.21	4+3
ISI Web of Knowledge	www.isiwebofknowledge.com	31.12.10	25.02.21	106+8
McKinsey Quart.	www.mckinseyquarterly.com	03.01.11	25.02.21	4+4
Overall General Public Database	Public Library Herford/Gütersloh, Germany	03.01.11	03.01.18	7+2
ScienceDirect	www.sciencedirect.com	02.01.11	25.02.21	18+5
Zetoc General	http://zetoc.mimas.ac.uk	02.01.11	25.02.21	9+1
<b>TOTAL</b>	<b>Databases used: 11</b>	<b>31.12.10 - 03.01.11</b>	<b>03.01.18 - 25.02.21</b>	<b>205+42 = 247</b>

**Table 8.1.1 Usage of databases during research, based on Tables 8.1.3 to 8.1.14**



<b>Stages</b>	<b>Screening-Activity</b>	<b>Exclusion Criteria</b>	<b>Finish Date</b>	<b>Number of Hits left</b>
<b>1.</b>	<b>Initial Research</b>	<b>See App. 3 - 14</b>	<b>03.01.2011</b>	<b>205</b>
2.	Screening for double hits within the hits shown in App. 1	Double-stated hits in between databases used were excluded	10.01.2011	164 (-41)
3.	Screening for value-added content	Book reviews of hits found were excluded	12.01.2011	159 (-5)
<b>4.</b>	<b>Screening reference lists within the final hits (twice, in 2011 and 2020)</b>		<b>20.06.2020</b>	<b>181 (+9 / +13)</b>
5.	Regular cross check and update with all databases		25.02.2021	217 (+21 / +15)
<b>6.</b>	<b>Additional Update with current state of literature after Viva Voce</b>		<b>20.06.2020</b>	<b>236 (+19)</b>
<b>7.</b>	<b>Cross-check for final update with latest trends and sources before re-submission</b>		<b>25.02.2021</b>	<b>247 (+11)</b>
<b>8.</b>	<b>Final number of sources (see reference list):</b>		<b>25.02.2021</b>	<b>247</b>

**Table 8.1.2 Data Screening Stages**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits + all Updates</b>
brand turnaround		45	2
brand revitalization		11	2
brand rejuvenation		4	0
brand <i>and</i> turnaround		39	0
brand <i>and</i> revitalization		15	0
brand <i>and</i> rejuvenation		1	0
brand <i>and</i> revival		531	2
brand <i>and</i> strategy	government, public	1371	1+1
brand <i>and</i> change management	government, public	2123	1+2
brand <i>and</i> legacy	history	13	0
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 23+3</b>

**Table 8.1.3 Research Results / Database: Business Source Complete**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		0	0
brand revitalization		0	0
brand rejuvenation		0	0
brand <i>and</i> turnaround		0	0
brand <i>and</i> revitalization		0	0
brand <i>and</i> rejuvenation		1	0
brand <i>and</i> revival		0	0
brand <i>and</i> strategy		26	1+1
brand <i>and</i> change management		5	0
brand <i>and</i> legacy	history	0	0
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 1+1</b>

**Table 8.1.4 Research Results / Database: British Library EThOS**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
Marken Turnaround		8	4
Marken Erneuerung		3	0
Markenaufbau		12	2+1
Marke <i>and</i> Turnaround		9	0
Marke <i>and</i> Strategie		23	1+1
Marke <i>and</i> Change Management		17	0+1
Marke <b>and</b> Legende	Historie	0	0
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 7+3</b>

**Table 8.1.5 Research Results / Database: Deutsche Nationalbibliothek**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		23	2
brand revitalization		10	0
brand rejuvenation		5	0
brand <i>and</i> turnaround		34	1
brand <i>and</i> revitalization		14	0
brand <i>and</i> rejuvenation		6	0
brand <i>and</i> revival		5	0
brand <i>and</i> strategy		294	1
brand <i>and</i> change management		376	1
brand <i>and</i> legacy	history	3	0
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 5+1</b>

**Table 8.1.6 Research Results / Database: Education Research**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		417	7
brand revitalization		125	2
brand rejuvenation		61	2
brand <i>and</i> turnaround		417	0
brand <i>and</i> revitalization		125	0
brand <i>and</i> rejuvenation		61	0
brand <i>and</i> revival		278	0
brand <i>and</i> strategy	government, public	12302	3+2
brand <i>and</i> change management	government, public	10780	1+2
brand <i>and</i> legacy	history	15	0+1
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 15+5</b>

**Table 8.1.7 Research Results / Database: Emerald Insight**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		87	2
brand revitalization		13	0
brand rejuvenation		5	0
brand <i>and</i> turnaround		56	1
brand <i>and</i> revitalization		31	0
brand <i>and</i> rejuvenation		65	0
brand <i>and</i> revival		12	0
brand <i>and</i> strategy	government, public	2372	1+2
brand <i>and</i> change management	government, public	4102	2+1
brand <i>and</i> legacy	history	8	0+3
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 6+6</b>

**Table 8.1.8 Research Results / Database: Google Scholar**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		3	1
brand revitalization		14	2
brand rejuvenation		12	1
brand <i>and</i> turnaround		14	0
brand <i>and</i> revitalization		53	0+2
brand <i>and</i> rejuvenation		71	0
brand <i>and</i> revival		12	0
brand <i>and</i> strategy		207	0
brand <i>and</i> change management		378	0
brand <i>and</i> legacy	history	25	0+1
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 4+3</b>

**Table 8.1.9 Research Results / Database: Harvard Business Review**



<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		245	17
brand revitalization		123	12
brand rejuvenation		87	8
brand <i>and</i> turnaround		434	25
brand <i>and</i> revitalization		145	6+2
brand <i>and</i> rejuvenation		103	4
brand <i>and</i> revival		12	0+1
brand <i>and</i> strategy	government, public	2340	13+3
brand <i>and</i> change management	government, public	1217	21
brand <i>and</i> legacy	history	19	0+2
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 106+8</b>

**Table 8.1.10 Research Results / Database: ISI Web of Knowledge**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		10	2
brand revitalization		8	1
brand rejuvenation		5	1
brand <i>and</i> turnaround		14	0+1
brand <i>and</i> revitalization		12	0
brand <i>and</i> rejuvenation		7	0
brand <i>and</i> revival		2	0
brand <i>and</i> strategy	consulting	314	0+2
brand <i>and</i> change management	consulting	232	0+1
brand <i>and</i> legacy	history	1	0
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 4+4</b>

**Table 8.1.11 Research Results / Database: McKinsey Quarterly**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		1	1
brand revitalization		0	0
brand rejuvenation		0	0
brand <i>and</i> turnaround		15	1
brand <i>and</i> revitalization		0	0
brand <i>and</i> rejuvenation		0	0
brand <i>and</i> legacy	history	0	0
Marken Turnaround		12	1+1
Marken Erneuerung		3	1
Markenaufbau		43	3+1
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 7+2</b>

**Table 8.1.12 Research Results / Database: Overall General Public Database**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround		14	6
brand revitalization		13	2
brand rejuvenation		32	7
brand <i>and</i> turnaround		1	0
brand <i>and</i> revitalization		231	0
brand <i>and</i> rejuvenation		143	0
brand <i>and</i> revival		393	0+1
brand <i>and</i> strategy	government, public	3054	2+2
brand <i>and</i> change management	government, public	1232	1+1
brand <i>and</i> legacy	history	5	0+1
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 18+5</b>

**Table 8.1.13 Research Results / Database: ScienceDirect**

<b>Keywords</b>	<b>Words Excluded</b>	<b>Initial Hits</b>	<b>Relevant Hits</b>
brand turnaround	olympic	10	3
brand revitalization		8	4
brand rejuvenation		5	2
brand <i>and</i> turnaround		10	0
brand <i>and</i> revitalization		8	0
brand <i>and</i> rejuvenation		5	0
brand <i>and</i> revival	Oldsmobile	13	0
brand <i>and</i> strategy		602	0+1
brand <i>and</i> change management	GM	51	0
brand <i>and</i> legacy	history	2	0
<b>The relevant hits already exclude double-stated sources.</b>			<b>No. of Hits: 9+1</b>

**Table 8.1.14 Research Results / Database: Zetoc General Search**

## 8.2 INFORMED CONSENT FORM

### EXPERT INTERVIEW REQUEST (2 hours) & INFORMED CONSENT FORM



University of Gloucestershire - The Park, Cheltenham, GL50 2RH - <http://www.glos.ac.uk/>

**Doctoral Thesis Research by Torben Kasimzade**

*„Modes of rejuvenation for legacy brands“*

**Email:** [xxxxxxxxxxxxx@web.de](mailto:xxxxxxxxxxxxx@web.de)

**Mobile:** +49-xxx-xxxx xxxx **Interview-Language:** [English](#) / [Deutsch](#)



Dear xxxxxx (name of the participant),

I am a researcher at the University of Gloucestershire and, as discussed already in our nice telephone conversation, I would kindly like to invite you to take part in my research study.

The study is voluntary and you will only be included if you provide your permission below.

**The aim of this study is to identify the main modes of rejuvenation adopted in the reviving of legacy brands and to ascertain senior managers' perceptions of required actions.**

Thus, I would like to invite you to a semi-structured interview. This interview will be recorded on tape and later transcribed on an electronic device.

Of course, I will keep all your data private and secret. The material will be stored and accessed solely by me being the researcher on local hard drives for up to ten years. On request, parts or the whole interview can be stopped at any time. Each participant has the right to withdraw their statements and to protect privacy, full or parts of the interview data will be anonymized in the thesis and in subsequent publications. Once I have finished the study, I might present the results at conferences and publish also in academic journals. When I publish the results, neither you, nor any other participant will be identifiable by name.

This research is conducted under the guidelines of the Handbook of Research Ethics (University of Gloucestershire, 2012). The research plan has been approved by the University, but the contents and opinions expressed in this research instrument are those of me as the researcher and in no way represent those of the University of Gloucestershire. By taking part in this study, you may help coaches and scholars develop their skills. There are no known risks associated with taking part in this study.

If you have any questions or concerns, please contact me directly anytime. If you would like to participate in this study, please read and sign the informed consent form.

Thank you very much in advance.



Torben Kasimzade

1 / 2

**Title of Study:** Modes of rejuvenation of legacy brands

**Researcher/Interviewer:** Torben Kasimzade, DBA Student at the University of Gloucestershire, The Park, Cheltenham, GL50 2RH, UK

**Supervisors:** Prof. Claudio Vignali & Dr. Thomas Ritter

**Aim of the Research:** The aim of the research is to identify the main modes of rejuvenation adopted in the reviving of legacy brands and to ascertain senior managers' perceptions of required actions.

- Do you understand that we have asked you to participate in a research study?  
Yes / No (Please circle your answer)
- Do you understand the benefits and risks involved in taking part in this research study?  
Yes / No (Please circle your answer)
- Do you understand that you are free to contact the research team to take the opportunity to ask questions and discuss this study?  
Yes / No (Please circle your answer)
- Do you understand that you are free to refuse participation, or to withdraw from the study at any time, without consequence, and that your information will be withdrawn at your request?  
Yes / No (Please circle your answer)
- Do you understand that we will keep your data confidential? Do you understand who will have access to your information?  
Yes / No (Please circle your answer)

**I wish to take part in this study:**

Printed Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Preferred Contact number: \_\_\_\_\_

or

Email: \_\_\_\_\_

### 8.3 DETAILED INTERVIEW MATERIAL

As the richness of the interviews is quite unique, all interviewees were asked for the specific permission to feature the interviews in the most complete and original way as possible, even names of the brands were not omitted - all six participants kindly agreed to it. Thus, it is from the researcher's perspective vitally important (and maybe also interesting for further research) to show the interviews in full below. Due to the semi-structured nature of the interviews, the experts were not always asked each question in its sequence, but interchangeable for an ongoing stream of communication and open flow.

#### 8.3.1 EXPERT 1 (EX1)

T. K.: Good. Yes. It's working. So officially thanks again. So it's also on the tape.  
[lacht] #00:00:04-9#

EX1: You're welcome. [lacht] #00:00:07-5#

T. K.: For giving me the opportunity. Brand turnaround management of legacy brands and in my opinion COMPANY A was also a legacy brand. #00:00:13-9#

EX1: Yes. [lacht] #00:00:15-3#

T. K.: And you were hired, we just talked about this by, by EX4, to someone help in the Royal Scandinavian World and the COMPANY A world to do, let's say, the turnaround. At least in my perspective it looks like a turnaround. Brand turnaround. But maybe, I don't know, if this is the only brand that you were working with or at least involved in? Or what where some other brands also in your life that you somehow where leading and, and trying to make a turnaround? #00:00:46-1#

EX1: A good question. Have I done another turnaround? I don't know, it's a, it's a way funny how you classify and define turnaround. #00:00:56-6#

T. K.: How would you define brand turnaround or a corporate turnaround?  
(gleichzeitig gesprochen). #00:00:58-2#



EX1: Well, that's a good question. I don't know. A turnaround, I guess, technically would mean, would probably have different attributes. Financially meaning the business is then having positive returns, both revenue and profits. Then you probably have to have so(abgebrochen). That's, that's what is fundamental, that I guess, some kind of brand, perception, fundamentals in terms of a turnaround and I guess that must be based on some long-term strategic objective that we set and then does the brand match that and then I guess the turnaround would imply that it didn't but now it does. So I don't know. When I guess it depends on whatever those objectives are. So that's how I would define it. I guess then you could argue culturally in a company there are maybe some aspect of turnaround that, again, must be based on some strategic objective and, and that then is the employee in a culturally company would follow along that brand turnaround. So cultural organisation, yes, I mean that's a kind of (abgebrochen). So I guess, I don't know, that's probably how I define these kind of attributes. There are probably more. So, give you the finding of that: The culture that, that having some kind of strategic objective and then creating some brand change. I haven't been involved in. But there, there is a financial company in Canada called TRIMAR. But I was at an ad agency but it was a fundamental shift to the image that the advertising agency led. Of the PROCTER & GAMBLE brands none that I directed, I would called them a turnaround - just shifting the marketing strategy. But that's not really a turnaround.

#00:02:45-4#

T. K.: But COMPANY A? It was for you a turnaround? #00:02:47-9#

EX1: Well, I guess, that the rea(abgebrochen), the main reason it was because there was a clear strategy, they wanna to be global luxury brand and one wanted to compare itself to other global luxury brand that where there. And one of the issues was the Royal Scandinavia thing, was a problem because that didn't really mean anything. So by the time I got there, kind of taking ourselves away from that, was on a business objective which made the brand objectives for COMPANY A more fundamentally a turnaround. But that was on the aspect of the board deciding, and I guess this, I don't actually know, how that happened, deciding that they wanted it to be a type of global luxury brand and I'm thinking that's why EX4 left because they didn't feel that maybe he was part of that solution. Which is why they brought in

Hans-Christian as a chief executive, who had come from a luxury background. And I remember there was a big, almost nearly one year when I was in there, and there is a big press. Oh no. Sorry, just five month after I've arrived. Five month. And there was a big press announcement that I still remember the headline that "COMPANY A going global". Which was like, well it's been global, so why is that ...!?! But then they wanna be there..., it is then actually that the board with the chief executive, who approved this what the PR company was saying on the turnaround would be about changing the face of the company and not changing the chief executive who had a luxury background. So by the time here to arrive what was weird, that was, when I had arrived obviously the board had communicated this changing strategy along with EX4. So that the idea doing a brand impression turnaround had already started. So somebody thinks that it's starting was well, one hiring someone like myself. We changed agencies. #00:04:39-5#

T. K.: But you know what. I asked that question EX4 like after three or four seconds why did you actually hired me, I didn't know anything. #00:04:45-9#

EX1: Well, because he wanted somebody that he could talk the same language to. And actually in the world of luxury-marketing-type people don't have our profile. They don't have MBAs, they don't have a way of think that's not at all what a classic luxury brand marketing person would have. Unless, you're in one of the big like the big ad agencies or the market leaders, they now tend to possibly have that. But back then they didn't and they also, the..., I think a lot of it comes with the chief executive, so the way we feel comfortable with and he wanted to be luxury, he wanted somebody that kind of got it, but certainly understand the business fundamentals. #00:05:32-3#

T. K.: But that's very interesting what you say because it leads to a very certain point in my thesis, at least one of my research questions. Would you actually say that, let's say, an MBA as part of a business school education, as part of a strategic business orientation, that one has with an MBA. Would you say that's also from your perspective vital and important to have for a turnaround or is it also maybe about creativity and, let's say stomach feeling? #00:05:57-8#

EX1: The MBA is really a just..., I don't think it's, I don't think it's necessary. Really. I think what is is you get a what, what an MBA gives you is a sense of confidence, a sense of network, around the world, especially the business schools like INSEAD or IMD. #00:06:15-6#

T. K.: Yeah, yeah. Indeed, of course, yes. #00:06:16-5#

EX1: You, you have that, you also get the business practical fundamentals. I had already studied business for four years, so I didn't find that really a lot of learning. But if you're sitting there dedicating yourself to learning these types of fundamentals, they just focus your mind and show that you can focus your mind on something. I have only pulled out a couple of theories, the theoretical learning at COMPANY A or even in this role in the past few years. I think... #00:06:50-2#

T. K.: A few times. Actually: Similar. (gleichzeitig gesprochen) #00:06:53-5#

EX1: Same thing. And, you know, you lately understand. I mean..., I can..., I don't feel at ease when discussing all of the P&Ls (profit and loss reports) in this company. I feel like I can now talk about. Now..., if we gonna be buying another company with some of the values, matrix in terms of evaluating it now, if I wouldn't have taken it I felt scared, but now when you take it, you realize that it's not that complicated #00:07:18-9#

T. K.: Really? #00:07:19-4#

EX1: And all you need is a couple of basic principles. So I do feel the confidence in that. But I can tell you in this company I'm the only person in this building of three-thousand in the publishing arm that has an MBA. #00:07:31-4#

T. K.: Really? #00:07:32-2#

EX1: Yeah. That's what the HR-Director told me. #00:07:34-8#

T. K.: Wow. #00:07:34-5#

EX1: No, none of them do. Because, publishing is an industry that..., you start as a graduate trainee, you take like this PPA course #00:07:42-2#

T. K.: You work your way up. #00:07:44-2#

EX1: Yeah it's almost, not apprenticeship like, but it's not based on, on some kind of education or background like that. So many the people at senior level that's how they become..., they have worked in the industry for thirty, forty years and I was a bit of an anomaly and I don't know whether I'm, you know, that, that, there's definitely a part..., because I haven't been around for so long, that caused me some problems and then there are parts that makes me ask questions that maybe nobody else asks. But even now that I've been in five years. I think, that was probably what I have the benefit of my first couple of years. Now, even after five years you get sucked into a corporate culture and it's very hard to, to separate yourself from that. But so, that's like we haven't, did we answer or are we going off topic here, are we? #00:08:28-9#

T. K.: No. But that's okay. #00:08:29-7#

EX1: Okay. #00:08:30-2#

T. K.: That's exactly, you know, sometimes it's good for me actually because it needs to develop from the questions.. #00:08:33-8#

EX1: So that's all right (gleichzeitig gesprochen). So I didn't, I can, so back to the turnaround, so. You're question on what, what are my experience there. Was it, it was..., but the fundamental thing of course was the change in the chief executive. Because that opened up new opportunities and, and meant things that we were talking about before which might have been a bit odd, we now considered fundamental. So I, when I had started without the new chief executive, I had done things like, we hired a new agency. We then, we looked at the entire brand image, we then changed - and that meant things like we structure this in a brand matrix where we have a parent brand COMPANY A and then this house of brands

meaning we had some brand living, heritage, etc... That was all part of the branding process. We had then defined a whole new look based on the principle, we changed..., we actually came up with the brand's strategy document, we had a brand essence line. I mean, I used all these SAATCHI & SAATCHI things and the company I was working with. I didn't..., the problem was, I didn't... because EX4 didn't necessary really value all of that. There was a sense of not paying for it, you know. So, I had to do a lot of it myself. And it's very interesting now, when I look at COMPANY A now, because now the new chief executive, the third one, is very much in paying New York agencies ton's of money based on the image. And when I was there, we had do everything on the absolute cheap for those first six months.  
#00:10:03-8#

T. K.: Yes. And that's how it was at COMPANY B. #00:10:06-0#

EX1: Yes. So that's a problem because you, you don't get the "sprinkle does magic" necessary if you don't pay for it. There's a reason why some of these big companies make a lot of money. It's because they, they have got talented people and they work in a certain environment so they... and you get what you pay for. So, so, on the cheap we manage to go relatively far, but then when Hans-Christian arrived, he had to decide: Do we continue or do we gonna throw everything up and start again. But he wanted to continue. So we stayed with the same agency, and but he, the conversations we were having where just much more, you know. We had no visual merchandising person, we just stood with a hundred stores around the world there was no one called "Visual Merchandising"! #00:10:44-5#

T. K.: Okay. [lacht] #00:10:45-4#

EX1: He then said we need to hire a visual merchandising person. We had no PR agencies. So, he gave us..., so, my budget went up... #00:10:53-5#

T. K.: Really? Mine what always cut up. I don't know what did I wrong [lacht].  
#00:10:57-1#

EX1: No. Because we had to do these things. But we were still on the cheap, but you, if you have a leader that values that and... #00:11:03-5#

T. K.: But, but that's very important now for me. So I understand that with the executive change it opened up opportunities for you actually. It gave you a possibility to suddenly do what you were not able to do before? #00:11:16-5#

EX1: Yes. #00:11:17-0#

T. K.: I think. But you were still in the driving seat, correct? I think. #00:11:21-6#

EX1: Yeah. So that, that's how it all worked. Yeah. So then what happened after a year was, then he hired a... He decided that what we need is a creative director. And I think that is a big question that you could, you could do a whole thesis on that. Do you need a creative director, do you not need a creative director? When you are developing new products, because the product development process at COMPANY A never had one. In the past it was EX4 who said, I like this pen, we're launching it. And to have a creative director, you know, where as a chief executive giving that authority to someone else. And in a company that is not a fashion company where you have a designer that designs and you are at a company like COMPANY A or some of the interior brands you bring in third party designs, the branding of launching things is complicated because: How do you decide? Do you let the designer that you've hired let decide for you. Who does the business case of, whether it is going to be this pen? What is the sales potential? Who's responsibility is that? So then bringing in a creative director which is what he..., this chief executive did, was a big step in the company, because there is a product development team they're were kind of thinking, well, I've been leading this - now what do I do?! Also for myself, as the marketing director. Then it comes down to to: Who is responsible for the image? And so there was a bit of a dance that we went back and forward and ere we trying to figure it out and it was a difficult time. Because... #00:12:41-5#

T. K.: But you, you were all on the same level? #00:12:43-0#

EX1: Yes. All the management team. So the marketing director, the head of product development, creative director, head of production, manufacturing were all the management team. #00:12:52-2#

T. K.: So, and it was not clear, where are, where the borders are? #00:12:54-5#

EX1: Well, we, we figured it. But it was the creative director that time, she'd come from CALVIN KLEIN and was used to a big budget. Was sort of shocked that we weren't spending money and it was a bit.... But also had a very keen interest in the product. They all came back to... And she launched some amazing things. Briefed some new designers. But on the image, the vision was to, we...the budgets we had, were very tiny to do that. So there was a bit of how do we actually achieve this? And we decided to go down. I still had responsibility for the ad-campaign, but it was a difficult time, because what she wanted we just couldn't afford. So we switched the agencies, we went to a London-based agency and, you know, they created a new campaign, but the production guys weren't really good and then she left. So the CEO hired another creative director who unfortunately was not in line with the brand and he'd never been a creative director. He was a journalist from France and it was a bit odd and I know he had used a very, very expensive headhunter to find this person. But then after a year he didn't even really had one collection launched but he started some stuff. But he wanted to go away from the whole values of the company, which was Scandinavian brand. #00:14:10-2#

T. K.: Yeah. And the pureness. #00:14:11-7#

EX1: Yeah. He wanted to move away from that and make it global brand and a bit more flashy but... And, so then the board, you know, fired him, fired the CEO. So, that's when they brought in a new one. And then I was planning to leave and then the chairman at that time said, can you stay for some continuity? So I nearly stayed for six month with the new chief executive. And that was a good thing and I think I, I was good because I think he's a, he's a, he's a..., you now, he's even more luxury because he's spent all his career at BURBERRY. And it was just a different vision of what he thought it was needed. And he applied a much more fashion element to it. Which... #00:14:55-1#

T. K.: Is probably needed also. #00:14:56-2#

EX1: It was, it, it was a challenge because, because beforehand it was much more going into much more high-end diamond jewelry. Which had a certain way of managing just the business, you know: Inventory levels, shop openings, what was the message? And that was what I was also..., that was the mission of the chief executive. That is what we did. Both of the previous creative director. The new mission was a bit more launching a lot more products more quickly, lower price, focus on scandinavia. So a, a very different brand direction. And that, that when I left, well, in my last six month I was realizing well he's, he is really one, to be in fashion company. I much more like that. Which meant I'm changing culture. So, the company had gone through three quite significant changes in culture during my time there. And that, that, I, you, I didn't rea..., I have realized this. It's... I think that it comes from the creative director or it's gonna come from the chief executive. And in my..., in my experience, they don't have a creative director now. So they, they decided to keep just the chief executive, who was a bit like EX4. So, I think that would have been a conflict there. #00:16:00-7#

T. K.: Do, do you think these three stages had an impact on the image of the costumers or the consumers, let's say? Not the costumers. #00:16:07-7#

EX1: I think fundamentally one thing that was an underlying truth, was the high-end nature of the brand and wanting to be much more tight on how it was managed from a luxury stand point. There's, there's luxury in terms of diamond jewelry and products and then there's luxury just in terms how did we manage our shops. And wanting to make sure that they were still high-end. And there, there, they were different because the high-end diamond jewelry approach, which the one chief executive had, meant some tangible changes in how the business is run. But underneath it all was the fact that he wants to be high-end. Because even if you want to be more fashion and more fast moving it was much more the product development that the impact had, than it was on the nature of the fact we wanna be a global luxury brand. That didn't change. So, I, I would say that because of that, that commonality meant culturally in a company that change was in place. So, I



mean, it takes a long time to go from being a Danish, you know, company...

#00:17:13-6#

T. K.: Let's say a Scandinavian-known company. #00:17:16-1#

EX1: Yeah...to being global. And that meant, you know, hiring more foreigners, changing the office location, getting..., just how it all looks. And that all those things were kind of going on over all the five years. And, and I, I think the fact that the three chief executives were in the process of, that online thing did not change.

#00:17:37-3#

T. K.: Would you call COMPANY A at all a legacy brand? #00:17:41-7#

EX1: Well, it's a brand that's been around since 1904. Yes. I mean that one I, one, that one thing that you have to remember is despite all it's changes and up's and down's and it, it, it has been around since 1904, not? And that's a long time. And I met a guy - this goes back to what is luxury and what does luxury mean. A friends of mines father is Jack Heuer of TAG HEUER, the watches. #00:18:07-7#

T. K.: Oh, really? #00:18:09-0#

EX1: Yes. #00:18:09-6#

T. K.: Wow. #00:18:10-4#

EX1: Well, they sold to LVMH. Well they sold they didn't, they sold to a German company that was then bought by LVMH. But that was all in the 80s. So but he has been leading the brand, he was called the brand ambassador or something, because he is now as late 60s, I think, or early 70s. But he still, they've kept him on as this type of... Because he's a really good guy and... #00:18:33-3#

T. K.: Like an iconic man. #00:18:34-8#

EX1: Yeah. And his name is the name of the company. And he used to always tell me that he felt what COMPANY A had, was prestige. And prestige is a quality in luxury that you can not create over the night. It takes time. And decades, you know, and that in the sense of long jewelry history is what a prestige brand has versus a luxury brand. Because a luxury brand can just be something, that's like, you know, high..., expensive. But a prestige brand, you have to earn it. And what he was always used to tell me, never forget that at COMPANY A. You have it, so don't, you know, waste it. And that's what we were creating since 1904 and showing it...#00:19:17-2#

T. K.: To show the, the history, legacy. But can it be also a burden? #00:19:24-5#

EX1: What? Having hi(abgebrochen), the prestige? #00:19:26-7#

T. K.: Having history, having (abgebrochen). In a turnaround of course situation maybe? (gleichzeitig gesprochen) #00:19:28-0#

EX1: Well, I gave, yah, of course it is. Yeah. I think it can be a burden. Because you've got(abgebrochen). And it's also culturally a burden, you know. And history means basically doing things. And history means what we used to be. I mean, I have a problem, WALLPAPER is 16 years old and I have constant problems about history that's only 16 years. So, it's a, it's the main source of problems, I would say, it's the length of time. Because if you just could start over and have all new staff, a new look and many people who wanna do that. But you can't, you know, you can't come into a company and have everything in the way you want. You've got to deal with (abgebrochen). The..., because..., I mean, a company is only really a collection of people with a passion, you have to drive that. So, when you've got history, that is not so easy. Everyone...every business school says "Well, you have got to identify what you wanna do and see who's on the communicator strategy and then see who's part of it and bring those on board who are and loose those, who aren't." But, you know, have those people worked in the company in Europe? Where you can't loose those you want... #00:20:31-6#

T. K.: We have a union etc. #00:20:33-4#

EX1: Yeah, or just, like, firing restrictions in the company. #00:20:38-0#

T. K.: Works in India, but not here. #00:20:39-0#

EX1: No. In the US it's much easier. You can fire quickly. #00:20:41-6#

T. K.: I bet on that. #00:20:42-0#

EX1: Here you, you can't just loose people. #00:20:45-3#

T. K.: But you are Canadian? #00:20:46-5#

EX1: Yes. #00:20:47-2#

T. K.: Yeah. Okay. But actually it seems like you know my schedule because the next point here is, is human resources somehow. And you were mentioning, you, let's say, the human resources just at the beginning, when we're talking about the, the definition of the brand turnaround. #00:20:58-7#

EX1: Yeah. It's a fundamental thing I've learned. #00:21:00-3#

T. K.: Yeah. Exactly. But... #00:21:00-6#

EX1: That of all my working career is the biggest thing that, you know, organizational behavior and all that: It is the most important thing in a company. #00:21:12-3#

T. K.: But for a brand turnaround and it's interesting because you worked with, with three CEOs in a way. That's what I did actually at, at the COMPANY D kitchen company. I had actually four CEOs in just two and a half years. It was just burning off, burning off, burning off. And, and maybe also from the, from the team that you were leading. What do you see as a major requirements in the brand turnaround?

What do (abgebrochen). If you could hire somebody, what would you look for?

#00:21:39-3#

EX1: You need, you need someone, who (abgebrochen). You need people that are willing to change, understand change, understand the communication of the, of the, the, the brand strategy and, and, and will, and will then own it. And I was very lucky at COMPANY A because we had that. I didn't, I didn't feel that the marketing team and the PR team... I didn't feel that they never felt that we were doing the wrong thing. I think there is always this luck if you don't have enough money and resources. But I feel that's everywhere I worked. I don't, I think if you don't have that, if you have too much confusion over people that may not believe in what you trying to do than you, it's not really possible to do. So, if you, if a vision is a certain vision of a CEO but that's not been communicated and planned out correctly, it will absolutely not work. And even if you do plan it out correctly, there's a still good chance that it will not work. You, you have to spend quite a lot of time thinking. I..., and I have to say I did it, I do it much more even here at WALLPAPER than I do it at COMPANY A. You have to think what is that I want, I've got these incredible talented creative people and they do not respond to normal, just levers of influence. So you have to then be creative in how you approach that. So whether it's not just, you know, sending an e-mail out saying this is what we doing. I mean, I remember doing a power point presentation for my first budget. I remember putting something in like a two-by-two matrix. And it took me almost a year to recover from that because they thought, I didn't understand the brand, I didn't understand the WALLPAPER culture. #00:23:31-9#

T. K.: Well, wait till you were here five years I think it's probably that you did well.

#00:23:34-7#

EX1: Well, now I recognize what is that we need. I mean, now is lot about the editor-in-chief and making sure he's on board and, and, and following what he wants and it's all of like, okay if he want that then I want this. I mean, it's, it's (abgebrochen). The pol(abgebrochen)..., managing the politics is so crucial and having people that understand that (abgebrochen). I've had people that I've left and resigned here because they just can't manage. They don't buy into the fact of, of

how a creative business runs differently than an accounting firm. Like setting rules and just communicating what you want or sending e-mails versus to going to talk to someone or knowing people are moody and there are good times for speaking and bad times for speaking. Balancing that out and yes it's ridiculous and yes it's childish but that is just the way it works. So, I, I and I think in any time of brand turnaround because you partly doing it with creative people, you have to take this very seriously. And if you don't take it seriously, you know, proceed at you own peril. And I now have had..., because you have to run a business and I, I part of it when you work in luxury or in something that is very creative. You are as successful as some of the people that your idea, people are. And if that, if their sparkling drive is gone, you've got nothing. So but if you something else that is might not be matching what they want, you have to think very very hard and how about how you will get, how you work together on things. And if you don't appreciate that that process is an unusual one - and that they certainly don't teach you in an MBA school - then it's the wrong business for you. So that is what I've learned at both these jobs. I think it's recognizing the politics and having patience and having, you know, a sense of an just understanding. And I, and I go back to KARL LAGERFELD. Trying (abgebrochen)...how would you manage KARL LAGERFELD? Imagine a, a new chief executive is parachuted in. I mean what do you say? Here's your expense budget. You know the market research from our investors say they don't like that, please don't (abgebrochen). I mean, just think about how hard that would be. So, and I think that's, that, that is what that industry is like. So, if you don't want that challenge or if you don't want to think about how..., you can do that, you should work in it. So, I think a brand turnaround is very similar. If you were into, went into work, and I don't know which company you went to. But because you thought, the brand turnaround part was cool, if you haven't spend a lot of time thinking culturally how I'm gonna work in this environment? And make a decision based on that. I, I'm in my next role I will spend more time on that than anything else. Even if the outcome was a product, just the questions: Can I work in this culture, with these people? #00:26:35-8#

T. K.: But what (abgebrochen). I mean, for me it was very very very different when I got to, to the kitchen company. Because it was very very traditional. I mean, this company is even more traditional. And everybody has got a tie and, and if you don't

have a tie the CEO will ask you: What's up? [lacht] Why don't you have a tie? And things like that. And it's, and coming from small Denmark, you know, remember COMPANY A was maybe even more also traditionally maybe than COMPANY B. At COMPANY B everything was very cool, everything was (abgebrochen). But it's danish. You know. And then you come to this stiff german traditional down in the middle of nowhere again, you know, it's like. It was a really a change for me of course maybe also for you. Sometimes that you experience in companies you need to adapt, I think, too. And, but the question would be for me actually when you, when you say I hear that creativity is very important actually, also in the luxury industry. So, would you actually argue that you can only by having creativity differentiate yourself on the market? As a brand? #00:27:37-9#

EX1: Well I certain, to certain industries I think yes, that's true. You need something like that. I can, you know, thinking the industries and I'm now suppose to the interior industry, the furniture like that. How do differentiate a sofa from the ones from IKEA? So one as the design is what's at the centre of it all. So all the interior brands you're working with, it's all about the design because the manufacturing is, you know, you know, it's the italian brands (abgebrochen). I mean, I've been to their plants it's, it's good but I don't see a drastic big difference sometimes than what IKEA might do. Yet, the prices a hundred times higher. So there are some aspects to that it is and some aspects that it isn't. And some of the material, on the quality, what they put in is higher-end. But the, where they differentiate themselves is on the design and that's all about creativity bringing in talent. The spirits industry is about having some kind of position on the overall brand. Not necessarily the quality of Vodka, but they spend a long-time branding, about the brand position. And that's all about, you know, creativity. You know is that an agency, is that bought in or is it internal or it could be the other? And I don't think there's an right answer to that. I think you can have the perfect agency partnership and almost delegate to one or going, you might have that all internally. And, that, but I think that I have now seen examples of both. #00:29:02-5#

T. K.: Yeah. Both working? #00:29:03-3#

EX1: Mhm (Zustimmung). And both being a disaster. I'm sorry. #00:29:05-3#

T. K.: Okay. [lacht] #00:29:05-6#

EX1: And there's no, there isn't the right answer, you have to feel your way and hope that you made the right decision. But you, you... #00:29:15-1#

T. K.: But that goes back to your stomach feeling in a way, doesn't it? I mean...(abgebrochen) #00:29:18-7#

EX1: It goes back to, yes. And having, a, a bit of data points, but then (abgebrochen). I mean we chose an agency based on COMPANY A because they were, they had done incredible work for PATEK PHILLIPPE we were gonna have the same team, it was a small brand, well, not a small brand, but in Denmark. And you know what? It was a disaster the relationship. It just didn't work at all, we, they, they just didn't (abgebrochen). I thought they were gonna be better than they were, the people we've met, weren't the people that we worked with. But they..., all the datapoints I had at that time, I thought I was making the best decision I was ever making and it was the wrong decision. Then there was an agency in New York, who where so expensive and didn't really do much. But they kind of had the ability also to (abgebrochen). They had..., I would say they were kind of introduced to a type of market that had a bit of buzz would almost help with PR, to say we were working with these people. And almost that relationship went so far to say we're working with the same people that have rebranded the GAP. And, I don't know, ST. JOHN'S UNIVERSITY and also BURBERRY. That, that went a long way even if what they came out with that was pretty simple and we thinking we could have done this for ourselves. That helps. So it was the right decision. And then...(abgebrochen) #00:30:45-1#

T. K.: But it's funny because, you were - we were talking about TAG HEUER, you were talking about PATEK PHILLIPPE. Three of the four CEOs and chairmans I interviewed so far, they always use the watch industry. The watch industry as an example of like, okay, look at them, they are legacy, they do it right... #00:31:03-7#

EX1: Yeah. But they have done, they have done jeopardy and it's not fashion and they...(abgebrochen) #00:31:07-5#

T. K.: No, but it's funny. #00:31:07-9#

EX1: But they have history and they have a sense of long jeopardy of people working in the company. Because the other danger, again there's no right answer, but sometimes it doesn't (abgebrochen). Is, is a brand reinvention maybe the wrong thing to be doing? And there's examples, where, remember when the GAP changed their logo and that was a disaster and that was just a logo. But it got them some press and PR because they said how could you and(abgebrochen)... So, to even know when it's right, is some sense. That again, to have some data points and hope you're making the right decision. #00:31:40-4#

T. K.: You were mentioning some stakeholders now. You were mentioning the press, you were also mentioning the employees, you were mentioning the agencies that you selected or did not select because of reasons you had. But who are the most influential stakeholders that you have to, let's say, look out for during a turnaround, brand turnaround. What would you say or who was maybe also in a positive way the most influential one on you, during a turnaround and why? #00:32:04-2#

EX1: The most influential. That's a very big question. I don't know how I would define that. I think there was a bit of a gut-feel what felt right and there was a limited, a little bit of research. From employees and some of our costumers. I mean, it wasn't this massive market research project that we would do in a part to gamble. But we did enough to indicate some key values that we have to keep and some that we thought we have, but we didn't. So that was what was the main influence and that was a combination of both, staff and, and costumers. Because we asked both. And I thought, I, I, I would say they're the fundamental stakeholders. I think it's hard, I think in a company like COMPANY A employees did matter. Sometimes if you're brand that doesn't have shops and things it might, it might just be the public. But I'm not so sure if you can get away from having some data. And now with WALLPAPER, what we do is a lot of quick and dirty, I hate to say turbo..., a fast research on Twitter and Facebook, we can do and it's done in a day and you have



answers. (Niesen) Because we have a lot of followers, because we have more followers on social media than anything else. And those people tend to follow the brand. The ones that apply tend to have used statistics. You know, you have enough data points back to make a conclusion on what you think. And that, and I have, we've done it several times now but it's always the same, so we now can ask and follow-up on data that we get back. So I think, I do think that's..., I think, no I think, you can't the, the chief executive is fundamentally driving it all. #00:33:52-9#

T. K.: But what is he driving? Because... (abgebrochen) No. I don't tell you my opinion, but, maybe just afterwards, after you maybe gave an answer on this. But what is he driving - is he driving the corporate turnaround or the brand turnaround, too? #00:34:06-2#

EX1: He's driving the approval of what ever you wanna do. And if you don't have a way of influencing your chief, your boss basically..., and I found it's also the chairman. At COMPANY A it wasn't just the chief executive, because he fired three CEOs. It was the chairman! #00:34:17-5#

T. K.: The strong chairman, yeah. #00:34:18-4#

EX1: And you know, he had come from not-luxury but had somehow decided that that's he believed in the, that is a strategy but felt he was never find the right person to lead it. But he, he believed that was a strategy. So, that, I, that's not the same for every company, but in my situation the chairman mattered. But I, I, fundamentally we're all employees, you know, and if you're, you're a marketing person or, unless you are the chief executive than you have to answer to your boss, you know and that's just the way life is. And if you, if, if it isn't that than you're probably the chief executive yourself. And if you are the chief executive yourself doing a brand turnaround than you, than the stakeholders really are the costumers and employees, but... #00:35:00-1#

T. K.: But you were saying one word, which..., which puzzled me again, because it fits somehow to my view of this. Because you were saying, how do you manage your CEO? #00:35:08-1#

EX1: Oh, all is, I feel like I, if I can write a book on it #00:35:11-6#

T. K.: [lacht.] But isn't that all about it actually? #00:35:13-2#

EX1: Yes, it is. #00:35:13-9#

T. K.: Because I had a CEO... #00:35:14-7#

EX1: It's about trust, respect, value, I mean I have been fortunate to know in my career then, that by having somebody who is unhappy on what you're doing, it's never a pleasant environment to be in, it's not for me. So I will, I would either adapt my ste(abgebrochen). Well, I have, I have a very much developed. I adapt everything to, to ensure that I'm following the CEOs sensitive values. And if I was not comfortable then I would resign. You know and I'm somebody who has had a lot of jobs, you know. I have had probably seven jobs in my career. Or six, maybe. Maybe not that many. Maybe five (Rest unverstaendlich). #00:35:53-2#

T. K.: [lacht] It's going less during the interview. #00:35:55-1#

EX1: Five. Five. Five big ones and one small one. But I had five jobs and I have always left because of I feel like my own values or something about what I'm personally caring about... #00:36:06-7#

T. K.: Doesn't fit any more. Yes. #00:36:07-5#

EX1: ... is no longer matching. And it may not be the chief executive, but it could be the other people that I'm working with. #00:36:12-4#

T. K.: And the situation overall. #00:36:13-4#

EX1: And I just think that is not gonna a win-win-situation any more. #00:36:17-1#

T. K.: No. But I think, I mean, I feel very much alike, like just what you were saying actually. And, I mean, I could have stayed longer at COMPANY D for example but, but for, for me it was okay - a headhunter had an offer, it was great and I sayed okay, new challenge, let's got. You know if you're not feeling perfectly any more of course it is very stressful.. #00:36:33-7#

EX1: And it's get tougher if you get older because you have..., I'm fortunate that, that I'm, you know single on my responsibilities and I probably can just go whenever... And I do think that's a bit unique. I didn't (abgebrochen). I think many of the people aren't maybe as fortunate. You know, they have kids and school, pay fees and have... and that can make your decision making. That has an impact on your own personal situation. Because you might not wanna take a big risk because of that. Because often turnarounds, things aren't, there's a lot of risk taking in all of this involved. And, and if you feel like, you're gonna get, yet, just, your thought of who you are is not gonna get you down because of it. You might not take those risks. So, If that makes sense? #00:37:19-2#

T. K.: No, it does.[lacht] It very much does. From the, from these stakeholders that you just mentioned, chairmen, CEOs, the employees, costumers (die letzten zwei wurden von beiden gleichzeitig gesprochen). Do you think it will change over the time the importance of these, let's say, these four one that we just talk about. The influence will grow or will decrease over the time? #00:37:44-8#

EX1: I don't know what you mean exactly over time like... #00:37:48-6#

T. K.: What I mean, when you look at all the turnarounds that are out there - from these brand turnarounds that you might have heard. Do you think - because many of them had the same approach, they are looking at costumers, they are looking at chairmen, CEOs, that's what I'm looking at during the analysis. But do you think it will grow over the time because of industry changes or world changes? #00:38:06-4#

EX1: The terms of influence they have, or..? #00:38:07-5#

T. K.: Yes. The influence. #00:38:08-7#

EX1: Well, the costumers always have the most influence because they're the once who (abgebrochen), they, they don't, they don't even know what you are telling about the turnaround. No they go(abgebrochen), they're, they are gonna be on board or off, depending on all the different actions. Because the brand, if you think about, is really just a collection of touch-points of, you know. I mean it's the product, it's the image, it's the packaging, it's the service, it's the (abgebrochen). I mean it's all those types of things. So, if any of those shifts that is off what they think and they are not comfortable, they leave, they don't have to stay and go somewhere else. So they, that is quite an important aspect. The rest of the group of attributes are just almost temporary until someone else comes along quite frankly and decides to change them. #00:38:50-0#

T. K.: But even with corporate governance and all these things. Do you think we will have these strong chairmans for example over the years to come? #00:38:56-1#

EX1: I think that, I think examples of massive successful companies or businesses that (abgebrochen). Because at the end of the day, what makes shareholders happy? They attempt to, they based on, oh yes, successful individual. You know there's a lot of luck sometimes - it's to be at the right place, at the right time. But if you run with it, the luck, then a good chief executive would see. And then they can make a big difference and they know when they need to leave themselves. And if maybe their luck, it may have run out. I've seen successful companies that, I don't think that the people running them are particularly bright, but they are "right place, right time". So. But that, that's all the power to them because they were in the right place right time and they decided to manage it. So. But I, I don't know if over time I also think, unless you are the owner of a company and it's a family business, which is a completely different set...(abgebrochen) #00:39:55-2#

T. K.: I was just going to ask, because COMPANY A was share-driven and, and COMPANY D for example was also share-driven. It's a totally different feeling from my perspective. Is it for you as well, or? #00:40:05-2#

EX1: Well, I've never worked in a family-owned business. Because those were, that was, you know, th(abgebrochen), th(abgebrochen), the owners at COMPANY A was AXCEL, which was a financial investment company. It had nothing to do with, they just bought companies at hope to make a return on investment. So, I, I haven't worked in a family business. But I can imagine that would be a completely different thesis, quite frankly to write...(abgebrochen) #00:40:27-9#

T. K.: But it's long-term orientation in the family business. #00:40:30-3#

EX1: And, and, just, you might, they might think they wanna hire someone and do a turnaround and then just decide they don't want to and then... That's, that's what family businesses are like. So, you, they run by completely different rules, really, I think. #00:40:42-7#

T. K.: When you look at COMPANY A today. Where do you see them in five years time? #00:40:46-1#

EX1: Oh, I think they are doing well. I take(abgebrochen). I like what they've done. I think they've really spend money on things that make sense. I mean the whole Scandinavian thing, they have to hold is a, is gonna continue and it's just about constantly coming up with products that people wanna buy. So, I think continue doing that, I think they grow up. I think the problem with the jewelry and living brand it's never... It's not a BURBERRY, you know, we are always comparing it to fashion-brands And we also compare it to a CARTIER or a TIFFANY or it's, it's in a category that is a little unusual. Because it's a collection that very (abgebrochen). There isn't any other brand that collected, that combines those products, jewelry, or their watches or their households. I mean COMPANY A was all of it. So it's always gonna be a bit with this company. Always. So I don't see it doing some massive..., another type of turnaround. I just thought that they will continue to just grow. And it, it's ability to stick to that Nordic message. And hopefully that is a theme that

people want. And I think every type of European brand has a, a future that is uncertain, because of the economy and... As you know is Europe just going to become a shopping playground. But that's not a bad thing, because when it does, then everybody who can afford comes to buy these brands and their history and they are going to be brands in other countries that can bubble through the surface. I, I do think that Europe has that strong history and history you can't buy - I think that they will have a great success. With a future to be based on that. #00:42:18-6#

T. K.: Okay. But would you also then say that maybe, now that you have a bit more of the helicopter view also and, and, you know, COMPANY A is there in Copenhagen, you are here, you have a bit more time to reflect on it. Would you say that you see a model that they now went through, let's say. Stages you mentioned, but they were very much listen or they were very much depending on the CEO they had. But would you also say that there, there's a stage that the brand went through. During all these years now (abgebrochen). #00:42:52-7#

EX1: Well it's decision based on... Not, I mean stages, it was things like... make sure that there was a whole shop strategy of recalibrating what was out there and the ones to renovate and close ones that weren't. And I mean that was (abgebrochen). We have gone through the same thing, it was a different architectural strategy, which was the new chief executive, you know, and the first thing he did was to get a new architect that he knew. It was friend of his and then changed the style. I mean that was from the chief executive. There (abgebrochen). We have done (abgebrochen). When I was there we already had about, I don't know, twenty stores had been done. But he wanted a different look. So he got his new architect and now they're being redone. You know, Bond Street was done three times in the last seven years. #00:43:31-8#

T. K.: Okay (lacht). #00:43:32-1#

EX1: Yeah, seriously, because each chief executive wanted to do it differently. Because it's a major store, that's what happens. So that's again, I know, you... The person makes a difference. And he hired this a new architect with a new brief: Scandinavian. So that's what happened and that, but that has meant that the image

of a brand..., it's a big point in the shop design. Then it was relatively consistency on the..., the image of the product categories and the focus on consistency and that's been the much more quick turnaround on cheaper items. And also then the image that they've had of the, you know, they did change the visual aspect on the packaging. And they've kept this really to consistent. So I do, I think that's, I've been very impressed with how they, they took it kind of one step more. But..., in three different CEOs, they were completely three different looks. I mean, I keep coming back to that. EX4, red, using HILTI, his red marble. I got there - we switched it to this crème/beige, which was a bit BURBERRY like, crème and silver because that had this Nordic feel and we did had it based on research. And a kind of light era, everything sharp to the north. And then Hans-Christian arrives, it all went to black and silver. You know, that, that's the system. And I, and I was, I went from the red to the green. And it was interesting. We learned a lot in that process. Because the beige is a very hard company colour to produce. Having this done in China, you really need to be with the print run. We have lots of examples where they're got the formula wrong. Black is black. You know, so. Technically BURBERRY who's massive. I can imagine they were hard time managing their colour. It's a very difficult colour to manage. It's not pantone, it's a collection of CMYK. So, moving to black was more straight forward and then also on some of the packaging they changed. And I can see how they've moved on, but I've also know it is because of the chief executive. So if I was still there would we have made the changes? I probably would have. I wouldn't have been able to say oh nononono, we need to let this go longer because I'm holding the change for three years. I'm sure he would have said, find a way of saying. #00:45:45-9#

T. K.: You do it. Yeah. #00:45:47-5#

EX1: And that's the type of turnaround you get with a smaller company like that. And plus bringing in someone, doesn't want a creative director, hires a new marketing person, but has very strong opinions. And that's another reason why the board had wanted someone, they could have hired someone that maybe didn't have so strong opinions. Maybe not such a big ego. Because you know, the other big thing is... ego is a big part of all this. #00:46:14-3#

T. K.: Yes. Especially I think... #00:46:16-6#

EX1: And knowing how to manage. So if you want (abgebrochen), you, a board can decide to hire someone with a big ego, knowing that they will be much more dictatorial on some of the turnaround things. Or they might hire someone who is like: "I know nothing, but I know how to run a business. So I'm going to hire a creative director to run that. Which is what my previously one had done. Or I'm going to have a marketing person that I trust, I am going to use agencies and I'm gonna make sure he does research to, co(abgebrochen), to confirm what he's done. That's a different approach or that's so(abgebrochen). So it does kind of comeback to that who the leader is. #00:46:49-3#

T. K.: Yes. Definitely. I mean, that's one of my professor said. It was, what is about? Is it about brand turnaround or is it about leadership? #00:46:56-0#

EX1: Well I it, I personal think it's about leadership. Because a brand turnaround is so, it's full of so many different attributes and that - all the approvals of these things...(abgebrochen) #00:47:07-0#

T. K.: Tell me about it [lacht]. I'm working for two years on this. [lacht] But it's great you can sum it up in five minutes. [lacht] #00:47:14-0#

EX1: I mean, yeah, I can, I, I see, yeah, that's a big part of it. The leadership... #00:47:21-3#

T. K.: It is. #00:47:23-0#

EX1: ... is. And I, because I, I also think that entrepreneurs (abgebrochen). I mean, are, are you probably (know? unversaendlich) yourself if you are an entrepreneur. And I'm, I'm not...(abgebrochen) #00:47:31-8#

T. K.: I would call myself an intrapreneur actually. In, inside the company being entrepreneur or trying always to have an entrepreneurial project somehow. And I



think that's what you need in a brand turnaround but I'm not sure if you agree.

#00:47:43-1#

EX1: I, I would, yeah, I would agree, if you have, than you have a leadership that is valuing that type of spirit. I think that, that (abgebrochen). I would probably be some..., or not someone that certainly wants to risk everything because I have an idea to launch a new whatever a product or something. I don't tend to have that drive. And I also know that I guess I can, I can, I know how to influence I think. I spend a long time trying to figure this out. And I, I sometimes get it wrong and I, but I know what I've done wrong. And I made mistakes and I know when I made the mistakes. #00:48:23-0#

T. K.: But one has to be self-aware..., at least I think maybe one has to be reflective about your own strengths and weaknesses, I think that's really important, isn't it?

#00:48:32-1#

EX1: Yes, that 's very much so. And also patience. But you are very self-aware. There's a great new leadership strategy called, what is it called, now..., I forgot the name of it. Secure based(abgebrochen). Okay what, when you studied an MBA what was the main, was it called authentic leadership you were learning about being authentic to yourself? #00:48:48-2#

T. K.: Scandinavian leadership [lacht]. I was taking the Copenhagen MBA. [lacht].

#00:48:50-1#

EX1: So when I was at IMD it was all about authentic leadership, being yourself. Now, that it moved on to adaptive leadership and that meant sensing, judging where you are and adapting as you see fit. And it now moved on (abgebrochen). Well, this is not moved on, but it's another book I read and it's called secure base leadership.

#00:49:09-1#

T. K.: Okay. And what is this...(abgebrochen) #00:49:10-5#

EX1: It's kind of implying that great leaders tend to have some kind of secure base they can go back to. Whether it's their marriage, their parents, you know...

#00:49:22-0#

T. K.: It's like a route that, that keeps them. #00:49:23-8#

EX1: ... of something that keeps them. Also that they can take risks knowing that that will always be there. It's (abgebrochen) there's (abgebrochen). I think there's a book called secure base leadership or so. #00:49:34-5#

T. K.: Yeah, I will look it up. #00:49:34-9#

EX1: But it, it does, that's new, you know I haven't heard much, but it does kind of imply that, that often successful leaders have got something in their life like that.

#00:49:45-8#

T. K.: Yes. Do you have something like this? #00:49:47-9#

EX1: Well, interestingly not so much, except my parents I do. And I did come(abgebrochen), you know, my mum and dad are great. And I do think that unconsciously I do have that. So if everything went wrong here, I could always go back, you know, to my mum and dad. #00:50:02-6#

T. K.: Yeah. But (abgebrochen). I think it's very similar for myself, too. Especially if you are an international person, it's good to know your homebase. I think you need that. You need to know where you're from and you need to know ever(abgebrochen), yeah, where can you go. If everything turns out black and, and...(abgebrochen). #00:50:17-5#

EX1: Yeah, something bad happens, you can always go. And I do think that maybe I'm more risk taking because of that. And I do think if I got fired tomorrow, I will be fine. And maybe there is a sense of having people around you that(abgebrochen). And I know some of the people that I, I think are quite talented in my pool of people, they tend to have that as well. I kind of know unconsciously

that they have got it a bit? And (niesen) that's a new, yah, leadership theory because that means that if you don't have it, you can find a way, they finding ways of having it, you know. So then, you can then lead in certain ways, so. #00:51:02-3#

T. K.: Yes. Good. Well, we're nearly at the end then actually. And also in the time. #00:51:05-9#

EX1: Yes, time to go, because it's nearly quarter to. I just realized what time is it, quarter to six and it's time to go. #00:51:10-0#

T. K.: We're nearly, we're nearly at the end. Just formal, academic education, just, let's say, some general stuff. MBA? #00:51:16-3#

EX1: Yeah. #00:51:17-3#

T. K.: From IMD. Yes and may I ask how old you are? #00:51:22-4#

EX1: 42. #00:51:23-9#

T. K.: 42. That's young. #00:51:24-8#

EX1: Yeah. But how old are you? #00:51:26-7#

T. K.: 36. So... #00:51:28-2#

EX1: You're 36. You're six years younger than me. My God. [beide lachen] #00:51:32-0#

T. K.: I think that's very young actually. And that was one brand turnaround that you also categorized as a turnaround that you participated in? Ne, COMPANY A. And how long overall in marketing and branding. What would you say, how long have you been now in marketing and branding? #00:51:49-3#

EX1: Oh, was, I started working in ninety... the kind of end of ninety-three or ninety-four. So what is that - sixteen, eighteen years? Eighteen years. #00:51:59-5#

T. K.: Eighteen years, yah. #00:52:00-8#

EX1: Because I started right of in an ad-agency which was part of PROCTER & GAMBLE and SAATCHI & SAATCHI. #00:52:05-8#

T. K.: Yeah, that's cool. Super. Thank you so so very much. I will write everything down and of course we can stop this (BAND AUS).

### 8.3.2 EXPERT 2 (EX2)

T.K.: Ja, nochmal offiziell, dass es auch auf dem Band ist. Herzlichen Dank, EX2, dass Sie sich die Zeit nehmen. Wir hatten ja schon ein bisschen im Vorhinein gesprochen, worum es geht. Und die Fragen sind auf englisch, aber wir koennen alles auf deutsch machen, das ist gar kein Thema #00:00:19-1#

EX2: Okay. #00:00:20-0#

T.K.: Ich werd sie aber wahrscheinlich auf Englisch stellen, damit es einfach einfacher ist vom Fluss auch her. Und das Erste waere so ein bisschen, die insights in your personal experience with brand turnarounds. Which companies when and in which position, and if it's only been COMPANY C, then it's also of course perfectly fine. #00:00:35-9#

EX2: In meiner Historie gibt ja gar nicht so viele Unternehmen, es ist in der Konsumelektronik begonnen mit Kretz, das Unternehmen hiess dann Jean Pauls, dann ITT, dann SEL, dann Alcatel, dann Nokia. #00:00:52-0#

T.K.: ]lacht] Oh Gott. [lacht] Also doch vier Turnarounds in einem. #00:00:55-0#

EX2: Das wollte ich damit sagen und gerade beantworten, dass das natuerlich eine Menge an Turnarounds in sich birgt und neue Richtungen innerhalb dieser Sparte. Ich war zum Schluss dann mit verantwortlich fuer die Markenpraezisierung von Nokia und [...] #00:01:07-3#

T.K.: Ja. Hier in Deutschland, oder? #00:01:09-0#

EX2: In Deutschland und in deutschsprachigen Laendern in DACH #00:01:10-5#

T.K.: Ja. Ja. #00:01:11-1#

EX2: Und spaeter dann Gesamtmarketingleiter und weltweit verantwortlich fuer POS und Messen. Das war die Hochzeit von Nokia. Dann hat man die Consumer-

Electronic Sparte geschlossen, viel mehr ich musste die mit schliessen, war auch verantwortlich fuer die Presse. Auch eine Erfahrung, die man [...] machen muss, glaube ich, aber nicht machen moechte. #00:01:29-9#

T.K.: Ja. Das glaube ich. #00:01:31-6#

EX2: Bin dann zur Deutschen Telekom gegangen. Hab das digitale Kabel aufgebaut. Die Telekom spricht an und fuer sich schon generell ueber Restrukturierung. Das ist eigentlich eine permanente Restrukturierung, das heisst man hat ein Business ausgelagert von der analogen in die digitale Welt. Heute ist daraus Kabel Deutschland geworden. #00:01:51-8#

T.K.: Ja? #00:01:52-5#

EX2: Warum? Weil die Telekom dann auch relativ schnell die Auflage bekommen hat sich von[...] #00:01:57-3#

T.K.: denen zu trennen #00:01:58-5#

EX2: Von zwei, also von von Netzhoheiten zu trennen und ein Telekommunikationsnetz und ein Kabelnetz auf der anderen Seite, das war dem Kartellamt zu viel. Jetzt geht es gerade wieder andersrum. #00:02:06-9#

T.K.: [lacht] #00:02:08-5#

EX2: Ja und so bin ich bei COMPANY C gelandet. Ich wollte eigentlich nicht wieder zurueck in die Konsum-Elektronik. Bin jetzt 14 Komma 5 Jahre hier. Es gab immer zwei Unternehmen, da hab ich gesagt, ja kann ich mir gut vorstellen zu arbeiten. Premium Produkte, der eine sitzt in Daenemark, der andere sitzt in Kronach. #00:02:21-9#

T.K.: [lacht] weiss gar nicht, wer gemeint ist jetzt. [lacht] #00:02:24-8#

EX2: So bin ich hier gelandet. #00:02:25-8#

T.K.: Okay. #00:02:27-2#

EX2: Und hab dann natuerlich 2004 beginnend in der schwersten Krise, die COMPANY C, bis dato hatte[...] #00:02:33-2#

T.K.: Ja. #00:02:34-0#

EX2: mit begonnen, den Turnaround mit zu gestalten. Mit dem damaligen Vorstandsvorsitzenden #00:02:38-6#

T.K.: das war Herr Loehrer? #00:02:40-6#

EX2: das war Dr. Hecker. #00:02:41-4#

T.K.: Ah. Dr. Hecker, okay. #00:02:42-3#

EX2: der war damals ja noch aktiv. #00:02:43-5#

T.K.: Ja. #00:02:43-7#

EX2: Und ist dann nach erfolgreichem Turnaround zwei Jahre spaeter in den Aufsichtsrat gewechselt. Dann kam Loehrer, dann kam Seidel. #00:02:54-7#

T.K.: Okay. #00:02:55-4#

EX2: Und jetzt mischen die Karten gerade wieder neu. #00:02:57-2#

T.K.: Wie immer. [lacht] Okay, verstanden. Ja. [...] Wenn wir jetzt uns ein bisschen vielleicht auch auf COMPANY C fokussieren. Was waren denn 2004 nochmal spezifisch so die Probleme, die sie gerade angesprochen haben. Also warum war gerade COMPANY C in der schwersten Zeit 2004? #00:03:14-2#

EX2: [...] Was da durch die Presse oder in der Presse geschrieben wird, dass COMPANY C zur damaligen Zeit den Trend verschlafen hat, um sich auf flache

Displays zu konzentrieren. Und dem widerspreche ich immer gerne, weil unser Unternehmen ja so strukturiert ist, dass es ausschliesslich zur damaligen Zeit von dem Fernsehgeschaeft abhaengig war. Wir 1998 in Europa die ersten waren, die Plasma eingefuehrt haben. #00:03:43-3#

T.K.: Okay. #00:03:44-3#

EX2: 2000 dann bereits in einer Kooperation mit Sharp den ersten LCD-Fernseher in den Markt gebracht haben. Aber 2004 hat natuerlich die Presse insgesamt darueber berichtet, es kommt eine neue Technologie. Die Fernseher werden flacher und man verabschiedet sich von den sogenannten Ein-Kubik-Meter-Fernseher, also breit, hoch, tief. Wohlwissend, dass es grossformatige Displays noch gar nicht gab oder wenn dann zu Preisen, die deutlich ueber zwanzigtausend, war es damals noch D-Mark? #00:04:11-1#

T.K.: Nee. #00:04:12-1#

EX2: Nee. War schon Euro. Zwanzigtausend Euro lagen. Die natuerlich ein sehr geringes Marktvolumen dargestellt haben. Also will heissen, wenn Sie als Unternehmen von einer Technologie abhaengig sind, auf der anderen Seite in der Presse eine Technologie kaputt geschrieben wird, dann ist die Preisdegression so hoch und so stark, dass sie auf der anderen Seite die Anlaufkurve fuer LCD so schnell gar nicht hochfahren koennen, weil grossformatige Displays gab es zur damaligen Zeit nicht. Das hat uns eiskalt erwischt. Das hat dazu gefuehrt, dass wir pro Jahr round-about 25 Millionen EBIT verbrannt haben. 2004. 2005. #00:04:47-2#

T.K.: Wahnsinn. #00:04:47-4#

EX2: Und dann natuerlich handeln mussten. Handeln. Gehandelt haben wir, das wird wahrscheinlich Ihre naechste Frage sein, in der Form, dass wir den Kopf nicht in den Sand gesteckt haben, sondern das auch als Chance gesehen haben. Als Chance sehen heisst aber, man muss sich intensiv damit beschaeftigen, was ist gut, was ist schlecht gelaufen. Das haben wir ueber einen laengeren Zeitraum gemacht,



allerdings nicht allzu lange. Ich sag mal ueber ein halbes Jahr. Haben uns mit dem Unternehmen beschaefigt, was war gut, was war schlecht. Haben herausgearbeitet, dass das Produktportfolio viel zu umfangreich und zu unstrukturiert war. Dass die Positionierung im Handel beliebig war. Also nicht klar klar fokussiert oder nicht klar ueber einzelne Distributionsstufen abgegrenzt, klar getrennt war. Das war es und dies seh ich natuerlich auf Basis der damaligen Situation - mit absoluten ruinoesen Preisverfall und Ausverkauf konfrontiert. Es lag an der schlechten Kommunikation. #00:05:45-6#

T.K.: Also alle vier P's kann man sagen. #00:05:46-9#

EX2: Genau. Und des kommt aber das wichtigste, dass dieses Unternehmen kein klares Verstaendnis dafuer hat, wofuer diese Marke eigentlich steht. Und wie man dieses Unternehmen ausrichtet. Warum? Jetzt sind es drei Vorstaende. Wir hatten ja damals von vier auf drei Vorstaenden reduziert. Wenn sie von drei Vorstaenden drei unterschiedliche Aussagen dazu bekommen mit welcher Marke vergleicht man sich, mit welcher Marke wuerde man sich messen. Wie sieht man sich? Wie richtet man sich aus? Dann ist Alarm gegeben. So, und das haben wir sehr schnell analysiert und haben uns dann insgesamt daran gemacht gemeinsam mit einem sehr erfahrenen Markenpapst zur damaligen Zeit; er ist leider verstorben[...] #00:06:23-8#

T.K.: Okay. #00:06:24-7#

EX2: Joerg Zintzmeyer. Von Interbrand, Zintzmeyer & Lux. #00:06:28-9#

T.K.: Okay. #00:06:29-7#

EX2: Der ja sein Unternehmen damals schon verkauft hatte und als Berater taetig war. Zusammen mit dem Juergen Kindervater. Der frueher mal bei COMPANY C seine Karriere begonnen hat, dann verantwortlich fuer die Markenpositionierung bei der TELEKOM. #00:06:44-4#

T.K.: [lacht] So schliesst sich der Kreis. #00:06:46-1#

EX2: Und zusammen mit dem Dr. Hecker und zwei Bereichsleitern haben sie das Team gegründet, die sich dann diesen Aufgaben gestellt haben. Das ging dann soweit, dass wir, wie gesagt von einer Analyse dann in die To-Do's gekommen sind. Das heisst, wir haben, um ueber den Markt zu sprechen, uns damit beschaeftigt, wie steuert man dieses Unternehmen, haben drei zentrale Markenwerte kreiert und dazu gehoerige Markenthemen. Mit der Vision, Markenwerte bleiben ueber eine laengere Zeitachse erstmal stabil, Markenthemen koennen sich schneller veraendern, weil sie natuerlich auch Technologien und Innovationszyklen aendern. Das war uns schon sehr wohl bekannt, aber mit dieser Matrix war's natuerlich dann die Aufgabe dieses Unternehmen zu steuern.  
#00:07:36-4#

T.K.: Okay. #00:07:37-9#

EX2: Markenwerte in dieser Form gab es frueher nicht in diesem Unternehmen. Also wenn ein Unternehmen mit der Historie generell fuer eine Vielzahl von Innovationen steht und stand, die Erfinderin des Fernsehens ist, was die wenigsten wissen. Der Erfinder der Audioaufzeichnung und der Videoaufzeichnung ist, was auch die wenigsten wissen. Dann kann man an denen drei Beispielen festmachen, welche Innovationskraft COMPANY C hat und hatte oder in der Neuzeit, wir nennen es intern DL Plus mit der Festplatte. Dann war es klar, dass man das Thema Innovation wiederbeleben muss und wir haben als Markenwert dann und das ist immer das Spiel zwischen Historie, Gegenwart und Zukunft, einen Markenwert kreiert, der heisst sinnvolle Innovation. Die Betonung liegt wirklich auf sinnvoll, soll aber auch sagen, dass wir nicht jede Innovation mitmachen wollen, sondern nur die Innovationen auch fuer den Kunden anbieten, die sinnstiftend sind. #00:08:26-6#

T.K.: Plus ein bisschen cash im Endeffekt. #00:08:28-9#

EX2: Mehrwert generieren und damit auch Geld generiert wird. Voellig klar. Der zweite Markenwert auch wichtig fuer die Entwicklung innerhalb der COMPANY C Historie und Zukunft und Gegenwart ist das Thema Design. 1985 war man auch in

einer Krise, hat man sich ja auch ueberlegt, wie richtet man COMPANY C neu aus und hat dann die sogenannte Nische gefunden. Die Nische heisst, 85 kam der legendaere acht eins. Eine sehr skulpturale architektonische Erscheinung. Ein Standgeraet mit Glas und Kunststoff. Ich war damals noch bei einem anderen Konsum-Elektronik-Hersteller. Man hat dann sehr neidisch hier rueber geguckt, weil wir haben alle Fernseher mit Nussbaum-Palisander gehabt. Und dann kam hier so ein Design-Ding um die Ecke. Das hat schon fuer Furreore gesorgt. Dieses Gen haben wir weiter transportiert und haben es uebersetzt in minimalistische Form. Zweiter Markenwert. Und dann kam ein Thema, das war sehr zukunftsorientiert, auch sehr durchaus sehr kontrovers diskutiert. #00:09:29-9#

T.K.: Okay. #00:09:30-6#

EX2: Aber fuer die Unternehmensausrichtung wurde es als grosse Chance gesehen. Produkte anzubieten, die fuer den Kunden einen hohen Grad der Individualisierung darstellen, darstellen sollten. Der dritte Markenwert wurde dann uebersetzt mit exklusiver Individualitaet. Warum exklusive Individualitaet? Da sind doch schon Dinge vorbesprochen gewesen, die wir tatsaechlich auch jetzt sukzessive erst umsetzen, naemlich Personalisierung von Produkten. #00:09:59-8#

T.K.: Das hat mit den Seiten aendern und so weiter zu tun, korrekt? Oder das hier halt, ne [zeigt auf COMPANY C Individual Broschüre], was sie gerade erzaehlen. #00:10:03-3#

EX2: Das war der dritte Markenwert. Damit haben wir dann begonnen 2005 eine Produktlinie in den Markt einzufuehren, um diesen Markentwert auch zu transportieren, individuell. Und wir fangen jetzt an, jede Produktlinie damit aufzuladen unter dem Zusatzbegriff von zwei Buchstaben ID, Connect ID, Reference ID, das steht dann fuer Connect Individual Design #00:10:30-8#

T.K.: okay #00:10:31-4#

EX2: und das wird Produkthierarchisch unterschiedlich angewandt. Die Markenthemen sind interne Themen, die ich jetzt nicht unbedingt Preis gebe. Die

aber was mit Technologie, mit Materialitaet, mit Materialehrlichkeit, Wertigkeit und diesen Dingen zu tun haben und mit dieser Matrix versuchen wir, egal, wo wir im Unternehmen uns befinden, ob das in der Kommunkationsabteilung ist, in der Produktentwicklung oder -entstehung. #00:10:56-2#

T.K.: Hm-m. #00:10:56-5#

EX2: Also Produktmarketing, Produktentwicklung, Projektmanagement, Kommunikation, dieses Unternehmen auch zu steuern #00:11:02-6#

T.K.: Das heisst, es muss immer wieder gespiegelt werden, passt das zu diesen Markenthemen, alles was wir machen? #00:11:06-3#

EX2: Ja. Da steckt aber die zweite grosse Herausforderung drin, das im Unternehmen zu implementieren, stabil zu halten, zu schulen, und wenn dann neue Vorstaende kommen, auch denen beizubringen, dass das gewisse Substanz ist. #00:11:17-5#

T.K.: Dass das eigentlich unsere Linie ist [gleichzeitig mit dem letzten Satz von EX2 gesprochen]. Ja. Verstanden. Aber sind denn die, das heisst, nicht sind, sondern heisst, dass dann auch, dass manchmal die Themen halt als weniger wichtiger anerkannt werden, sozusagen auf zweitem Level, wo man sagt naja gut, aber solange wir unsere drei Markenwerte nicht veraendern, kann man ja bei den Themen noch was veraendern. Ist das denn meistens so? #00:11:38-9#

EX2: die Themen haben sich [gleichzeitig mit der vorangegangenen Frage von T.K. gesprochen] in der Tat in der Zeit seit 2005 zweimal schon geaendert. Das hat was mit der Erfahrung und der Recherche zu tun, wie sich Zielgruppen verhalten, wie sich unsere Kunden verhalten. Was so auch in Punkto Wuenschen und Beduerfnissen... #00:11:53-8#

T.K.: Ja. #00:11:54-6#

EX2: ...an den Tag kommt. Das ist ganz wichtig. Diese Flexibilitaet und diese diese Zyklen kann ich im Unternehmen nur empfehlen, muss man sich auf die Fahne schreiben, weil damit veraendert man auch bestimmte Dinge, wie sich ein Produkt dann veraendert, wie sich ein Verhalten eines Unternehmens veraendert oder wie auch immer. #00:12:15-0#

T.K.: Aber gleichzeit auch nicht nur abhaengig nur von der externen Situation, wie Kunden und Lifestyle oder was heutzutage halt vielleicht auch in ist, sondern auch interne Veraenderungen, haben Sie auch gerade angesprochen. So ein bisschen durch, also was halt gewuenscht ist von ganz oben. Richtig? #00:12:27-6#

EX2: Ja. Wobei man da zumindest mal auf meine Person bezogen, schon auch gekaempft hat, dass man eine gewissen Stabilitaet hat und jetzt nicht sofort,... #00:12:36-1#

T.K.: Ja, das glaube ich. [gleichzeitig gesprochen] #00:12:38-0#

EX2: ...wenn man jetzt jetzt mal ein paar Kilometer geradeaus gefahren ist, jetzt ploetzlich nur noch links rum faehrt. Das waere schaedlich fuer eine Marke und da hat man versucht die richtige Balance zu finden,... #00:12:46-2#

T.K.: Ja. #00:12:46-4#

EX2: ...was uns auch mehr oder weniger auch gelungen ist. #00:12:47-7#

T.K.: Ja. Aber es ist halt schwierig, ne? #00:12:50-7#

EX2: Ja. #00:12:51-7#

T.K.: Ja. Okay. #00:12:54-2#

EX2: Es ist aber auch eine normale Erscheinung, das ist zumindest meine Erfahrung, in denen 34 Jahren glaube ich, dass es immer gute und schlechte Jahre eines Unternehmens gibt. Dass man in den guten Jahren gerne vergisst, sich an

seine Substanzthemen zu erinnern, auch darauf vorzubereiten, dass vielleicht mal wieder schlechtere Zeiten kommen. In den guten Zeiten ist es meistens so, dass Unternehmen dann den den Glauben verfallen, uns kann ja nichts mehr passieren. Alles bestens. Jetzt legen wir noch einen oben drauf und machen dieses nochmal und jenes Experiment und dabei drauf zu achten, passt das eigentlich noch zum einen zu der Unternehmensphilosophie, zur Strategie oder geht man bewusst eben auch in neue Geschäftsfelder und versucht hier dementsprechend durchzudeklinieren. Das wird gerne in solchen Situationen dann vergessen.

#00:13:47-8#

T.K.: Ja. Heisst das dann auch, dass Sie noch vielleicht sogar einen Unterschied machen wuerden zwischen einem Marken-Turnaround und einem Company-Turnaround? Weil, was COMPANY C ja auch seit 2005, glaube ich, auch aufgrund der finanziellen Situation immer wieder erlebt hat, ist ja eigentlich auch vielleicht sogar eine grundsätzliche Company-Turnaround-Problematik oder ein Thema, das aber vielleicht im Markenbereich es relativ stabil geblieben ist, nach aussen hin zum Kunden? #00:14:13-6#

EX2: Naja, ich glaube schon, dass wir nach aussen hin, das ist ja auch honoriert worden, extrem viel fuer die Marke getan haben. Die Marke ist... #00:14:24-2#

T.K.: Stimmt. Ja. #00:14:24-3#

EX2: ...heute ganz anders positioniert. Auch ganz anders aufgeladen. Wir sind, die Aufgabe steht auch ja weiterhin bevor, wir muessen moderner, auch andere Zielgruppen ansprechen. Ist einfach auch durch das Verhalten gepraegt, dass man heute nicht nur Inhalte, Content mit einem Fernseher nutzt, sondern mit Peripherie-Produkten, die Tablets, Secondscreen, oder Mobile, wie auch immer heissen und diese Welten wurden vernetzt und damit gibt es eben auch andere Beduerfnisse und Anforderungen, das heisst daran, darauf muss man achten, dass diese Marke auch modern bleibt in diesen Anwendungen. Company intern ist es in der Tat so, dass wir in einer besonderen Struktur hier in Kronach leben. Warum in einer besonderen Struktur? Wir haben eine durchschnittlich sehr hohe Zugehoerigkeit zum, zum Unternehmen, also was die, die Anzahl der Jahre betrifft. #00:15:15-7#

T.K.: Ja. #00:15:15-9#

EX2: Wir sind hier in einer Region, wo wir fuer diese Region extrem wichtig sind als Unternehmen. Ganze Familien hier arbeiten und das praegt natuerlich auch ein Unternehmen und so schwieriger ist es natuerlich dieses Verhalten aus der Vergangenheit wieder umzukehren in, ich stell mich neuen Situationen. #00:15:33-4#

T.K.: Ja. Ja. #00:15:34-2#

EX2: Und das ist eine wirklich wirklich grosse Aufgabe. #00:15:37-0#

T.K.: Ja. #00:15:39-7#

EX2: Und es gibt ja eine schoene Studie, die vor kurzem ver- veröffentlicht wurde. Ich hab sie hier glaub ich sogar noch liegen [zeigt auf Broschüren Stapel]. Steht da irgendwo drin. Es gibt ja in Unternehmen immer eine gewissen Behebbarkeit, wenn Sie was veraendern wollen, dann koennen Sie davon ausgehen, dass bei einhundert Prozent der Belegschaft folgendes passiert: Zwanzig Prozent haben es vielleicht verstanden, die marschieren nach vorne. Sechzig Prozent schauen nur zu und gucken sich das an, ob das denn erfolgreich ist, also sie sind noch nicht so richtig entschieden. Und die, die gerne bewahren, das sind dann die anderen zwanzig Prozent und da steckt genau das riessen Problem drin, weil die koennten wiederum die sechzig Prozent anstiften. #00:16:18-3#

T.K.: [lacht]. Anstatt, dass die zwanzig Prozent die es okay finden anstiften. Okay. Ja. Gut. Fokussieren wir uns ein bisschen mehr jetzt auf diesen Marken-Turnaround, den COMPANY C geschafft hat. Waren Sie zu der Zeit aufgrund auch ihrer Erfahrung mit der Telekom und Nokia etc, was Sie alles gemacht haben, auch mit irgendwelchen Modellen, Frameworks, in Bezug auf Brand Turnerbunds bekannt? Das heisst, haben Sie sich auch sehr strategisch mit der Sache befasst oder war es vielleicht doch eher auch ja in gewisser Weise der praktischen Erfahrung

geschuldet, also man hat es einfach gemacht hat, im Sinne von "okay, ich weiss welche Stellschrauben ich stellen muss!""? #00:16:58-7#

EX2: Nee, also, es ist glaube ich ein gesunder Mix gewesen. Natuerlich hat man eine gewissen Erfahrung mitgebracht. Ein Turnaround kann auch nur dann funktionieren, wenn das Management dementsprechend funktioniert. #00:17:09-3#

T.K.: Ja. #00:17:09-9#

EX2: Natuerlich hat es was mit einer hochgradig oder es hat hochgradig mit einer sehr und das ist eine sehr wichtige Komponente, mit der strategischen Ausrichtung des Unternehmens zu tun. Und wir koennen uns noch so schnell Markenwerte ueberlegen, das muss ja uebersetzt werden in ein Produktsortiment, es muss in ein Kommunikations[...]verhalten uebersetzt werden. es muss in ein Distributionsverhalten uebersetzt werden. Und das hat wiederum damals mit Management zu tun, mit den Leuten wo man Veraenderungen herbeifuehrt, um sich draussen am Markt dann auch anders zu positionieren. #00:17:37-6#

T.K.: Ja. #00:17:37-8#

EX2: Und das, das insgesamt muss mit bewertet werden oder mit, mit priorisiert werden. Da gibt es natuerlich gewisse Erfahrungen aus der Historie. Ohne Frage. Aber wichtig ist nach vorne zu schauen, zu sagen, was muss man denn insgesamt veraendern und dazu lernen, um den sich diesem Prozess auch zu stellen. #00:17:56-7#

T.K.: Ja. #00:17:57-0#

EX2: Ich warne davor grundsaeztlich nur so vorzugehen, das haben wir immer so gemacht. Da hab ich meine Erfahrung, also man lernt auch in diesen Dingen... #00:18:04-5#

T.K.: Immer wieder neu. #00:18:05-6#



EX2: ...mit einem grossen Grad dazu und muss sich selbst mitveraendern.

#00:18:09-0#

T.K.: Ja. Dann hatten sie vorhin gerade noch gesagt, man muss sich auch in den guten Zeiten auf die schlechten vorbereiten. Anders'rum, dass generell auch aufgrund ihrer langjaehrigen Erfahrung, man irgendwo sehen kann naja, es gibt immer wieder diese ups and downs. Wuerden Sie deshalb auch sagen, dass es normal ist in einem Turnaround vielleicht nach einem erfolgreichen Turnaround auch immer wieder eine Situation kommt wo es wieder schwerer wird? #00:18:39-3#

EX2: Ja. #00:18:40-4#

T.K.: Ja. Ganz klar. #00:18:41-3#

EX2: Also eigentlich kann ich eindeutig mit "ja" beantworten. Auch das erwischt uns gerade wieder, wo man sich natuerlich die Frage stellen muss, war das alles richtig, was man gemacht hat? Hat man sich selbst zu lange auf, auf gewissen Dingen "ausgeruht" in Anfuhrungsstrichen? Hats man versaeumt rechtzeitig wieder nachzuschuerfen? Was ich damit sagen will ist, es muss ein gesunder Prozess vorhanden sein, der immer wieder gewisse Dinge selbstkritisch in Frage stellt, man sich nachverschuerft und auch auf neue Maerkte oder neue Situationen vorbereiten muss, wie zum Beispiel jetzt die Erschliessung neuer Maerkte,... #00:19:12-4#

T.K.: Ja. #00:19:12-7#

EX2: ...wenn bestimmte Strukturen, wie in Europa nicht mehr so funktionieren bedingt durch die Euro-Krise unter Umstaenden wie jetzt gerade erlebt oder gelebt. #00:19:22-9#

T.K.: Ja. #00:19:23-1#

EX2: Also muss man dann rechtzeitig eigentlich Plaene in der Schublade haben, welche zusaetzlichen Maerkte kann ich erobern, wenn ich weiter wachsen moechte. #00:19:31-7#

T.K.: Ja. Koennen Sie da nicht aber aus der Erfahrung vom sozusagen ersten Turnaround, den Sie gemacht haben und wo man sich wirklich nochmal zusammengesetzt und fokussiert hat, eigentlich lernen? Was sind so die vielleicht, so die zwei, drei praktischsten Lernerfahrungen, die Sie mitnehmen und sagen "Mensch, eigentlich das was wir letztes Mal gemacht haben, muessen wir jetzt eigentlich wieder machen! "? Was waere das? #00:19:49-7#

EX2: Immer wieder Produktsortiment und Vertriebsaktivitaeten. Produkte aendern sich stark, habe ich gerade schon gesagt. Sie werden hybrider. Das Fernsehen wird sich deutlich veraendern, dem muessen die Produkte Rechnung tragen, wenn ich auch eine gewisse Preispraemie gegenueber dem Wettbewerb erzielen moechte. Und das andere ist Vertriebsstrukturen. Der Vertrieb aendert sich auch. Die Kunden aendern sich. Online wird eine Rolle spielen. Und andere und neue Maerkte kommen, wo man auch intensiv durchaus als deutsche Marke mit deutschen Design und deutsche Herstellung extrem gutes Potenzial hat. #00:20:30-5#

T.K.: Ja. Ich schreibe nur mal auf "Made in Germany". Okay. Das haben wir eigentlich auch schon abgehakt. Wenn wir jetzt sehen 2004, 2005 hat es angefangen, da wurden auch die ersten Produkte eingefuehrt mit Individual. Wir sind jetzt im Jahr 2012 fast zu Ende. Wie sehen Sie die Situation fuer COMPANY C in den naechsten fuenf Jahren. Das heisst von der Brand-Turnaround-Sicht her? Schafft es die Marke auch weiterhin so innovativ zu sein? Diese Markenwerte, diese drei, die Sie jetzt gesagt haben, auch zu leben, oder an welchen dieser drei Markenwerten wird es zum Beispiel am schwersten fuer Sie? #00:21:14-6#

EX2: Also die groesste Herausforderung und die schwerste Huerde, die wir nehmen ist fast immer Innovation, Technik. Klare Ansage hier aus der Erfahrung, ja. Hier muss sich was aendern. Nicht unbedingt an der, an dem Markenwert, aber an der Vorgehensweise, das heisst wir werden hier nur mit klaren Partnerschaften ueberleben koennen. #00:21:32-5#

T.K.: Ja. #00:21:33-0#

EX2: Partnerschaften dienen der ersten Linie im Technologie-Bereich ueber Volumeneffekte, gemeinsame Entwicklung und im Displaybereich wiederum ueber Einkaufsvorteile, die dann dementsprechend niederzulegen sind. Design und Individualitaet ist ein Megatrend und das ist fuer uns gerade extrem wichtig, weil nur ein Unternehmen dieser Groesse das wiederum auch dementsprechend darstellen kann. Aber jetzt kommen wir zu dem Punkt, was ich gerade gesagt habe. Die Produkte aendern sich dramatisch, die Produkte werden immer grossformatiger, das heisst wir kriegen ja auch immer mehr Produkte. #00:22:11-1#

T.K.: Ja. #00:22:11-5#

EX2: Also im Umkehrschluss wird man sich damit beschaeftigen, wie man sein Produktsortiment wiederum versteht, Zusammenlegen von Produktfamilien. #00:22:18-1#

T.K.: Ja. #00:22:18-6#

EX2: Fokussieren ist wichtig und im Vertrieb habe ich es auch gesagt, wir muessten neue Vertriebskanaele erobern, ohne die Marke zu schaedigen, wie zum Beispiel online. #00:22:29-0#

T.K.: Ja. #00:22:29-6#

EX2: Intelligente Systeme implementieren, Vorzeigedinge kreieren, wie wir es gerade versuchen. Ganz am Anfang, wohl gesagt mit Otto zusammen. Zwar dem Kunden die Moeglichkeit zu geben online zu kaufen, aber immer unter Einbindung des Fachhandels. Das heisst wir wir wir verbreitern unsere Reichweite in einem Segment das heisst online,... #00:22:51-8#

T.K.: Ja. #00:22:52-3#

EX2: ...binden aber intelligent immer noch den qualifizierten... #00:22:54-4#

T.K.: Den Fachhaendler mit ein. #00:22:55-0#

EX2: ...Fachhandel ein, damit auch die Gewaehrleistung, der Service und die Beratung gewaehrleistet ist. #00:22:58-5#

T.K.: Und damit er nicht ausgeschlossen ist. #00:22:59-7#

EX2: Ja. #00:22:59-9#

T.K.: Okay. Das heisst, wenn, aus Ihrer Sicht, wenn alles gut laufen wuerde, wuerden Sie sagen, dass der Brand-Turnaround bei COMPANY C in drei Jahren wieder abgeschlossen ist oder wuerden Sie diesmal mehr Zeit investieren?

#00:23:18-8#

EX2: Zwei Jahre. #00:23:19-4#

T.K.: Zwei Jahre. [lacht] #00:23:21-9#

EX2: Man hat heute nicht mehr so viel Zeit. #00:23:23-7#

T.K.: Ja. #00:23:24-3#

EX2: Weil dann tickt die Uhr schon wieder, dass man sich auf die naechste Thematik vorbereiten muss. #00:23:27-7#

T.K.: Ja. #00:23:28-2#

EX2: Also diese Zyklen werden auch leider kuerzer. Wichtig dabei ist aber eben die gewisse Stabilitaet zu wahren. Wie ich vorher gesagt habe, wir werden an diesen drei Markenwerten festhalten. Es ist jetzt doch lange diskutiert worden, aber die Herausforderungen sind andere. Muss natuerlich auch im Unternehmen erst mal

verstanden werden, dass man in Netzwerken denken muss. Das ist neu. #00:23:48-1#

T.K.: Ja. #00:23:48-6#

EX2: Dass man gemeinsam eine Entwicklung startet und kreiert und dass auch gemeinsame Produkte uebersetzt mit der ausreichenden Differenzierung.

#00:23:55-3#

T.K.: Okay. Gut. Dann haben wir das. Dann wechseln wir so ein bisschen das Topic. Fuer mich ist COMPANY C eine legendaere Marke. Sehen Sie das auch so?

#00:24:08-7#

EX2: Wir beide wissen viel ueber die Marke. Der Konsument leider nicht.

#00:24:13-9#

T.K.: Okay. Aber woran liegt das, dass er es nicht weiss? #00:24:18-0#

EX2: Das liegt unter Umstaenden daran, dass wir ja erstens nicht ausreichende Mittel haben, um ueber die Marke zu reden. Zweitens wir wahrscheinlich PR-technisch das auch verbessern muessten. Also, woran mach ich das fest: Wenn ich unterwegs bin und ueber die Marke berichte oder auf Kongressen ueber LEWE referiere, dann heisst es immer "Oh, gibt es die noch. Sind die... #00:24:42-8#

T.K.: Echt? #00:24:43-1#

EX2: ...noch eigenstaendig und sind die tatsaechlich noch in Deutschland?"

#00:24:46-0#

T.K.: Wahnsinn. #00:24:47-2#

EX2: Und wenn ich dann noch erzähle, wir sind Erfinder des Fernsehens und zeige ansonsten noch auf, welche Innovationen in der Historie von COMPANY C bis heute an den Markt gekommen sind, dann kommt ein grosses Staunen und dann

kriegt man sofort auch wieder die Leute spontan hinter sich. Aber man muss darueber erzaehlen und berichten und das tun wir zu wenig. #00:25:03-0#

T.K.: Also story-telling fehlt zumindest so ein bisschen. Ja. #00:25:09-6#

EX2: Vor allem im Ausland. Da ist es noch wichtiger. Denn da wird auch, wenn man neue Maerkte erobert, natuerlich immer gleich die Frage gestellt: "Wer ist das, wo kommt der her,...?" und da kann sowas sehr hilfreich sein. #00:25:22-8#

T.K.: Koennte man dann zusammenfassen, dass...oder ich frage Sie anders: Ist dann die Historie und den Erfolg, den man damals mit den Innovationen hatte, sag ich mal, gleichzeitig eine Chance aber auch, ja, in englisch burden, also wenn man so moechte, kann es auch sein, dass es einen hindert diese Historie, das man halt immer noch in Kronach sitzt, klein ist, vielleicht auch nicht die Mittel hat, so wie andere Grossen es haben, weil man halt in einer Nische taetig ist? #00:25:51-6#

EX2: Naja. Ich haette jetzt ein Gegenargument. Wenn Sie jetzt mal genau hinschauen, welche grossen Marken in Ballungsraeumen sitzen, dann werden Sie die Wenigsten finden. Ein Hugo Boss sitzt in Metzingen. Eine Firma Kaercher sitzt in Winnenden... #00:26:08-0#

T.K.: Hm-m... #00:26:08-9#

EX2: Puma, Adidas, ich koennte jetzt locker weitermachen. Die sitzen alle nicht in Ballungsraeumen. Denn es waren alles mal unternehmergefuehrte Unternehmen, die, ich sag mal, auch ueber eine gewissen Art und Weise, wie man ein Unternehmen fuehrt, gewachsen sind. Insofern wuerde ich sagen ist Kronach gut und die Historie bei COMPANY C zeigt, dass man bis in die 70er Jahre ja auch in Berlin ansaessig war. Das ist kein Hinderniss. Das kann man gut argumentieren. Das wir natuerlich gegen die Grossen dieser Branche im Haifischbecken schwimmen, als kleines mittelstaendiges Unternehmen, das ist schon eine Nummer, aber das kann man wiederum auch ganz gut als Argumentation nutzen, weil Kraft unserer Groesse wir gerade eben auch in der Lage sind gewisse innovative Dinge im Markt durchzusetzen, zu etablieren und das muss man halt erzaehlen, da bin ich

wieder beim story telling. Das kann sich keiner vorstellen. Das ein Unternehmen mit tausend Mann... #00:27:04-4#

T.K.: Ja. #00:27:04-9#

EX2: ...die Nummer drei im Markt ist, wenn es um gewisse Innovationen geht auch tatsaechlich jemand ist, der diese Innovationen mal gepraegt hat. #00:27:12-1#

T.K.: Jetzt haben Sie gerade was sehr Interessanten angefuehrt und zwar Unternehmergefuehrt und Unternehmergeist. Wuerden Sie sagen, es koennte sein, dass vielleicht ein, ja, persoendlich haftender ein Unternehmer im alten Stil, im alten Sinne es besser schafft einen Turnaround hinzubekommen oder wuerden Sie sagen auch nicht unbedingt? #00:27:35-0#

EX2: Ja, es hoert sich jetzt boese an, was ich sage, aber Markenfuehrung ist was diktatorisches. #00:27:41-1#

T.K.: [lacht] #00:27:42-5#

EX2: Und kein... #00:27:43-4#

T.K.: Das ist mal ein schoenes Wort. Ja? #00:27:44-5#

EX2: ...kein gemeinsamer Prozess. Ich versuch das immer an dem Bild klar zu machen. #00:27:50-2#

T.K.: Ich glaube Sie haben Recht. #00:27:50-8#

EX2: Wenn Sie, wenn Sie mit einer kleinen Truppe so'was beschliessen, dann geht das sehr schnell. Dann gehen sie mit einem Backstein rein und kommen mit einem Backstein auch wieder raus. Je mehr Leute mitreden und dass es ein demokratischer Prozess wird, dann kommen Sie mit einem Kieselstein raus und das kann der Marke nur schaden. Deswegen ist es immer, wenn man mal sehr genau hinsieht, welche

Unternehmen erfolgreich sind und waren, dann sind es meistens Unternehmen mit einer klaren Struktur. Will nicht sagen unbedingt Inhabergeführt,... #00:28:14-2#

T.K.: Ja. #00:28:14-6#

EX2: ...aber die haben ein klares Management. #00:28:16-0#

T.K.: Zentralistisch. #00:28:16-6#

EX2: Es ist ziemlich lean. Und da gibt es einen oder zwei, die sich der Markenführung verschreiben oder der verschrieben haben und die sind auch verantwortlich dafür und dann funktioniert das meistens. Aber so bald das... #00:28:27-1#

T.K.: Ja. Ja. Und der und der. #00:28:29-0#

EX2: ...Mitspracherecht angewandt wird von jedem bis hin zum Techniker, dann wird es schwierig. #00:28:34-1#

T.K.: Ja. [lacht] Okay. Könnte es auch sein, dass in Turnarounds, Marken-Turnarounds vielleicht auch der Aufsichtsrat ein Hindernis sein kann? In so einem Unternehmen, oder Beiräte, also die, die eigentlich eine Übersichtsfunktion, Aufsichtsfunktion haben? #00:28:53-2#

EX2: Also die Erfahrung kann ich jetzt nicht machen, weil die waren in diesem Prozess sehr sehr... #00:29:00-0#

T.K.: ...haben sich zurückgehalten? #00:29:01-5#

EX2: ...intensiv involviert. #00:29:02-8#

T.K.: Ach so. Okay. #00:29:03-2#



EX2: Nee. Sie waren sehr intensiv involviert durch eine kontinuierliche Berichterstattung. Das kann ich auch wiederum nur jedem empfehlen, weil ich glaube, der Schluessel liegt dann darin, rechtzeitig und sehr intensiv wiederum zu kommunizieren, ueber gewissen Fortschritt, ueber gewisse Massnahmen. Und damit die Leute hinter sich zu bekommen. Dann kann man, das ist zumindest meine Erfahrung, auch in Ruhe arbeiten. Waeren die ueberrascht und die wissen nichts von Veraenderung und von diesen Themen, dann wird es schwierig, ja. #00:29:27-7#

T.K.: Ja. Okay. #00:29:28-3#

EX2: Also... #00:29:29-1#

T.K.: Mit denen auf die Reise. #00:29:29-9#

EX2: ...klare Empfehlung auch an einen Turnaround. Übrigens auch eine Erfahrung, die wir hier gemacht haben. Sehr authentisch, sehr bewusst, und sehr offen darueber zu kommunizieren, was man vor hat, was man veraendern will und warum man das Ganze macht. Und das haben wir sehr intensiv betrieben, sowohl mit unserer Haendlerbeirat, Haendlersenat, mit unserem Aufsichtsrat,... #00:29:49-4#

T.K.: Ja. #00:29:49-7#

EX2: ...mit sogenannten Share- und Stakeholdern. Die waren alle involviert und man hat hier regelmaessig Meetings abgehalten, um darueber zu informieren. #00:29:58-0#

T.K.: Okay. Kann das auch heute wieder eine Loesung sein vielleicht? #00:30:01-2#

EX2: Ja. #00:30:00-5#

T.K.: Okay. Auch der Haendlerbeirat wahrscheinlich #00:30:03-4#

EX2: Ja. #00:30:03-5#

T.K.: So ein bisschen. Ja. Okay. Das geht ja schon so ein bisschen in die Soft-Skill-Ecke. Man muss Leute mit auf den Weg nehmen und manchmal vielleicht aber auch diktatorisch sein, wenn es um die Markenführung selber geht oder das Ziel, was wir erreichen wollen und bei der Implementierung. Was sind so die major requirements for human resources? Was braucht man unbedingt, wenn Sie jetzt sagen, ich weiss, ich steh jetzt hier wieder mal vor einem Turnaround, leider, aber ich muss mal wieder was tun, aktiv sein, wen nimmt man da mit auf die Reise? Was fuer Leute sind das? #00:30:34-8#

EX2: Natuerlich ist da die Geschaeftsfuehrung und der Vorstand also immer nach Art des Unternehmens gefordert. Natuerlich ist human resources gefordert, weil, ich bleib auch dabei, wenn es ein Unternehmen in einem Turnaround trifft, dann hat es immer zwei schwierige Themen, das sind Ressourcen, naemlich finanzielle und personelle zu "verknappen" in Anfuhrungsstrichen... #00:30:58-8#

T.K.: Ja. #00:30:58-7#

EX2: ...oder zu reduzieren,... #00:30:59-2#

T.K.: Ja. #00:30:59-9#

EX2: ...um um daraus wieder eine Story zu entwickeln, wie man ueberlebt. Deswegen braucht man human resources dabei, aber die muessen natuerlich die gleiche Sprache sprechen und die muessen die Belegschaft darueber informieren und zwar klar und verstaendlich, warum die ganze Situation so ist und was man tun muss, um eben auch dieses Unternehmen... #00:31:17-3#

T.K.: Wieder auf Kurs zu bringen. #00:31:18-0#

EX2: ...am Leben zu halten [gleichzeitig gesprochen]. Ich kann da nur empfehlen, so haben wir das gemacht und so machen wir das auch heute noch. Es gibt da einen

Kreis, der nennt sich bei uns Unternehmenskommunikationsrunde. Da sitzt der Vorstandsvorsitzende in unserem Fall. Da sitzt sitzt Investor Relation, da sitzt Presse, da sitzt ein Kommunikationsberater und da sitze ich, also Marketing, mit am Tisch. Das hat natuerlich auch was mit Kommunikation zu tun, um gemeinsam darueber abzustimmen, wie man sich in gewissen Dingen verhaellt und dann holen wir uns sukzessive die einzelnen Bereiche, die notwendig sind, dazu,... #00:31:58-4#

T.K.: Ja. #00:31:58-8#

EX2: ...um genau das wieder vorzubereiten, wenn solche Themen kommen wuerden. #00:32:02-7#

T.K.: Sie hatten vorhin angesprochen den Herrn Zintzmeyer, Herrn Kindervater und haben jetzt auch gerade gesagt, dass auch in dieser Kommunikationsrunde ein Berater noch dabei ist. Das heisst man muss auch ab und zu sich dann die Spezialisten rein holen? #00:32:14-9#

EX2: Kann ich nur empfehlen, weil jedes Unternehmen hat das Problem, dass man, wenn man in seinem eigenen Saft schmort, einen gewissen Tunnelblick hat. Manchmal Scheuklappen auf hat. Nach links und recht. Und es ist immer gut die Sachen nochmal zu spiegeln, mit Menschen, die vielleicht nicht so intensiv mit dem Unternehmen im Inneren leben, sondern auch von aussen drauf gucken. #00:32:34-2#

T.K.: Ja. #00:32:34-7#

EX2: Und da kommen oftmals sehr sehr gute Beitraege. #00:32:37-8#

T.K.: Okay. Ja. [lacht]. Wir sind fast durch. Wenn wir nochmal uns so ein bisschen das Fuehrungspersonal anschauen, wie wuerden Sie einen guten Turnaround-Leader beschreiben? Sie hatten vorhin so ein bisschen diktatorische Anklaenge, weil es geht auch nur um den Marken-Turnaround, ne? #00:33:08-3#

EX2: Klar, strukturiert, hohe Managementfaehigkeiten, hohe Durchsetzungsfahigkeiten, die richtige Balance finden zwischen mitnehmen und anweisen. #00:33:19-2#

T.K.: Ja. Und woher weiss man das, wann man das Richtige machen muss? Kommt das nur aus langjaehriger Erfahrung oder aus der Erfahrung mit Turnarounds oder woran liegt das? Wo und wie findet man die Balance? #00:33:35-6#

EX2: Also ich glaube schon, dass es ein Mix aus der Erfahrung, ob man das ein oder andere schon mal miterlebt hat ,... #00:33:39-3#

T.K.: Ja. #00:33:39-5#

EX2: ...um einzuschaetzen zu koennen wie die Menschen reagieren. Und das sollte man nicht unterschuetzen. Das muss man vorempfinden und muss dementsprechend dann agieren und ich sag mal die Managementfaehigkeiten heisst ganz klar man hat einen Fahrplan, den man relativ schnell durchsetzen muss, um erfolgreich zu werden und dann muss man halt eben seine Leute auch mitnehmen und dementsprechend klare Ansagen treffen. Und nicht, dass es in jedem Unternehmen aehnlich klar wird, man hat ja den sogenannten Flurfunk und die Geruechtekueche. Dem muss man sehr schnell entgegenreten und wiederum mit klaren Argumenten dagegen stehen und sagen, warum ich jetzt gerade das tue und warum es so wichtig ist. #00:34:18-8#

T.K.: Ja. Das ist ganz interessant, dass Sie Flurfunk nennen, weil das hatten wir in zwei anderen Firmen - genau das gleiche Wort hatten wir auch [lacht.]. Okay. #00:34:28-9#

EX2: Naja, das kann man nicht abschalten. Wissen Sie, wir haben hier eine Kantine, wo sich im Grunde die Belegschaft mittags trifft. Und wenn Sie aus der Kantine rauskommen und haben irgendwo am Tisch gegessen und haben mal was fallen lassen, dann koennen Sie die Uhr danach stellen, dass, wenn Sie am Arbeitsplatz zurueck sind, die Sekretaerin davon schon Bescheid weiss. Das ist Flurfunk. #00:34:46-1#

T.K.: [lacht] #00:34:46-8#

EX2: Und da wird so viel diskutiert und da kommen dann so viele Geruechte heraus und da muss man Klartext reden. #00:34:51-0#

T.K.: Ja. #00:34:51-4#

EX2: Das ist schaedlich fuer ein Unternehmen. Das ist ganz ganz schwierig. Und da muss man sehr genau hin hoeren. Nicht jeden Tag, aber mindestens zwei-, drei-, viermal im Monat. #00:35:00-0#

T.K.: Ja. #00:35:00-2#

EX2: Die relevanten Dinge da rauspicken, um dagegen, ja, zu argumentieren und es klarzustellen, ansonsten reibt sich das Unternehmen oder die Belegschaft mit Themen auf, die gar nicht notwendig sind. #00:35:11-5#

T.K.: Ja. Das heisst, kann es dann auch sein, dass Ihnen die personal/soft skills wichtiger sind als irgendwelche business education und Abschlüsse wie Master, MBAs, etc., diese ganze Sektion, die man da auch hat? Was ist Ihnen wichtiger? Soft skills oder eine business education, zum Beispiel, wenn Sie jetzt jemanden reinholen in Ihr Team? Was ist Ihnen da wichtig? #00:35:39-6#

EX2: Ein gesunder Mix. Das ist wirklich schwierig. Also ich an meiner, ich mach es jetzt mal an meiner Person fest, ich hab bei Weitem nicht die Titel-Ausbildung, sag ich mal so, wie viele andere. Ich hab eher den umgekehrten Weg gemacht, dass man ueber berufsbegleitende Studien und so weiter, sich dort weiterentwickelt hat. Und mir kommt heute zugute, dass ich einen gesunden Mix aus Praxiserfahrung und Theorie habe. Ich wuerde aber nie hergehen und sagen einem jungen Menschen, der von der Uni kommt, dem wuerde ich keine Chance geben. Den muss man heran fuehren, dass er genau das entwickelt. Weil es gibt heute leider nicht mehr die Situation, man hat eine gewisse Ausbildung, man hat eine gewisse Unierfahrung, man hat eine gewisse Joberfahrung, diese Leute muessen dann

dementsprechend gefuehrt werden, die muessen dann auch im im Doing, wie es so schoen heisst, im taeglichen Alltag ihre ihre Schritte machen. Die muessen geleitet werden. #00:36:46-4#

T.K.: Ja. #00:36:49-1#

EX2: Im Managementbereich, da bleib ich bei meiner Behauptung. Ich glaube ein gesunder Mix und eine gesunde Erfahrung aus beidem ist notwendig, wuerde aber auch jederzeit immer wieder auch einen Junior mit ins Team nehmen. Das haben wir auch damals, damit sie sich entwickeln und auch eine Zukunftsperspektive... #00:37:06-3#

T.K.: Ja. #00:37:06-4#

EX2: ...damit auf den Weg bekommen. #00:37:08-8#

T.K.: Okay. Damit gehen wir schon eigentlich so ein bisschen ins Naechste, ja in den naechsten Bereich rein. Gerade Master-Studenten, MBA-Studenten, Business-School Ausbildung ist sehr strategisch ausgerichtet. Taktisch strategisch, durch Cases noch vertieft, um zu ueben, wie man da agieren kann. Wuerden Sie auch argumentieren, dass Kreativitaet wichtig ist und ein grosser Teil eines erfolgreichen Turnarounds? #00:37:37-7#

EX2: Ja. #00:37:38-0#

T.K.: Ja? #00:37:38-6#

EX2: Klares Ja, denn ich sage jetzt mal rein nach Lehrbuechern vorzugehen, kann helfen, aber es kann vor allen Dingen helfen, wenn man die Prozesse und die Schritte dorthin und die Technologien kennen lernt, ob es jetzt Szenario-Technologien, oder wie auch immer wir das nennen, kennt. Auf der anderen Seite aber gehoert fuer jedes Unternehmen eine gewissen Kreativitaet dazu, wenn man diese Dinge auf ein Unternehmen ausrichtet, auf eine Strategie ausrichten muss.

Und da gibt es keine Blaupause. Sondern da hat jedes Unternehmen seine eigenen Arten. Und das muss aus einem kreativen Prozess dann kommen. #00:38:13-1#

T.K.: Okay. Koennen Sie da so ein Beispiel geben, was vielleicht bei COMPANY C zum wichtigen Zeitpunkt auch mal sehr, sag ich mal, kreativ auch war und es auch geholfen hat letztendlich fuer einen kleinen Teil oder einen grossen Teil des Turnarounds? #00:38:25-9#

EX2: Ja, einer der dritten Markennwerte, die ich vorhin geschildert habe, ist, ich hab es auch ja gesagt, der war sehr umstritten, das ist das Thema Individualisierung oder Individualitaet. Wissen Sie, wenn Sie da vor einer Mannschaft stehen und sagen wir wollen jetzt morgen individualisierbare Produkte bauen, dann gibt es einen riessen Aufschrei. Es faengt in der Produktion an, was will denn der jetzt? Will der jetzt Produkte bis Losgrosse eins bauen? Wir haben ja gewisse Verfahren und Prozesse... #00:38:49-6#

T.K.: Ja. Ja. #00:38:50-0#

EX2: ...ueber die Entwicklung, ueber das Design, ueber die Kommunikation. Also da koennen Sie, also wirklich jeden Bereich dazu zaehlen. Das ist in der Tat ein kreativer Prozess dann, diese Leute da heran zu fuehren und zu sagen, was es bedeutet und in welchen Schritten man eine solche Thematik sukzessive umsetzt und damit dann ein Unternehmen veraendert. Kreativitaet deswegen, weil Sie Leute mitnehmen muessen. #00:39:14-4#

T.K.: Ja. #00:39:14-9#

EX2: Weil die Leute gewonnen werden, wenn sie mitgestalten koennen. Diese Veraenderungen mitgestalten koennen. Und dann, das Beste ist immer, dass man Menschen von einer Idee ueberzeugt, obwohl sie diese nicht kreiert haben aber hinterher der Meinung, sind sie haben... #00:39:28-4#

T.K.: ...sie haben es mitgemacht. #00:39:29-1#

EX2: Genau. #00:39:29-6#

T.K.: Ja. [lacht]. Ja. Ich bin froh, dass Sie das nicht lesen muessen [deutet auf seine handschriftlichen, kleinen Notizen], sondern nur ich [lacht]. Okay. Wuerden Sie denn sagen, dass dieses kreative Denken wichtiger wird, auch in der Zukunft fuer Firmen, gerade zum Beispiel bei COMPANY C, wenn Turnarounds, wie Sie sagen immer schneller werden und klappen muessen? Ich muss schneller das Ziel erreichen, um wieder auf die auf die Bahn zu kommen, sozusagen. Das Netzwerk ist immer wichtiger, also Partnerschaften zu machen und somit auch hier Kreativitaet wichtiger wird dadurch oder meinen Sie, nein das bleibt eigentlich gleich? #00:40:16-2#

EX2: Ja, Kreativitaet hat ja auch tatsaechlich was mit Veraenderung zu tun, das kann man jetzt beliebig weit spannen, aber mit der Bereitschaft damit, ueberhaupt sich mit neuen Dingen auseinanderzusetzen. Das hat auch was mit Kreativitaet zu tun. Das ist mehr denn je sehr wichtig, weil aus der Sicht der Konsumer-Elektronik, dieser Markt aendert sich dramatisch. Die Anforderungen an Produkte veraendern sich dramatisch. Die Innovationszyklen veraendern sich dramatisch. #00:40:46-0#

T.K.: Ja. #00:40:46-4#

EX2: Die Unternehmen veraendern sich dramatisch und wenn man in Netzwerken denken will, bedarf es einer gewissen Kreativitaet. Dinge, die vielleicht auch allgemein anerkannt sind, neu zu kreieren. Wie es der Name schon sagt. Aber auch dann wiederum so zu gestalten, dass man sich ausreichend genuegend am Markt differenziert. Und das ist natuerlich ein sehr strategischer, aber auch ein sehr kreativer Prozess. Also das haelt sich fast die Waage und an diese Themen muss man heran. #00:41:12-2#

T.K.: Fast die Waage. Wuerden Sie sagen es ist die Waage oder... #00:41:16-2#

EX2: Es ist die Waage. #00:41:16-6#

T.K.: ...eins ueberwiegt immer doch? #00:41:16-9#



EX2: Es ist die Waage. [ueberlappend gesprochen] #00:41:17-3#

T.K.: Es ist die Waage. Fuenfzig Fuenfzig. #00:41:21-3#

EX2: Immer wenn Sie neue Dinge in Szene setzen wollen, jetzt bin ich wieder bei Szenarien, dann bedarf es immer einer einer Kreativitaet um diese Dinge ueberhaupt loszutreten, ansonsten sind Sie immer in der Situation unterlegen, dass Sie genau so weitermachen, wie bisher. #00:41:42-6#

T.K.: Ja. Wenn Sie jetzt junge Leute sehen, die aus den Business Schools kommen, direkt von den Universitaeten. Fehlt denen manchmal das Kreative oder wuerden Sie sagen, nee, das ist gerade interessant, da kommen viele mit vielen neuen Ideen aus diesen Unis? #00:42:10-4#

EX2: Also ich, bei mir ist das so, dass ich diese Leute sehr gerne nutze. Ich habe einen gesunden Mix aus aus Senior-orientierten Mitarbeitern und aus Junior-orientierten Mitarbeitern. Ich selbst foerder dann auch gewisse "Junioren" in Anfuehrungsstrichen. #00:42:24-7#

T.K.: Ja? #00:42:25-4#

EX2: Warum? Erstens Sie lernen selber von denen noch was, weil die naemlich mit ganz anderen Themen um die Ecken kommen, die wir zu unserer Zeit vielleicht noch gar nicht so auf dem Radar haben. Die sind anders gross geworden, die leben mit anderen Technologien. #00:42:35-4#

T.K.: Ja. #00:42:35-8#

EX2: Und die nutze ich sehr gerne, auch als Sparrings-Partner,... #00:42:39-2#

T.K.: Ja. #00:42:39-5#

EX2: ...um gewisse Erfahrung dann auch zu teilen, um selbst davon zu lernen, aber dann gemeinsam auch gewisse Dinge dann zu entwickeln. Ausserdem solche Menschen sind sehr foerderungswuerdig. Was als Vorteil auch dazu kommt ist, sie sind extrem willig und bereit auch viel Einsatz zu bringen. Und ich hab jetzt gerade ja vier gute Beispiele bei mir in der Truppe,... #00:43:01-5#

T.K.: Das ist aber eine Menge. #00:43:02-2#

EX2: ...die jetzt auch eine Karrierelaufbahn einschlagen, die genau aus dieser Perspektive oder aus diesen Massnahmen entstanden ist. #00:43:11-6#

T.K.: Okay. Super. Dann gehen wir schon ein bisschen weiter, jetzt in das fast oder es ist eigentlich das letzte Thema und der letzte Bereich. Wir hatten vorhin gerade angesprochen, die Kommunikationsrunde, die es gibt, wo die verschiedenen Abteilungen IR, PR, Marketing auch dabei, zusammen auch mit Vorstandsvorsitzenden. Was sind denn dann aber die Kernkompetenzen der Marketing-Abteilung? Sie hatten ja auch vorhin gesagt, manchmal muss man diktatorisch sein, also wo liegt denn dann das Wichtige in der Marketing-Abteilung selber fuer den Brand-Turnaround? #00:43:49-5#

EX2: Also bei uns ist es so, fangen wir mal mit dem Trugschluss an. Dass man glaubt Marketing ist Marke. Es ist so, dass bei mir in meinem Bereich die Markenfuehrung und das Marketing mit verantwortet wird. In anderen Unternehmen ist es sogar noch strikter getrennt, da gibt es Bereiche, also in groesseren Unternehmen, wo rein die Marke und dann die Markenfuehrung liegt. Und dann die einzelnen Bereiche,... #00:44:22-0#

T.K.: Ja. #00:44:22-6#

EX2: ...zum Teil entweder daran reporten oder da mitgesteuert werden. Oder zumindest mal Dinge, die Sie in Szene setzen, dort freigeben muessen. Das ist bei uns ein bisschen anders, weil wir ein ueberschaubares Unternehmen sind, also das heisst, fuer meinen Verantwortungsbereich ist die Marke, die Markenfuehrung, das Produktmarketing, die Marketingkommunikation und dann noch benachbarte

Bereiche, wie Marktforschung und Ausbildung fuer den Fachhandel und unser Call-Center. #00:44:47-3#

T.K.: Ja. #00:44:47-7#

EX2: Was will ich damit sagen? Das ist natuerlich eine sehr gute Konstellation, weil abgeleitete aus der Marke, aus der Markenfuehrung man mit in die Produktentstehung oder mit der Produktentstehung auch vertraut und verantwortlich ist und gleichzeitig aus den Produkten, die entstehen, dann auch die Kommunikation kreieren kann, um diese Produkte markenkonform auf die Strasse zu bringen. #00:45:07-6#

T.K.: Vom Back-end to Front-End, sozusagen. #00:45:08-9#

EX2: Und wenn wir dann noch ueber "above-" und "below the line" -Massnahmen sprechen, also auch das Handelsmarketing gehoert dazu. Das ist natuerlich eine ideale Konstellation. #00:45:16-4#

T.K.: Ja. #00:45:17-2#

EX2: Insofern... #00:45:19-8#

T.K.: Das heisst Sie haben Kontrolle? #00:45:20-8#

EX2: Ich hab eine Kontrollfunktion, ich hab eine eine ja, wie soll ich sagen, eine Aufsichtsfunktion sogar, zusammen natuerlich mit den Vorständen, und sitze dann dementsprechend natuerlich auch mit den Kollegen zusammen, um das eine oder andere unter Umstaenden auch zu verteidigen oder zu sagen, ja da muessen wir uns aendern oder da muessen wir eher konsequent dabei bleiben. #00:45:45-8#

T.K.: Okay. Ja. Okay. Was sind aus Ihrer Sicht die Strenghts and Weaknesses, also Staerken und Schwaechen Ihrer Abteilung beziehungsweise des COMPANY C Maketings? Wo koennten Sie sagen: "Mensch, aus heutiger Sicht muesste ich eigentlich das noch verbessern, um dahin zu kommen."? #00:46:09-5#

EX2: Also wenn Sie mich jetzt so selbstkritisch fragen, dann... #00:46:12-7#

T.K.: [lacht] Sorry. #00:46:14-1#

EX2: Nee. Ist ja richtig. Die Frage ist auch berechtigt und das ist eine Erfahrung oder da spiegelt man sich dann oder da merkt man selber dass man nicht immer so unterwegs ist, wie man es idealtypisch beschreibt. Natuerlich muss man sich im Produktmarketing veraendern. Produkte bekommen immer mehr Technologien oder beinhalten immer mehr Technologien, die miteinander verschmelzen. Was will ich damit sagen? Wir haben heute in Produktmarketing TV und Audio getrennt. Die erste wichtige Massnahme wird sein das zusammen zu legen, weil man daraus eben auch wieder einen Vorteil generieren kann und das auch unter eine Fuehrung setzt, weil der Systemansatz oder das produktuebergreifende Denken zunehmend wichtiger wird. #00:46:59-6#

T.K.: Ja. #00:47:00-1#

EX2: Der eine Schritt. Der zweite Schritt ist, wenn Sie heute einen Kunden begeistern wollen, dann koennen Sie, und das ist jetzt Marketingkommunikation, nicht nur damit begeistern, dass Sie schoene Geraete bauen. Sie muessen auch ueber Produktsubstanz reden. Auf eine sehr geschickte Art und Weise. BMW und Porsche sind so Paradebeispiele, die das extrem gut machen. Und das werden wir auch veraendern und jetzt sehr schnell veraendern, denn... #00:47:29-8#

T.K.: Dass heisst wofuer das Produkt selber steht oder was es leisten kann?  
#00:47:33-5#

EX2: ...fuer das, wofuer das Produkt steht. Fuer den oder die zwei USPs.  
#00:47:38-1#

T.K.: Ah. Okay. Ja. #00:47:38-6#

EX2: Das nenn ich Produktsubstanz. Und das ist verlernt ist worden, ganz deutlich auch in den letzten zwei Jahren hat man sich nicht rechtzeitig damit beschaefigt

oder nicht rechtzeitig veraendert, denn nur schoenes Design alleine wird nicht mehr reichen in der heutigen Zeit. Sondern ich muss auch beweisen, dass dieses Produkt in der Anwendung eine gewisse Kompetenz in sich birgt und damit eben auch die Preispraemie argumentiere. #00:48:01-8#

T.K.: Ja. #00:48:05-6#

EX2: Also nochmal Klartext. Produktmarketing zusammenfuehren, zu einer Einheit zusammenschmelzen. Marketingkommunikationen soweit veraendern, dass man den Anforderungen, die ein Konsument hat im Umgang, wenn er alleine gelassen wird mit unseren Produkten, sei es der Katalog, sei es das Internet, sei es die Werbung, auch ueber Substanzthemen zu reden. #00:48:29-9#

T.K.: Ja. Super. Wir hatten es auch angedeutet, dass natuerlich auch Wechsel im oberen Bereich - im oberen Management - manchmal befruchtend sein kann, manchmal kann es aber auch schwierig sein, fuer das operative Team, die es umsetzen muessen. Wie wichtig ist da die Konstanz im Marketingbereich? Und zwar egal auf welcher Ebene. #00:49:02-7#

EX2: Also ich glaube, dass die Konstanz extrem wichtig ist. Soll aber nicht heissen, dass man sich wehrt gegen Veraenderungen. Und ich glaube diese muss man immer wieder und in regelmaessigen Zyklen diskutieren, wo man sich veraendert und wie man sich den Marktgegebenheiten anpasst. Das habe ich gerade schon gesagt. Wenn es allerdings so ist, und das ist leider ja meistens der Fall, es kommt ein neuer Vorstand oder ein neuer Marketingverantwortlicher,... #00:49:29-5#

T.K.: Ja. #00:49:29-9#

EX2: ...der immer die Ambitionen hat, okay ich sag euch jetzt mal neue Besen kehren gut und ich will meine Duftmarke hinterlassen. Und versuche jetzt mal von links nach rechts abzubiegen, dann wird es natuerlich schwierig. #00:49:40-1#

T.K.: Ja. #00:49:40-9#

EX2: Und damit ist natuerlich eine gewisse Kontinuitaet dann auch in Gefahr und unter Umstaenden leidet da drunter auch die strategische Komponente, naemlich die Ausrichtung eines Unternehmens. #00:49:49-4#

T.K.: Ja. #00:49:49-7#

EX2: Also in Ihrem Fall. Wenn einer um die Ecke kommt und sagt unsere Staubsauger sind jetzt nicht mehr gruen beige, sondern die sind jetzt rot und weiss, koennte es ein Problem vielleicht werden. #00:49:59-8#

T.K.: Ein Problem werden. Ja. Genau. Ja. Okay. Welche Stakeholdergruppe ist am wichtigsten fuer den Brand-Turnaround? Ist es dann der Vorstandsbereich? Ist es Marketing? Sind es vielleicht sogar noch Aufsichtsraete, ich meine COMPANY C ist auch boersennotiert. #00:50:28-9#

EX2: Vorstand, Aufsichtsraete, Banken. #00:50:32-0#

T.K.: [lacht] Okay, das kam schnell. Ja. Aber was wuerden Sie sagen, ist das auch eine besondere Situation eines boersennotierten Unternehmens? Gerade auch aus Ihrer Sicht und da muss ich nochmal zurueck gehen, war in Ihrem Lebenslauf eigentlich ein familiengefuehrtes oder nicht boersennotiertes Unternehmen dabei? #00:50:52-2#

EX2: Ne, in der in der Summe, wie sich die Unternehmen ja entwickelt haben, also ein boersennotiertes Unternehmen war natuerlich die deutsche Telekom. Nokia war dann zum Schluss natuerlich ebenfalls ein boersenorientiertes Unternehmen. In der Vorgeschichte natuerlich nicht. Und wenn man die Entwicklung von vorhin zu Nokia schildert, dann ist man natuerlich von einem Familienunternehmen, von einem kleinen gefuehrten Unternehmen zu einem grossen Konzern geraten. #00:51:23-8#

T.K.: Ja. #00:51:24-3#

EX2: Hier [bei COMPANY C] ist es wiederum anders. Es ist ein mittelstaendiges Unternehmen, was natuerlich mal Managementgefuehrt war, dann durch den Boersengang natuerlich eine andere Struktur bekommen hat. Um so wichtiger ist und in einem Turnaround wird es immer so sein, Sie selbst als Person muessen ja auch beweisen, dass Sie bereit sind, gewisse Dinge zu veraendern. Die muessen Sie auch begruenden warum, was war gestern gut,... #00:51:52-0#

T.K.: Ja. #00:51:52-5#

EX2: ...heute nicht mehr und was ist der Veraenderungsprozess. Und ich habe es vorhin schon mal gesagt, ich kann nur jedem empfehlen eindeutig und kontinuierlich darueber zu informieren, weil Sie werden es in einer solchen Konstrukt nicht verhindern koennen, dass diese Leute gerne mitreden moechten. #00:52:07-9#

T.K.: Ja. #00:52:08-6#

EX2: Je intensiver und je offener Sie mit denen im Austausch und im Dialog sind, umso einfacher ist die Umsetzung hinterher. #00:52:15-5#

T.K.: Ja. Das ist so. Ja. Hat das Auswirkungen dann auch fuer die Marketingabteilung? Wuerden Sie sagen, jetzt wieder gesprochen in Bezug auf den Brand-Turnaround, dass es vielleicht wichtiger wird, wie die Marketingabteilung funktioniert oder wie man sich in Turnarounds begibt? #00:52:34-3#

EX2: Also die damalige Situation hat die Marketingabteilung extrem veraendert. Also zum einen personell... #00:52:41-3#

T.K.: Ja. #00:52:41-7#

EX2: ...von den Strukturen her,... #00:52:42-5#

T.K.: Ja. #00:52:42-8#

EX2: ...von der Anzahl der Mitarbeiter. #00:52:44-0#

T.K.: Ja. #00:52:44-6#

EX2: Aber auch im schonenden Umgang mit den Ressourcen. Den finanziellen Ressourcen aus der Devise heraus, so sag ich es mal, mit viel viel zu machen ist relativ simpel, aber mit wenig viel zu machen, da liegt die Kunst drin und das ist das, was wir immer wieder versuchen, ja zu "Reseten" bei den Leuten, auch jetzt wieder. Es gibt da einen in einem in einer ueberschaubaren Zeitachse doch immer in jeder Abteilung, nicht nur in der Marketingabteilung, aber bleiben wir jetzt mal bei der Marketingabteilung, natuerlich immer wieder Prozesse, die sich dann einschleichen, an die man sich gewoehnt, die man regelmaessig in Frage stellen muss und sagt, wenn wir das jetzt mal links rum oder rechts rum oder mit dem oder jenem machen, koennen wir da nicht auf der einen Seite effizienter oder effektiver werden. Und diesen gesunden, wiederum Mix, oder diese Balance, muss man finden, um immer wieder selbst auch die Kontrolle zu wahren oder zu bekommen. Ja im Grunde genommen ist man eigentlich in einem staendigen Prozess, ob der jetzt Turnaround heisst oder nicht. Aber wie veraendere ich, wo lerne ich dazu und wo gebe ich bewusst ein Investment oder eben gerade bewusst nicht ein Investment heraus. #00:54:02-4#

T.K.: Ja. Ja. Arbeitet COMPANY C oder arbeiten Sie eigentlich mit einer Agentur zusammen und hat sich die Agentur seit 2005 geaendert? #00:54:10-6#

EX2: Ja. Wir sind von ungefaehr 18 Agenturen, die fuer uns gearbeitet haben... #00:54:14-2#

T.K.: [lacht] gleich wie damals bei Company D. #00:54:17-0#

EX2: ...von nationaler bis zur regionaler Ebene auf folgendes Vorgehen gekommen: Wir haben heute eine Markenagentur. Wir haben eine Kommunikationsagentur. Eine Markenagentur kann keine Kommunikation. Eine Kommunikationsagentur kann keine Marke. In den meisten Faellen auf jeden Fall



nicht. Deswegen haben wir das bewusst getrennt, aber arbeiten intensivst zusammen. Wir haben eine Mediaagentur, die macht die Buchungen. #00:54:43-3#

T.K.: Ja. #00:54:43-5#

EX2: Und wir haben noch eine kleine regionale Agentur, die Umsetzung, wie Lito und Photoshop, oder was auch immer, macht. #00:54:51-6#

T.K.: Okay, die Praktische. #00:54:52-4#

EX2: That's it. #00:54:52-9#

T.K.: Ja. Fuer kleines Geld. Ja. #00:54:55-1#

EX2: Genau, weil das ist voellig richtig, die die Grossen zu wesentlich hoeheren Kosten machen. #00:54:59-2#

T.K.: Ja. Genau. Okay. Aber das hat sich nicht geaendert, eigentlich seit 2004/5 oder seit den Anfaengen, wo sie gesagt haben: "Okay, jetzt schneiden wir mal zusammen und holen uns die guten Leute."? #00:55:09-4#

EX2: 2004 war ein ganz grosser Schnitt und ein ganz grosser Schritt in diese Ausrichtung und das hat sich seitdem insoweit ein bisschen geaendert, dass wir die ein oder andere Aktivitaet dazu bekommen haben, wenn Sie, das ist aber der der Tatsache geschuldet, dass die Welt sich aendert, also wir brauchen heute eine onlineagentur, die sich natuerlich mit diesen ganzen Themen beschaeftigt aber die muss auch gefuehrt werden und das werden wir jetzt wieder, ja, zusammenfuehren. #00:55:35-7#

T.K.: Das ist auch Ihre Rolle? #00:55:36-8#

EX2: Ja. #00:55:37-1#

T.K.: Gut. Und wuerden Sie sagen, jetzt mal ganz provokant auch gefragt, sind Sie der Turnaround-Leader, besser Brand-Turnaround-Leader oder ist es dann der jeweilige CEO? Wer ist es eigentlich? Oder Sie und das Marketing-Team? Wer macht diesen Marken-Turnaround eigentlich? #00:55:58-0#

EX2: Der Vorstand wird immer sagen, dass er verantwortlich ist. #00:56:02-9#

T.K.: Okay. #00:56:03-3#

EX2: Aber er braucht das Management da drunter, die es die es richten und umsetzen. #00:56:06-6#

T.K.: Die es umsetzen und eigentlich machen [gleichzeitig gesprochen]. #00:56:06-8#

EX2: Und das... #00:56:08-3#

T.K.: Ja. #00:56:08-8#

EX2: ...deswegen ist es immer ein Team einer ueberschaubaren Groesse, da bleib ich dabei, die das verantwortet. Aber letztendlich in der Hauptverantwortung wird immer die Geschaefsfuehrung oder der Vorstand oder, wie auch immer wir das nenne wollen, sein, aber er muss die richtigen Leute um sich haben. #00:56:27-5#

T.K.: Ja. #00:56:29-3#

EX2: Und auch hier an der Stelle die klare Empfehlung, es kann im Unternehmen nur einen geben, einen CEO, der hoffentlich Marketing und Vertrieb mit verantwortet oder eine Geschaefsfuehrung,... #00:56:41-9#

T.K.: Hm-m. #00:56:42-8#

EX2: ...der verantwortlich ist fuer die Marke. Es koennen keine vier oder fuenf Leute sein. #00:56:48-6#

T.K.: Ja. Verstanden. Aber Sie Sie sprechen von Verantwortung. Hat das nicht auch was mit Kompetenz zu tun? Das heisst, ich ich kann zwar dafuer verantwortlich sein, aber es... #00:56:57-1# #00:56:56-3#

EX2: ...ich kann eine Kompetenz haben, die ist schlecht. Ja. #00:56:58-7#

T.K.: Genau. Also eigentlich muss ich doch jemanden haben, der das Marketing-Gen hat, richtig? Gut. #00:57:03-9#

EX2: Der muss zumindest verstehen, worueber er redet. Das ist beim Finanzvorstand vielleicht schlecht. #00:57:06-7#

T.K.: Genau. Ja. #00:57:07-7#

EX2: Weil Finanzvorstand, der ist darauf bedacht so wenig wie moeglich raus zu geben, das koennte kontraproduktiv sein. #00:57:12-8#

T.K.: Genau. [lacht] Ja. [beiden lachen]. Da ist meine Erfahrung genauso. Wuerden Sie selber sagen, dass, Sie hatten vorher auch die Balance von Kreativität zu Strategie angesprochen, beziehungsweise ich hatte es gefragt, Sie haben auch gesagt "fuenfzig/fuenfzig". Wuerden Sie sagen, dass dann Sie auch als als Head of Branding, Head of Marketing, dass man da einfach dieses Kreative immer mittragen muss, speziell, wenn ich vielleicht einen zum Beispiel finanzfokussierten CEO habe oder einen, der vielleicht Ufer die Marke verantwortlich ist, aber nicht Marke fuehrt eigentlich oder das Markenwissen hat. Wuerden Sie sagen dass die Kreativitaet wichtiger wird in Zukunft, vielleicht wieder? #00:57:54-4#

EX2: Ja. #00:57:54-9#

T.K.: Ja. Also Markenkreativitaet und so weiter. #00:57:57-7#

EX2: Also worauf Sie sich immer einstellen muessen. Es gibt ja oder ganz bewusst gesagt, auch wenn neue Leute an Bord kommen, allein schon durch

Fragestellungen, kann es ja durchaus sein, dass Sie Ihnen Frage stellen Fragen stellen, wo Sie sagen, verdammt nochmal, die Frage ist jetzt so primitiv und so einfach, die kann ich gar nicht klar beantworten. #00:58:19-8#

T.K.: Ja. #00:58:20-7#

EX2: Was ich damit sagen will, ist, dass man immer versuchen muss sich diesen Aufgaben so zu stellen, dass man eine gesunde Portion Selbstbewusstsein mitbringt auf der einen Seite, aber auch eine gesunde Portion der... #00:58:34-5#

T.K.: Keine Arroganz oder so was. #00:58:35-9#

EX2: ...ja, aber des "Dazulernend", weil ja durchaus Fragen berechtigt sein koennen. Wenn ich dann aber von vornherein vehement dagegen argumentiere, dann hab ich vielleicht ein Problem, also muss man da wiederum die Balance finden, denn ein Turnaround hat immer was mit Veraenderung zu tun und auch durchweg, wenn neue Leute an Bord kommen, gibt es immer wieder einen positiven Beitrag. Da muss man manchmal leider auch bei sich selber von gewissen Dingen los lassen. #00:58:57-0#

T.K.: Ja. Ja. Genau. Okay. Dann nur noch ein paar persoenliche Sachen. academic education. Sie haben erwaeht, nebenbei haben Sie auch einiges mitgenommen. Was war das zum Beispiel? #00:59:13-5#

EX2: [lacht] Akademisch hab ich gar nichts. #00:59:16-6#

T.K.: Okay. Ja, muss man ja nicht. Ich argumentiere sogar in meiner Doktorarbeit genau dagegen [lacht]. #00:59:21-3#

EX2: Jaja, Nee. Ja, ich hab eine vielleicht sehr aussergewoehnliche Karriere hinter mir. Ich hab Elektrotechnik studiert, also ich komm eigentlich aus der Technik. Hab ein Fachabitur, hab Elektrotechnik studiert, nicht zu Ende gefuehrt, aber aus Krankheitsgruenden, weil ich lange Zeit im Krankenhaus war. #00:59:39-0#

T.K.: Ja. Okay. #00:59:39-4#

EX2: Hab 'ne Lehre gemacht, als Radio- und Fernsehtechniker, und bin in dem besagten Unternehmen Graetz Bandarbeiter gewesen, habe dort begonnen und bin als Marketingleiter ausgestiegen. #00:59:49-1#

T.K.: Ja. #00:59:49-5#

EX2: Und hab das somit von der Pike auf gelernt. Ich hatte einen Mentor, der mich dann irgendwann, ich sag jetzt mal ganz offen, entdeckt hat, und der hat mich gefoerdert ueber viele Jahre und ich hab das gesamte Marketing von der Pike auf gelernt, natuerlich dann durch Weiterbildungsmassnahmen. Durch Buecher, durch keine Ahnung was alles, durch vielleicht wahrscheinlich auch einen sehr persoenlichen Ehrgeiz und das hat mich dahin gebracht, wohin ich heute bin. #01:00:16-2#

T.K.: Ja. #01:00:16-5#

EX2: Einen akademischen Titel kann ich ihnen nicht vorweisen,... #01:00:19-2#

T.K.: Muessen sie nicht. #01:00:20-0#

EX2: ...was mich manchmal sehr aergert. #01:00:21-2#

T.K.: Ja, aber ist das wirklich wichtig? Also ich sag mir auch manchmal der Dokortitel ist der so wichtig, aber er ist halt fuer mich persoenlich etwas, aber ich argumentier gerade in meiner Doktorarbeit, eine meiner Thesen ist, entschuldigen Sie mein Deutsch "Scheiss auf MBA-Studium, die lernen sowieso heutzutage alle das Gleiche." Und da wird nicht das gelernt, was man fuer einen Turnaround zumindest braucht aus meiner Sicht. Menschenverstaendnis, Soft-Skills, Creativity. Um einfach auch sich anders zu positionieren, als die anderen am Markt, weil sonst ist man wieder nur gleich wie alle anderen. #01:00:49-4#

EX2: Naja, ich behaupte heute, dass diese Lebenserfahrung, die ich habe, also dieser gesunde Mix aus Technik, aus Praxiserfahrung, aus Learning by doing, aus einer harten Schule. Es war wirklich eine extrem harte Schule. Also zu meinen ganzen Chefs, die ich so hatte, hab ich heute noch ein gutes Verhaeltnis. Mit einem habe ich mich auch mal gepruegelt, nach dem Motto, weil es ein menschliches Arschloch war, aber der hat mich, wie heisst das, drangsaliert, bis zum geht nicht mehr. Also man fing morgens um acht Uhr an zu arbeiten und war glaub ich um 24 Uhr immer noch nicht durch mit dem. Aber ich hab extrem viel gelernt. #01:01:22-4#

T.K.: Meistens bei den schlechtesten Erfahrungen lernt man fuers Leben.  
#01:01:25-3#

EX2: Genau. Und das moechte ich nicht mehr missen und das macht mich wahrscheinlich heute oder bringt mich in eine Position, wo man in gewissen Dingen vielleicht besonders stark ist. Deswegen, da schliesst sich der Kreis, arbeite ich immer wieder gerne mit Leuten zusammen, die frisch von der Uni kommen,...  
#01:01:39-8#

T.K.: Ja. #01:01:40-3#

EX2: ...weil die nochmal in ganz anderen Strukturen denken, die ich vielleicht nie kennen gelernt habe... #01:01:44-2#

T.K.: Ja. Ja. #01:01:44-6#

EX2: ...und das ist so ein Geben und Nehmen. #01:01:45-6#

T.K.: Ja. Ja. Verstanden. Ja. Und sie hatten vorhin gesagt 34 Jahre eigentlich insgesamt so an an Erfahrung mit allem drum und dran, mit Lehre und so weiter. Ja, EX2, ich versteh Sie sehr gut, ich bin Hotelfachmann. Wenn heute Leute lesen, dass ich Hotelfachmann bin, heisst es meist: "Wie sind Sie denn da rein gekommen?" So... #01:02:00-5#

EX2: Naja, man merkt das ja. Obwohl ich die Erfahrung mache, wenn man jetzt hier und da immer wieder mal Bewerbungsgespraech fuehrt, dann werden die Leute sehr hellhoerig ueber den Werdegang und was man so erzaehlt und ich stelle so ein bisschen das genau Entgegengesetzte gerade fest, dass man nicht nur auf das rein Titolorientiere, wie MBA... #01:02:23-4#

T.K.: Ja. Richtig. #01:02:24-2#

EX2: ...keine Ahnung was auch alle was fuer eine Uni, sondern die gerade auch diesen gesunden Mix suchen. #01:02:28-7#

T.K.: Genau das. Ja. Aber auch das hab ich festgestellt. Genau das gleiche, was Sie gerade sagen. Und vielleicht auch dieses, man weiss, wie hart es ist nach oben zu kommen. Ich musste auch in der Kueche anfangen und ich hab drei Monate nur Toiletten geputzt in meinem Leben. Das hat kein anderer glaub ich gemacht. #01:02:42-2#

EX2: Wenn ich Ihnen sage, was ich alles gemacht habe. Ich kann ganze Buecher schreiben. Wo ich ueberall war und was ich gemacht habe, was... #01:02:46-9#

T.K.: [lacht] In meinem naechsten Interview. #01:02:47-8#

EX2: ...da schnallen die Leute immer ab und da kann ich stundenlang darueber erzaehlen. #01:02:53-1#

T.K.: Ja. Das glaube ich. Ja und das ist glaube ich wichtiger, weil es schult fuer das Leben glaube ich. Die letzte Frage dann eigentlich. Und wie viele von diesen 34 Jahren waren Sie dann im Marketing und Branding, also in dem Bereich, in dem Sie jetzt heute auch sind? Davon Ausbildung ausgenommen, also nicht die Lehre inkludiert. #01:03:11-2#

EX2: 22 Jahre. #01:03:12-1#

T.K.: 22. Super. Richtig super. Ganz ganz herzlichen Dank. Das war es auch schon und abschliessend fuer das Mikro herzlichen Dank dass Sie sich Zeit genommen haben. #01:03:24-1#

EX2: Gerne #01:03:24-6#



### 8.3.3 EXPERT 3 (EX3)

T. K.: So. Ja, herzlichen Dank nochmal ganz offiziell. Auch damit es auch auf dem Band ist. Es geht um Marken-Turnaround. Eigentlich Ihre Erfahrung und es geht darum, ob es irgendwelche Modelle gibt, die Sie auch nutzen. Es ist glaube ich auch nicht der Erste. Ich hatte ueber ADLER gehoert so ein bisschen und vielleicht koennen Sie einfach nur mal sagen, bisschen rueckblickend, in Kuerze auch gerne, was waren so die aus Ihrer Sicht die Marken-, nicht Corporate-, sondern Marken-Turnarounds, die Sie so hatten und ja da vielleicht so die die Firmen, wann das war und in welcher Position Sie es hatten? #00:00:43-0#

EX3: Es war angefangen relativ frueh, so Neunzehnhundertachtzig, Fünfundachtzig in der Uhrenindustrie verschiedene Arten in der Uhrenindustrie. Und dann Vierundachtzig bis Zweiundneunzig bei ADLER und dann jetzt als letztes COMPANY D. #00:01:06-7#

T. K.: Wie wuerden Sie die die current und past situation der Firma beschreiben und zwar jetzt COMPANY D den heutigen Case, den Sie haben? Was haben Sie sozusagen vorgefunden, wo sind Sie heute? Und dann vielleicht auch schon einen kleinen Ausblick geben. #00:01:27-8#

EX3: Also bei COMPANY D ein relativ unstrukturiertes Unternehmen, chaotische Zustaeude, keine Strategie,... #00:01:39-8#

T. K.: Ja. #00:01:41-2#

EX3: ...keine saubere Differenzierung zwischen den einzelnen Firmen und Marken. #00:01:48-5#

T. K.: Ja. #00:01:49-1#

EX3: Vor allem bei WELTMANN und COMPANY D eine..., eine Ueberlappung von 70-80 Prozent. Und so kann natuerlich eine Marke nicht funktionieren, also ich meine, alle..., alle Marken die erfolgreich sind, die haben eine eigene Handschrift

ein..., eine..., eine..., ein eigenes Profil und unterscheiden sich eben von anderen Produkten und anderen Marken und..., und das war eigentlich bei COMPANY J und COMPANY D nicht der Fall. #00:02:16-8#

T. K.: Okay. When we look at the differences, also was waeren so die Unterschiede zwischen dem COMPANY D-Case und dem ADLER-Case zum Beispiel, den Sie hatten, benannt haben oder auch der Uhrenindustrie. Was sind da die groessten Unterschiede speziell im Markenbereich, fuer Sie? #00:02:38-6#

EX3: Das sind ganz andere Branchen, ich meine, die eine..., eine Marke zu positionieren im Textilbereich ist relativ schwierig, weil..., weil da gibt es ja unzählige Anbieter und..., und auch das Produkt zu differenzieren ist relativ schwierig. Und bei der Kueche ist der Vorteil, da gibt es eigentlich sehr wenige Marken und wir haben ja eine..., eine Marktanalyse gemacht. Ich glaube, das haben Sie ja noch veranlasst letztes Jahr. #00:03:15-0#

T. K.: Koennte sein, ja. #00:03:15-8#

EX3: Ja, die habe ich gestern gerade gebraucht (steht auf, geht weg). Da das ist interessant, dass es eigentlich ausser BULTHAUPT, SIEMATIC... #00:03:33-8#

T. K.: Ja. #00:03:34-3#

EX3: ...und POGGENPOHL dann praktisch nur noch COMPANY D gibt. #00:03:38-8#

T. K.: Ja. #00:03:39-6#

EX3: So es koennte.... da. Das ist doch, das haben Sie, Sie glaub ich... #00:03:50-7#

T. K.: Ja, ja. Mit der Jenny. Ja, ja, klar. #00:03:51-4#

EX3: ...ins Auftrag. Und haben Sie das Resultat gesehen? #00:03:54-3#

T. K.: Das hab ich gesehen, ja. Die Praesentation haben wir noch zusammen gemacht. Ja. #00:03:58-5#

EX3: Also gibt es eigentlich wenig in der..., in der..., in der Kuechenindustrie. Und heut ist das natuerlich viel einfacher und was mich am meisten..., am meisten ueberrascht hat, also ich hab ja... Man bekommt ja immer den Feedback von den Kunden und unsere Kunden sind ja nicht die Endverbraucher. Da haben wir ein miserables Image. Also da hat jeder gesagt Schrott und taugt nichts und kaputt und verbraten und verbraucht. Und ich muss sagen, dass sieht man ja an diesen Werten und auch an den Sympathie-Werten, also der Endkonsument hat gar nichts mitbekommen... #00:04:24-9#

T. K.: Gott sei dank. Ja. Ja. #00:04:27-8#

EX3: ... und da war das natuerlich relativ einfach die wieder zu positionieren. #00:04:31-5#

T. K.: Ja. Wenn man jetzt sagt "Positionieren ist einfach", fokussiert sich das dann auch auf bestimmte Laender? Weil COMPANY D ist natuerlich, auch aus der eigenen Erfahrung, ist natuerlich sehr stark in Deutschland auch bekannt. In anderen Laendern wuerde es dann, Sie haben es ja gerade genannt BULTHAUP, SIEMATIC, POGGENPOHL. Die sind natuerlich auch internationaler. Macht das viel aus? #00:04:51-1#

EX3: Auch Schweiz haben wir einen aehnlichen Bekanntheitsgrad. In Oesterreich ja auch. Und was mich ueberrascht hat, in England haben wir einen sehr guten... #00:04:58-5#

T. K.: Ruf? #00:05:00-2#

EX3: ...ein sehr gutes Standing und und wir schreiben ja das erste mal seit fuef oder sechs Jahren in England dieses Jahr schwarz,... #00:05:08-7#

T. K.: Oh toll. #00:05:09-2#

EX3: ...macht zwei Millionen EBIT... #00:05:10-1#

T. K.: Schoen. Gratuliere. #00:05:11-0#

EX3: ...und 44 Prozent mehr als letztes Jahr. #00:05:13-3# #00:05:13-3#

T. K.: Wow. Sehr schoen. #00:05:14-2#

EX3: Ja. Und da haben wir jetzt etwa 20 COMPANY D-, so COMPANY D-  
Flagshipstores. #00:05:18-4#

T. K.: Wow. Sehr schoen. Aber heisst das auch, Sie fokussieren dann bei einem  
Turnaround, bei einem Marken-Turnaround, gleichzeitig auf verschiedene Laender,  
um den Turnaround zu schaffen oder fokussieren Sie sich dann doch immer auf den  
Heimatmarkt oder auf den staerksten Markt, wo man sehr bekanntes oder sehr,  
schon sehr viele Haendler zum Beispiel hat? #00:05:36-4#

EX3: Wir haben ja gar keine Alternative. Ich mein, wir machen ja, fuer mich ist  
Österreich, das ist jetzt nicht Europa... #00:05:42-6#

T. K.: Ich weiss, was Sie meinen. #00:05:44-0#

EX3: ...oder so, fuer mich, ich mein das jetzt nicht arrogant, ist Oesterreich  
Deutschland. #00:05:45-4#

T. K.: Jaja. #00:05:45-9#

EX3: Ich mein es wird benutzt. Vertrag ist mit Möbel LUTZ. Lieferkonditionen  
werden in Oberhausen verhandelt. Also ist sowas fuer mich kein Export.  
#00:05:52-1#

T. K.: Ja. Gut. #00:05:52-4#

EX3: Und ausser LUTZ machen wir in Oesterreich ja nichts. #00:05:54-5#

T. K.: Ja. #00:05:54-9#

EX3: Und wenn ich wenn, ich wenn ich jetzt die Zahlen nehme, dann haben wir dieses Jahr 86 Prozent in Deutschland und wie in Oesterreich. Da brauch ich gar nicht zu philosophieren mach ich jetzt etwas in Spanien oder Italien. Das ist eigentlich... #00:06:07-1#

T. K.: Ja. #00:06:07-5#

EX3: ... Geld,... #00:06:08-0#

T. K.: Ergibt sich selber. #00:06:08-7#

EX3: ... Zeit und Energie verbraten, oder? Das bringt da ja gar nichts. Also sage ich, ich habe gar keine Option. Das Einzige was wir machen koennen in der Schweiz uns zu positionieren. Und dort, und, und ich sag eines, das hab ich gelernt. Das darf, eigentlich darf man das gar nicht sagen. Wissen Sie all unsere, diese Grossflaechen und, und die Kuechenstudios, die braeuchten wir alle gar nicht. Das koennten wir alles selber und besser. Und in der Schweiz, also jetzt in der Schweiz machen wir..., machen wir alle Flagshipstores in groesseren Staedten selber... #00:06:38-8#

T. K.: Sehr gut. #00:06:38-9#

EX3: ...also Basel, das kennen Sie noch, das brauchen wir auch. #00:06:40-4#

T. K.: Ja. Ja. #00:06:40-7#

EX3: . In Zuerich eroeffnen wir im August zwei, Badener-Strasse, in Wallisellen, Biel Eroeffnung im September. Zug Eroeffnung auch, in Roth ist Eroeffnung, also

es sind geplant auf 12, 12 COMPANY D-Flagshipstores zu machen und die betreiben wir selber. #00:06:55-3#

T. K.: Ja. Das heisst, Sie versuchen auch die Kontrolle ueber die Marke zu erlangen so ein bisschen? #00:06:59-9#

EX3: Ja. Ja und wir machen, wir machen unsere COMPANY D-Flagshipstores haben ein neues Layout gemacht, neues Design, Praesentation der Marke und, und da muss natuerlich alles stimmig sein. Verstehen Sie, das Produkt, die Praesentation und... #00:07:13-5#

T. K.: Muss passen. #00:07:14-0#

EX3: ...und, und die Kommunikation, das muss passen. #00:07:15-6#

T. K.: Okay. #00:07:16-6#

EX3: Das muss aus einem Guss sein, also ich mein ich..., das wissen Sie ja selber. Ich glaube das haben wir diskutiert. Ich meine COMPANY D gibt es in drei verschiedenen Varianten oder vier verschiedenen Logos. #00:07:26-8#

T. K.: Mit den Logos meinen Sie, COMPANY D AG und COMPANY D. Ja. #00:07:29-8#

EX3: In der Zwischenzeit haben wir noch ein paar alte gefunden. #00:07:32-4#

T. K.: [lacht]. Ich glaub da gibt es noch eine Menge, glaube ich. Ja. Wie wuerden Sie denn, wenn man jetzt nochmal einmal in die hoehere Ebene geht, dann den Marken-Turnaround von dem Firmen-Turnaround, also den finanziellen vor allem, unterscheiden? Wie wuerden Sie zum Beispiel prozentual sagen, das haengt irgendwo zusammen. Das ist hundertprozent das Gleiche, also das eine geht nur mit dem anderen oder wuerden Sie sagen..., oder wuerden Sie sagen, nein man kann den Marken-Turnaround auch so schaffen, selbst wenn im hinteren Bereich es noch nicht ganz sauber ist, noch nicht alles so geschmiert laeuft? #00:08:02-7#

EX3: Das, das machen wir ja. Und verstehen Sie, wir haben ja, wir haben ja vier, vier Betriebe was wir, was wir jetzt machen, wir allokiere kein Geld mehr an COMPANY J, COMPANY K, COMPANY L. Wir geben ueberhaupt nichts aus. Keine Werbung, nichts. Wir machen das Minimum vom Minimum. Das Einzige was wir machen sind noch ein paar Kataloge und die Handbuecher, aber absolut keine Werbung. Auch wir, wir stellen die ganzen Container, verstehen Sie, jetzt haben wir ja auf allen Containern da bei LOGISMO, die haben wir in der Zwischenzeit uebernommen. #00:08:32-1#

T. K.: Hab ich gehoert. Jaja. Hab ich gehoert. Ja. #00:08:33-4#

EX3: Und das ist jetzt ein Programm. Alle Container COMPANY J, COMPANY K, COMPANY L..., es geht alles runter. Es gibt nur noch COMPANY D. Und es gibt auch nicht nur COMPANY D und dann noch die drei Marken. #00:08:42-5#

T. K.: Die anderen Marken noch. #00:08:43-1#

EX3: Verstehen Sie, das ist fuer mich alles Kokoloeres, wenn sie so wollen. #00:08:46-5#

T. K.: Okay. Also... #00:08:47-4#

EX3: Klare Stellen, alle Container weiss und mit dem COMPANY D-Brand und wir haben auch ein neues Marketingkonzept jetzt und ein Werbekonzept entwickelt. Also das kann ich Ihnen auch nachher schnell zeigen. #00:08:59-8#

T. K.: Das ist mit LeagasDelaney, glaube ich, ne? #00:09:01-5#

EX3: Ja. Und..., und der Slogan - ich hab es da... #00:09:04-3#

T. K.: Weil die waren naemlich.... Das war das witzige... #00:09:06-1#

EX3: Das haben wir gerade erst gestern verabschiedet... #00:09:10-0#

T. K.: Das war das Witzige. Die waren naemlich bei mir, wollten sich bei Company O halt vorstellen gerne, dann [lacht] und sind bei mir angeklopft und in dem Gespraech haben sie gesagt, ja wir sind gerade im Gespraech mit einem grossen Kuechenhersteller. #00:09:20-1#

EX3: Schauen Sie da, so'was, das da (abgebrochen). Ich wollte einfach auch einen, verstehen Sie, fuer mich..., fuer, mich braucht es immer noch etwas..., einen Slogan zu einer Marke... #00:09:29-2#

T. K.: Ja. Ja. Ja. Ja. #00:09:31-8#

EX3: Und das waren die Slogans, das haben wir im Mai oder haben wir das, haben wir verabschiedet. #00:09:39-1#

T. K.: Ja. Aber ganz natuerlich klarer Fokus auf die Marke COMPANY D. #00:09:49-8#

EX3: So und das haben wir, das haben wir jetzt, das setzen wir jetzt so um. #00:09:52-7#

T. K.: Das heisst, alle die ich jetzt gerade gesehen habe, durchgelesen habe, fokussieren so ein bisschen auf den Mehrwert. Also COMPANY D ist mehr wert als andere? #00:10:01-6#

EX3: Ja. #00:10:02-0#

T. K.: Ne, als das, was, Sie haben ja vorhin gesagt... #00:10:04-0#

EX3: Ich sagte wir haben uns jetzt fuer den entschieden. #00:10:05-4#

T. K.: Ja. Okay. Ja. Ja. Nee. #00:10:07-1#



EX3: Ich wollte einfach ein bisschen das Sie das Spektrum sehen woher wir gekommen sind und..., und wir machen jetzt die ganze, die ganze Werbung alles laeuft jetzt auf "COMPANY D" und dann "Was fuer eine Kueche." #00:10:16-1#

T. K.: Hm-m. #00:10:17-7#

EX3: Und da...haben wir auch ein Konzept, haben wir entschieden. Ich mein das muss alles stimmig sein, der Auftritt und..., und..., und das ist noch bei Dufter drüben... #00:10:37-1#

T. K.: Jaja, macht nichts. Ja. #00:10:38-2#

EX3: ...und dachte hier auch. So um den ganzen Auftritt haben wir jetzt einmal einen Medienplan angefangen, jetzt. Den hab ich da. (er entfernt sich) #00:10:48-3#

T. K.: Ja. Aber es ist schon Fokus... #00:10:49-8#

EX3: Ab Sep..., ab September fangen wir jetzt an. #00:10:52-6#

T. K.: Ja.Das heisst Investment ist dann auch wichtig in die Marke fuer Sie, um einfach auch wieder den Endkunden jetzt aber auch zu erreichen, weil sie werden ja den Medienplan wahrscheinlich auf den Endkunden fokussieren wieder. Nicht, wie es ja auch in der Vergangenheit war, sehr stark auf den Handel fokussiert.  
#00:11:06-8#

EX3: Endkunden. #00:11:07-8#

T. K.: Endkunde. #00:11:08-4#

EX3: Wissen Sie das geht..., der Markt tickt ja so, also wenn, wenn die, wenn unsere Kunden im Kuechenstudio das lesen, da... #00:11:16-4#

T. K.: Ja. #00:11:16-7#

EX3: ... Und wenn die permanent da, wenn Sie irgendeine Zeitung aufmachen, dann unsere Produktwerbung sehen, da bin ich ueberzeugt, dass das auch einen Einfluss hat auf, auf... #00:11:26-6#

T. K.: Auf die Haendler wieder. #00:11:27-6#

EX3: ...auf die Haendler. #00:11:28-6#

T. K.: Ja. #00:11:28-8#

EX3: Und dann sagen die ulahlah was ist mit dem Label los? Ich meine jetzt waren wir, wie lange waren nicht am Markt, zwei, drei Jahre, oder? #00:11:34-6#

T. K.: Laenger schon, vor mir wurde es ja alles eingestellt. Das war, muesste jetzt schon 2009 glaube ich war es das letzte mal. #00:11:48-8#

EX3: Das war eine ziemlich massive Unterlage.? So ist das, das fangen wir jetzt an ab September. #00:12:06-1#

T. K.: Ja. #00:12:06-6#

EX3: Und verstehen Sie, das ist natuerlich fuer, fue(abgebrochen), also ich hab das extra so gemacht, weil wir machen ein Haufen parallel, wir machen ja eine Kapitalerhoehung, verstehen Sie, das hilft mir natuerlich auch. #00:12:16-1#

T. K.: Logisch. #00:12:16-8#

EX3: Ich (abgebrochen). Wir haben ja in der Hauptversammlung beschliessen 44 Millionen neue Aktien rausgeben und dann, da haben wir natuerlich einen gewaltigen Vorteil, dass die Marke identisch ist mit der Firma. #00:12:28-2#

T. K.: Ja. Ja. #00:12:29-3#

EX3: Verstehen Sie und da(abgebrochen). Also das, das gibt uns dann auch Schub bei den, bei den Investoren. Und ich mein die le(unverstaendlich) Schoener Wohnen und das all das verstehen sie all diese Zeitschriften, die die lesen die auch. #00:12:39-5#

T. K.: Also das ist auch interessant dann. Sie versuchen auch eigentlich die Finanzwelt, weil COMPANY D ist ja ein boersennotiertes Unternehmen im Gegensatz zu vielen anderen Marken, die man so vielleicht auch oder die ich auch interviewe. Sie sind natuerlich auch so ein bisschen durch die Boersenwelt forciert immer und versuchen die Invenstoren dadurch zu ueberzeugen, Achtung wir koennen uns auch das wieder leisten. Es geht aufwaerts. Ist das so? #00:13:00-8#

EX3: Ja. Ja. #00:13:01-2#

T. K.: Ja. Okay. Ja. #00:13:03-9#

EX3: Das wissen sie auch, unsere Kunden, die Kuechenstudios die grossen, bin ich ueberzeugt, wenn die sehen, was da, ich meine, da(abgebrochen) das ist ja ziemlich massiv. #00:13:11-6#

T. K.: Ja ist es. Also vor allem sag ich mal sind es ja hochwertige AD und so weiter. #00:13:15-2#

EX3: Ja, nun wir sind ja auch Bunte, Gala, wir sind Fokus, Spiegel,... #00:13:19-7#

T. K.: Stern etc. #00:13:21-4#

EX3: Stern. Verstehen Sie und ich meine da hat es dann viele, viele Investoren, die das lesen und, und die kaufen dann vielleicht keine kueche aber dann dort. Ich bin ueberzeugt, dass... #00:13:29-6#

T. K.: Werden wieder interessiert an der Marke oder an der, an der Aktie vielleicht. Okay. Sehr gut. Also schon ein Einfluss des Marken-Turnarounds auf den Corporate-Turnaround? #00:13:38-3#

EX3: Ja. #00:13:38-8#

T. K.: Ja, okay. #00:13:39-3# #00:13:40-6#

EX3: Wobei der Corporate-Turnaround natuerlich viel viel schwieriger ist, als der MarkenTurnaround. Verstehen Sie, wir haben ja,... #00:13:45-2#

T. K.: Okay. #00:13:45-8#

EX3: ...wir haben ja COMPANY J riesige Probleme und..., und..., und das hat nichts mit der Marke zu tun, das sind ja mehr operativ so viele Baustellen, das sind natuerlich nochmal eine ganz andere, andere Nummer. #00:13:58-4#

T. K.: Ist es. Ja, definitiv. Aber wuerden Sie sagen, auch aus der Erfahrung, die Sie schon mit der Uhrenindustrie und ADLER zum Beispiel Textilindustrie hatten, dass es am Ende immer einer gewissen Rolle so einer gewissen rule of thumb oder sowas laeuft, dass man sagen kann, nicht nur Ihre persoenliche Erfahrung Ihnen dann sagt, naja wenn ich jetzt die und die und die Schritte mache, dann muesste es eigentlich klappen am Ende. Ist es schon so, dass Sie sagen, da haben sie so eine kleine Werkzeugbox? #00:14:24-8#

EX3: Aber ich muss (gleichzeitig gesprochen). Marken(abgebrochen) Marken-Turnaround ist immer gleich und die Gesetze... #00:14:28-3#

T. K.: Okay. #00:14:28-9#

EX3: ...sind alle gleich. #00:14:29-9#

T. K.: Das woll, das wollte ich so ungefaehr hoeren. #00:14:31-2#

EX3: Nein, ob das Uhrenindustrie, muss ich Ihnen sagen, schauen Sie alle erfolgrei(abgebrochen), ich hab, ich habe einen Haufen(abgebrochen) Versuch das unseren Leuten immer mal beizubringen. Ich hab einen Haufen

Uhrendokumentationen (teilweise nicht hoerbar, da er wieder aufsteht und sich entfernt). Wissen Sie...das ist das ist ja Marketing. Uhren, ja nee eine Uhr, was ist das eine Uhr? Das ist nur Marketing. Wissen Sie, wir haben diese COMPANY D CERA, schauen Sie, das ist ein Unikat. #00:14:59-8#

T. K.: Ja. Das ist es. #00:15:00-8#

EX3: Weil, weil jede Keramikplatte ist anders. Es ist technisch nicht moeglich, dass man zehn mal die gleiche Platte herstellen kann. #00:15:07-3#

T. K.: Ja. #00:15:07-6#

EX3: Also an der, an der Hausmesse ist einer gekommen und der Fischer, den kennen Sie da von Freiburg,... #00:15:12-5#

T. K.: Jaja, klar. #00:15:13-0#

EX3: ...dieser mit dem zopf... #00:15:13-7#

T. K.: Fischer kenn ich, jaja. #00:15:14-3#

EX3: ...und hat gesagt, ah ich hab das Konzept und was immer ich gebe jedem Kunden eine Urkunde, dass das ein Unikat ist und einmal. Ich meine, wissen Sie, wenn Sie das mal anschauen, was (unverstaendlich) macht. Ich mein, die, die machen das, das ist gewaltig. (unverstaendlich) unterschriebenen. und auch wie die dann das Unternehmen praesentieren. Verstehen Sie, da ist alles vom Feinsten. Also das ist... #00:15:37-4#

T. K.: Ja. #00:15:38-4#

EX3: ...aber das ist, jeder macht das Gleiche und jeder hat das gleiche Produkt, jeder hat die gleiche Funktion und trotzdem der Kunde, wenn einer auf PATEK PHILIPPE schwuert, schwuert er auf PATEK PHILIPPE #00:15:46-1#

T. K.: Dann steht er darauf. Ja. #00:15:47-3#

EX3: Wenn er auf ROLEX verrueckt ist, ist er auf ROLEX verrückt. Aber verstehen Sie, dass sind, die, die haben einfach eine Handschrift. Und und und und einen Charakter und und und AUDEMARS PIGUET versteht jeder was das ist und und jeder kann das unterscheiden und dann sind die Leute, entweder gefaellt es den Leuten und und und dann sind sie totale Fans oder sie sagen, das gefaellt mir nicht. #00:16:08-2#

T. K.: Ja. Dann gehen wir zum Naechsten. Ja. #00:16:09-1#

EX3: Ja. #00:16:09-5#

T. K.: Ja. Unikat, Charakter, Handschrift, haben Sie gerade gesagt. Wuerden Sie sagen, das sind, auch wenn ich von einer legendaeren Marke spreche, persoendlich fuer mich ist COMPANY D irgendwo eine legendaere Marke... #00:16:22-1#

EX3: Ist es! #00:16:23-0#

T. K.: Wuerden Sie unterschreiben, dass es vielleicht leichter ist, eine legendaere Marke zu forcieren und was wuerden Sie auch so fuer sich definieren als legendaere Marke, als eine sag ich mal Brot und Butter Marke? #00:16:34-4#

EX3: Das ist klar. Das ist ja eigentlich die Staerke der COMPANY D. Das ist ja auch, warum ich investiert habe. Wenn NOBILIA,... #00:16:44-3#

T. K.: Ja. #00:16:45-1#

EX3: ...die Marke NOBILIA... #00:16:47-2#

T. K.: Ja. #00:16:47-7#

EX3: ...so in die Koepfe bringen will beim Endkonsumenten, wie COMPANY D drin ist, ich weiss nicht wie viel, wie viel... #00:16:53-8#

T. K.: Millionen die investieren muessten. #00:16:55-1#

EX3: Da muessten die wahrscheinlich einen dreistelligen Millionenbetrag in die Hand nehmen ueber vier, fuenf Jahre. Und das wird kein Mensch machen. Also verstehen Sie, da haben wir, da haben wir natuerlich wie soll ich sagen ein, ein gutes Erbe. #00:17:09-4#

T. K.: Ja. Das heisst mit einem guten Erbe laesst es sich auch leichter den Marken-Turnaround... #00:17:14-4#

EX3: (gleichzeitig:) also die, schauen Sie die (abgebrochen). Natuerlich. #00:17:15-2#

T. K.: Ja. #00:17:14-8#

EX3: Natuerlich. #00:17:15-2#

T. K.: Gut. #00:17:15-8#

EX3: Wissen Sie, wenn ich, wenn ich, ich mein, was wollen Sie noch, wenn ich, das funktioniert, ich sag Ihnen ein, Sie werden, Sie sehen in einem Jahr funktioniert das. Schauen Sie jetzt haben wir drei Jahre waren wir upset da haben wir nichts gemacht keine Werbung nichts und und die Kunden haben das noch im Kopf. Auch Sympathiewerte - das hat mich ueberrascht. #00:17:33-0#

T. K.: Ja. Gut #00:17:36-3#

EX3: uebrigens alle auch Investoren, die die wissen das COMPANY D bekannt ist, aber die haben (abgebrochen). Wenn Sie einen Investor fragen und sagen, wie, wie ordnest du die Marken, was is (abgebrochen) was ist am Bekanntesten, BULTHAUP, POGGENPOHL, SIEMATIC, COMPANY D,... #00:17:51-7#

T. K.: Etc. Ja. #00:17:52-0#

EX3: da sagen alle BULTHAUP oder POGGENPOHL. Leute, die Geld haben und Investor(unverstaendlich). #00:17:57-2#

T. K.: Ja. Klar. Jaja. #00:17:58-1#

EX3: Verstehen Sie? Das ist...#00:17:58-8#

T. K.: Das ist der Leader sozusagen. #00:17:59-7#

EX3: Und dann zeig ich Ihnen das und sag Ihnen das ist nicht moeglich. Oder, verstehen Sie, die, die, das Segment von POGGENPOHL, SIEMATIC, das ist vier Prozent vom Kuechenmarkt oder fuenf, vier, fuenf Prozent vom Kuechenmarkt... #00:18:11-1#

T. K.: Ja. Sehr klein, sehr eng, sehr spitz. #00:18:13-0#

EX3: ...da, da muss ich ein wenig aufpassen jetzt mit den POGGENPOHL-Leuten, verstehen Sie, die die die die muss die die muss ich immer runter holen. Da muss ich immer sagen, Leute, vergesst es. Verstehen Sie? Wir duerfen mit COMPANY D(abgebrochen). Sie kennen, Sie kennen die Fabrik da, der COMPANY D der Laden, wir muessen, wir brauchen, wir brauchen Mengen. #00:18:29-7#

T. K.: Ja. #00:18:30-8#

EX3: Im Gegensatz zu POGGENPOHL und BULTHAUP, die Einzelanfertigungen... Also wir wir wir wir muessen das industriell fertigen koennen. Das heisst wir muessen saubere Positionierung haben und wir muessen, wir muessen in in in in in dem Segment sein, wo man auch Massenkuechen verkaufen kann. #00:18:48-8#

T. K.: Ja. Es gibt ja viele, momentan viele Turnarounds, wovon man immer wieder hoert, also MAERKLIN war jetzt gerade wieder in der Presse, SCHIESSER war



hier am Bodensee und so weiter und so fort. Es gibt immer wieder, jetzt gerade natuerlich in schwierigen wirtschaftlichen Zeiten dann auch oefters einen Turnaround. Von wem wuerden Sie sagen, haben Sie oder welchen haben Sie oefters mal angeschaut, betrachtet durch die Presse beobachtet wo sagen Sie habe ich vielleicht nochmal was mitgenommen oder so was, oder fokussieren Sie sich doch auf die eigene Erfahrung, die Sie gemacht haben mit Ihnen selber, Ihrem Team, was Sie so durchlebt haben? #00:19:28-6#

EX3: (unverstaendlich) eigene Erfahrung. Also ich... #00:19:29-1#

T. K.: Eigene Erfahrung. #00:19:30-1#

EX3: Ich hab gar keine Zeit da... #00:19:31-6#

T. K.: [beide lachen] Ja. #00:19:33-5#

EX3: ...bei den, bei den bei, d(abgebrochen) #00:19:35-6#

T. K.: Anderen zu schauen. #00:19:35-8#

EX3: SCHIESSER oder so bei anderen... #00:19:37-2#

T. K.: Ja. #00:19:37-6#

EX3: ...rein zu schauen. #00:19:38-4#

T. K.: Gut. Was wuerden Sie meinen, wie lange dauert der Turnaround von COMPANY D. Wenn Sie alles betrachten, was meinen Sie wie lange ist es so fuer COMPANY D und vielleicht auch generell wieder? #00:19:52-8#

EX3: Also wir, wir sind, also wir sind jetzt voll dabei jetzt. Wir sind die die ersten sechs Monate (unverstaendlich), Montag praesentieren wir die Zahlen (unverstaendlich) #00:20:02-0#

T. K.: Ja. Ja. #00:20:02-0#

EX3: Da sind wir, sind wir das erste Mal seit vielen Jahren sind wir wieder, sind wir wieder besser als im Vorjahr. Also es gibt vier Prozent... #00:20:07-1#

T. K.: Schoen. #00:20:09-0#

EX3: ...es liegt vier Prozent hoeher im Umsatz als letztes Jahr... #00:20:10-2#

T. K.: Ja. #00:20:10-4#

EX3: ....die ersten sechs Monate. Kuechenindustrie d(abgebrochen) Kuechenmarkt ist etwas mehr gewachsen sechs Prozent, da haben wir nicht ganz das Wachstum gewollt, aber was viel wichtiger ist im EBIT da haben wir 5,5 Millionen Plus letztes Jahr mit acht Millionen Minus, da haben wir einen Schnitt von 13 Millionen.  
#00:20:27-1#

T. K.: Gratuliere (gleichzeitig). Gratuliere. Ja. #00:20:27-5#

EX3: Und ich gehe eigentlich nicht davon aus, dass wir Ende, Ende Jahre irgendwo so drei vier Prozent ueber dem Vorjahr sind, aber im EBIT da, EBIT da ist unsere Zielsetzung, dass wir 30 Millionen besser sind. #00:20:39-7#

T. K.: Wow. Aber... #00:20:40-5#

EX3: Dass wir zehn, zehn bis fuenfzehn Millionen positives EBIT, dann naechste Jahr wollen wir es das allererste Mal schwarz haben. #00:20:45-9#

T. K.: Ja. Das heisst Sie definieren auch wieder, dass der Marken-Turnaround geschafft ist, sobald die finanziellen..., der Corporate-Turnaround dann auch durch ist. #00:20:52-6#

EX3: Ja. #00:20:53-0#

T. K.: Ja. #00:20:53-6#

EX3: Ja. #00:20:54-1#

T. K.: Okay. Gut. Okay. #00:21:00-9#

EX3: Und das ist auch wieder interessant, der Endkonsument hat gar nicht mitbekommen, dass wir finanziell irgendwie so am Schleudern sind. #00:21:06-3#

T. K.: Gott sei Dank. Ja. #00:21:07-9#

EX3: Und, und das ist eigentlich das Gute. Das, das Zeug steht ja nur in diesen Kaeseblaettern, daher wissen sie Markt Intern... #00:21:13-1#

T. K.: Jaja. #00:21:14-3#

EX3: Inside und wissen Sie, und all all die, all die... #00:21:16-3#

T. K.: Die Bildzeitung der Kuechenindustrie #00:21:17-5#

EX3: ...echt, niveaulos. #00:21:21-6#

T. K.: Von der Strategie her nochmal Marken-Turnaround. Wie wichtig ist da das Personal, das Sie haben? Auch im Marketing selber. Man hat ja natuerlich als CEO immer eine gewisse Forschung, man hat auch selber fuer sich eine Erfahrung, die man selber im Markenbereich gemacht hat, meistens. Wie wichtig ist Personal fuer Sie in dem Bereich im Marken-Turnaround? #00:21:54-2#

EX3: Nicht nur Personal, auch Standort. Schauen Sie, das haben Sie ja noch mitbekommen, wurde entschieden, dass man hier zu macht und die ganze Produktion nach Enger verlegt. #00:22:01-5#

T. K.: Jaja. Jaja. #00:22:03-3#

EX3: Ich hab das so untersuchen lassen von LIGNUM, die Leute sind gerade heute hier. Technisch gar nicht machbar. Keine Chance das man da, man kann Enger schliessen, Produktion von Enger hier her verlegen. Das ist technisch machbar. Aber, aber das was beschlossen wurde, so herum funktioniert nicht. #00:22:19-3#

T. K.: Komplet falsch (gleichzeitig gesprochen). #00:22:19-4#

EX3: Haetten wir das gemacht... #00:22:21-9#

T. K.: Ja. Genickschuss. #00:22:23-5#

EX3: ...Enger nach, ich meine egal welche Weise. Also wir hätten, wir hätten einen Standort, wo wir COMPANY J und COMPANY D parallel produzieren, dann behaupte ich waere die Marke COMPANY D den Bach runter gegangen.  
#00:22:33-4#

T. K.: Ja. #00:22:34-6#

EX3: Ich sage es... Wissen Sie und, und das, das ist meine Erfahrung. Sie koennen nicht an einem Standort zwei verschiedene Philosophien produzieren und vermarkten. Das geht nicht. Ich kenne niemanden, der das kann. Und ich meine es gibt ja einen Haufen, gerade in der Uhrenindustrie, wenn Sie die SWATCH-Gruppe anschauen, ich meine da ist eine FLIK FLAK im Sortiment, die die ist... #00:22:57-2#

T. K.: Das ist... #00:22:57-6#

EX3: ...fuer kinder 50, 60,... #00:22:58-6#

T. K.: Ach so. Ja. Ja. Ja. Ja. #00:22:59-7#

EX3: ...Euro, dann ist die SWATCH drin, dann ist TISSOT ist das naechste,...  
#00:23:02-5#

T. K.: Das Hoehere. Ja. #00:23:03-0#

EX3: ...dann ist LONGINES das Naechste, dann kommt RADO, dann kommt MIDO, dann kommt OMEGA und dann am Schluss kommt noch Blancpain. Und verstehen Sie, aber keine Einzige, es gibt keine einzige Marke, die in einer anderen Fabrik produziert wird, als bei TISSOT oder bei OMEGA. Also OMEGA macht nur OMEGA-... #00:23:20-7#

T. K.: OMEGA. Ja. #00:23:21-4#

EX3: ...-Uhren. Und es ist nie einer auf die Idee gekommen dort auch TISSOT-Uhren herzustellen. Funktioniert nicht! #00:23:27-0#

T. K.: Ja. Auch da also holen Sie sich wieder so ein bisschen aus Ihrer Erfahrung heraus die Moeglichkeiten. Okay. #00:23:32-7#

EX3: Und ich... Und Ich da, da bin ich mit auch die Marketingleute sind einig. Wuerden wir COMPANY D bei COMPANY J fertigen, dann waere ja dann, dann ist die Marke futsch. #00:23:41-3#

T. K.: Ja. Das heisst also, woher die Marke kommt der Kern und die Wurzel, Sie haben gesagt Standort. Ich wuerd dann fuer mich persoendlich auch herausziehen die Wurzel. Ist das richtig, wenn ich das so sehe? #00:23:50-0#

EX3: Jaja. Verstehen Sie, die die COMPANY D-Leute muessen COMPANY D leben, COMPANY D denken, COMPANY D sein und AL(abgebrochen) ich (abgebrochen) und und die COMPANY J-Leute da bin ich ja auch einverstanden. die COMPANY K-Leute sollen COMPANY K-Leute sein und COMPANY K-Philosphen und COMPANY K-Produkte. Und was, was ich jetzt bin jetzt gerade dabei das mal strategisch neu aufzustellen auch fuehrungsmaessig, und was ich, was ich will ist auch die Produktentwicklung, verstehen Sie, Produktentwicklung das macht der Mitarbeiter 1. Die ganze Gruppe macht alles also jeder, jeder macht ein wenig COMPANY K... #00:24:21-2#

T. K.: Jaja genau. Ja. #00:24:22-1#

EX3: ...jeder muss und und da da das will ich anders machen. Ich will das wir vier Teams haben fuer, fuer die Produktentwicklung. Ein COMPANY K-Team, ein COMPANY L-Team, ein COMPANY J-Team, ein COMPANY D-Team...  
#00:24:31-8#

T. K.: Und sich fokussieren auf (gleichzeitig gesprochen). #00:24:32-4#

EX3: ...und der EX3 ist der Boss. Aber ich und natuerlich koennen die sich austauschen, aber ich sag, ich will nicht, dass der COMPANY K, das COMPANY K-Team auch COMPANY D-Kuechen entwickelt. #00:24:41-1#

T. K.: Ja. Verstanden. Gut. #00:24:42-7#

EX3: Und und und und sagen wir Marketing und Werbung, das machen wir noch fuer COMPANY D und alles andere stampfen wir ein. #00:24:50-9#

T. K.: Ja. Also Fokussierung auf die einzige Marke, die man im Portfolio hat.  
#00:24:54-1#

EX3: Richtig. #00:24:54-2#

T. K.: Ja. #00:24:54-8#

EX3: Und und und wissen Sie, es bringt nichts der Fughe letztes Jahr hat dann noch irgendwie eine Million fuer COMPANY J ausgegeben fuer "ALMERO by..." weiss der Teufel was und das das al(abgebrochen) das ist schade fuer das Geld. Und wir bekommen nichts. #00:25:06-9#

T. K.: Ja. Ja. #00:25:08-0#

EX3: Wissen Sie der COMPANY I, ich war gestern oder vorgestern bei COMPANY I. Das interessiert den nicht. Der kauft die COMPANY L, da will er

kein Geld nichts, da will er nur den richtigen Preis und das andere interessiert ihn nicht. #00:25:15-9#

T. K.: Ja. Ja, das ist immer so. Das stimmt. #00:25:17-9#

EX3: Aber bei COMPANY D ist das ganz anders. Verstehen Sie, da haben wir jetzt auch Spielregeln eingefuehrt. Ich hab gesagt, keiner darf die Marke COMPANY D verwenden, wenn er irgendwie Rabatt darauf schreibt. Also ich ich bin nicht einverstanden, dass es irgendeine Werbung gibt da steht 60 Prozent Rabatt auf COMPANY D... #00:25:35-0#

T. K.: Ja. Ja. Aber die (abgebrochen) #00:25:37-2#

EX3: ...und wenn es einer macht, dann nehmen wir die Marke weg. Und, und die sind alle einverstanden. Ich hab das ja gesehen, und es kann ja nicht sein. Warum, warum wollen sie. Ja COMPANY D ist einfach Kompetenz und und verstehen Sie er (abgebrochen) er als COMPANY I hat er naemlich dann Kompetenz in Kueche, wenn er, wenn er sagt er hat das COMPANY D-Produkte. Aber dann muss er auch aufhoeren die zu verhunzten. #00:25:55-3#

T. K.: Ja. Das ist richtig. Ja. #00:25:56-3#

EX3: Aber das muss man verstehen... Ich muss sagen die Leute sind da sind die, da sind die Profi, ja? #00:26:01-6#

T. K.: Ja das sowieso, glaube ich. Ja das sowieso. Wobei man (abgebrochen). Es kommt ja auch immer darauf an, wie man an die Leute ran geht. Ja? #00:26:07-5#

EX3: Normal, schauen Sie, wir wollen die Marke positionieren, machen Werbung, machen das und machen das und wir wollen nicht, dass die, die, dass die...  
#00:26:15-8#

T. K.: Verhunzt wird. #00:26:16-6#

EX3: ...in der Breite verhunzt wird. Und wir wollen eine gewisse Preisdisziplin. Und ich habe nichts dagegen, wenn oben am Balken schreibt 60 Prozent Rabatt auf planbare Kuechen. #00:26:27-4#

T. K.: Ja. Jaja. Ja. #00:26:28-5#

EX3: Das waere dann Wurst, aber aber aber... Ich will nicht COMPANY D mit Rabatt... #00:26:31-9#

T. K.: Damit verbunden sein, direkt nebeneinander, Marke und sechzig Prozent, ne? #00:26:35-3#

EX3: Ja. Ja. Ja. (gleichzeitig gesprochen) #00:26:35-6#

T. K.: Okay. Um nochmal zurueck zu kommen auf die, auf das persoenliche Eigenschaften, "personal skills" so ein bisschen, wo sehen Sie die wichtigsten Aufgaben fuer Sie als Fuehrungsfigur auch in Marken-Turnaround jetzt wieder. Es gibt, wir haben unsere Marketingleute, es gibt Marketingmanager, es gibt jede andere Leute, die natuerlich auch Marketingerfahrung haben, auch Herrn Duffner natuerlich. Wo sehen Sie als, als oberster Marketingchef, natuerlich auch irgendwo dann als CEO, ihre Aufgabe in Fuehrung, im Fuehrungsbereich? #00:27:06-5#

EX3: Ich mein das ist ein relativ komplexes Thema und aufwendiges. Ich mein das kann, kann ja ein, ein CEO kann ja das gar nicht im Detail mitverfolgen. Also so, was ich mach ist einfach bei entscheidenden Sitzungen will ich dabei sein und und und wir haben die Leitplanken definiert. Verstehen Sie? Wir haben, wir haben ein Profil erstellt, wir haben gesagt, was ist die Marke COMPANY D. #00:27:28-2#

T. K.: Ja. #00:27:28-6#

EX3: In welcher Preiskategorie sind wir, wer sind unsere Kunden. #00:27:31-6#

T. K.: Ja. #00:27:32-0#



EX3: Und und und ich schau immer noch bleiben die in dieser, in dieser Autobahn.  
#00:27:36-3#

T. K.: Ja. Ja. #00:27:36-6#

EX3: Und solange sie da drin sind ist es gut. #00:27:38-3#

T. K.: Kann man machen, hat man das playfield, ja. Okay. #00:27:40-7#

EX3: Und das ist auch nicht mein Job, dass ich da dann in Ausfuehrungen und Medienplaene, so Die legen das vor und dann schau ich darueber, ist das vernuenftig und dann (abgebrochen). Also kein Mikromanagement. #00:27:52-0#

T. K.: Ja. Ja. Das ist auch wichtig. Ja. Okay. Wenn Sie jetzt, Sie haben ja auch neue Leute rein gebracht. Worauf achten Sie, wenn Sie wissen, ich habe hier einen harten case, den muss ich irgendwie schaffen. Worauf achten Sie dabei, und zwar einmal im Bereich der, sag ich mal der technischen, der business education und dann einmal der softskills bei den Leuten? Worauf legen Sie den Fokus, gibt es vielleicht sogar eine unterschiedlichkeit dort oder haben Sie ganz spezifische Anforderungen an die Leute, gerade fuer so einen case, wo es ja wirklich darum geht "Ärmel hochkrempeln und machen". #00:28:27-6#

EX3: Bei so mindestens die Haelfte ist natuerlich fachliche Qualifikation. Ich mein es bringt ja nichts, dass ich einen Uhrenspezialisten... #00:28:36-4#

T. K.: Ja. #00:28:37-0#

EX3: ...zu zu zu COMPANY D bringe. #00:28:39-3#

T. K.: Ja. #00:28:39-7#

EX3: Ich meine wenn ich, wenn ich, was ich will ist einfach die besten Leuten aus der, aus der Kuechenindustrie holen und und ich meine ich weiss nicht ob Sie die Reaktionen vom Markt gesehen haben. Die ganze... #00:28:48-3#

T. K.: Positiv. #00:28:48-6#

EX3: Branche fasst sich an den Kopf und sagt wie ist es moeglich, dass solche Leute zu einem so maroden Laden gehen? #00:28:54-4#

T. K.: #00:28:40-0# (dazwischen gesprochen) jeweiligen Industrie, ja #00:28:45-2#

T. K.: Habe ich gesehen. #00:28:57-1#

EX3: Ja wissen Sie, wenn ich in einem Unternehmen bin, wo alles funktioniert, dann kann ich nur noch Finetuning machen... #00:29:01-8#

T. K.: Genau. Ja. #00:29:02-8#

EX3: ...das ist doch nicht interessant. #00:29:04-3#

T. K.: Ja. [lacht]. Genau. #00:29:05-3#

EX3: Und sagen wir Leute, die eine Entscheidung suchen, die haben wirklich bei COMPANY D haben sie eine. Also da (abgebrochen). #00:29:11-2#

T. K.: Ja. Kann man noch was bewegen (gleichzeitig). #00:29:13-3#

EX3: Der Vorteil ist natuerlich auch hier, hier sehen sie jeden Tag was sie gemacht haben. #00:29:16-3#

T. K.: Ja. Ja. #00:29:18-1#

EX3: Also fachliche Voraussetzung das ist mindestens 50, 60 Prozent. Wir brau(abgebrochen). Wir brauchen Leute, die das Business verstehen, die Kueche verstehen,... #00:29:28-3#

T. K.: Ja. #00:29:28-6#

EX3: ...die wissen, wie das funktioniert. #00:29:29-8#

T. K.: Ja. #00:29:30-3#

EX3: Ich mein, ich versteh das immer noch nicht. Das ist so komplex, die ganze Preisgestaltung mit diesen Anbietern. #00:29:36-8#

T. K.: Ja. Ja. Wuerde aber auch nicht jeder zugeben. #00:29:38-6#

EX3: Wie? #00:29:39-4#

T. K.: Wuerde auch nicht jeder zugeben. #00:29:40-3#

EX3: Nein. Das ist echt... Nach einem Jahr bin ich noch nicht drin. Das ist das ist echt (abgebrochen). Ich verstehe es auch nicht, warum das so sein muss. #00:29:47-5#

T. K.: Ja. Das heisst... #00:29:53-8#

EX3: Und dann das Zweite ist natuerlich, da schau ich dann auf den Charakter. Was sind das fuer Leute, sind sie teamfaehig? #00:29:57-8#

T. K.: Ja. #00:30:00-8#

EX3: Wissen Sie, ich halte nichts davon von der Generalfeldmarschall-Mentalitaet, wie das bei Deisel war. #00:30:06-0#

T. K.: Unter Deisel. #00:30:06-2#

EX3: Verstehen Sie, einer kommt rein und sagt das ist die Richtung und wer nicht marschiert, der wird erschossen. #00:30:10-0#

T. K.: Ja. Man wurde mehrmals erschossen, sogar. #00:30:12-7#

EX3: Ja, aber das.. Da halte ich nichts davon. Sondern ich sage, ich sage man kann nur im Team einen Laden sanieren und... #00:30:19-6#

T. K.: Ja. Okay. #00:30:21-0#

EX3: ...und und und und ich..., man kann auch nicht ein Unternehmen gegen die Leute sanieren. Das ist unmöglich. Und das hat der Deisel gemacht. #00:30:27-8#

T. K.: Ja. #00:30:28-2#

EX3: Das war seine Hauptfehler. Verstehen Sie, er hat ja, er hat ja, die Überlegung war ja nicht verkehrt und und strategischen Ansätze waren auch nicht verkehrt. Er hat hat einiges drin,... #00:30:35-9#

T. K.: Wo es auch was Wichtiges. Ja. (gleichzeitig) #00:30:37-1#

EX3: ...was vernünftig ist. Aber verstehen Sie, ich kann nicht einen Marschbefehl erteilen und sagen ihr müsst das jetzt machen und dann dann, dann ein ruppiger bloeder Hund mit den Leuten sein. #00:30:44-5#

T. K.: Ja. Ja. #00:30:45-1#

EX3: Und das kann nicht sein. Ich weiss ja nicht, ob sie ein Feedback haben, aber, aber das kann ich sagen, gestern waren Investoren hier, Fabrikführung gemacht und dann sind die nachher zu mir gekommen und haben gesagt hulala, da die Leute sind motiviert, selbst in der Fabrik am Band! #00:30:59-5#

T. K.: Ja. Ja. Definitiv. Ich glaub früher, die Leute sind teilweise mit haengenden Koepfen gelaufen, das hat man auch gespürt, wenn man hier war. Natuerlich. #00:31:06-9#

EX3: Aber das ist vorbei. #00:31:07-3#

T. K.: Ja. #00:31:08-0#

EX3: Auch bei COMPANY J und, und COMPANY K und COMPANY L sowieso. Und, verstehen Sie, es ist wichtig, dass man die Leute mitnimmt und dass die kapieren okay, jetzt muessen wir halt nochmal ran und ... #00:31:19-2#

T. K.: Ja. #00:31:19-5#

EX3: ...Aermel hoch und los. #00:31:21-1#

T. K.: Bei dem Turnaround selber, wie wuerden Sie sehen, die Wichtigkeit auch dass man kreativ auch aus dem Bauch heraus arbeitet? Oder wuerden Sie sagen: "Achtung, nein, wir muessen uns hier nicht auf den Bauch verlassen!", sondern immer nur anhand von Zahlen, anhand von sag ich mal Strategien, die wir uns vorher festgelegt haben und darauf geeinigt haben. Wie wichtig ist auch das sag ich mal das kreative Bauchgefuehl? #00:31:46-1#

EX3: Also es... Ohne das geht es gar nicht. Also nur mit Zahlen und nur mit, mit Logik und nur mit mit mit dem Kopf kann man keine Unternehmen sanieren. Schauen Sie eine Sanierung ist eine, eine emotionale Aufgabe und da sag ich 60 Prozent Bauch und dann, dann 40 Prozent Kopf. #00:32:03-4#

T. K.: Okay. #00:32:04-2#

EX3: Und ich merk doch das da. Schauen Sie die Leute koennen Sie nur mit-, mit-, mit-, mitnehmen und abholen ueber die emotionale Schiene und und und ich hab ja da ein Fuehrungstreffen gehabt, verstehen Sie, die, ich. #00:32:17-5#

T. K.: Ja. #00:32:17-7#

EX3: Die, die Leute die (abgebrochen). Das ist, das ist auch eine, eine COMPANY D-Krankheit, nicht nur COMPANY D-Krankheit. Ein Unternehmen, das, das ueber viele Jahre negativ wirtschaftet und Geld verliert. Die Leute gewoennen sich an schlechte Zahlen. #00:32:30-7#

T. K.: Ja, das ist richtig. #00:32:31-5#

EX3: Und das hat mich verrueckt gemacht. Verstehen Sie, da sind Zahlen gekommen, das standen da 2 Millionen Verlust, 3 Millionen Verlust. Da hat man das gelesen, weggeschaut und keiner konnte nicht schlafen. Ich war der Einzige der nicht schlafen konnte. #00:32:43-4#

T. K.: Ja. #00:32:44-6#

EX3: Und da hab ich ja die ganzen Fuehrungsmannschaft hab ich dann da mal antanzen lassen und hab ich gesagt so! Und dann hab ich Beispiele rausgenommen,... #00:32:51-1#

T. K.: Ja. #00:32:51-7#

EX3: ...was die Leute verbockt haben,... #00:32:52-5#

T. K.: Ja. #00:32:52-7#

EX3: ...jeden vorgefuehrt... #00:32:53-4#

T. K.: Ja. Ja. #00:32:54-2#

EX3: ...und da waren sie natuerlich stinkig, aber aber dann haben sie begriffen. Wissen Sie die Leute haben jahrelang Rechnungen abgezeichnet... #00:32:59-3#

T. K.: Ja. #00:32:59-5#

EX3: ...und haben den Vertrag gar nie angeschaut, ist das richtig,... #00:33:02-2#

T. K.: Nicht angeschaut? #00:33:02-5#

EX3: ...was im Vertrag steht! #00:33:03-2#

T. K.: Ja. Ja. #00:33:04-0#

EX3: Und die Leute haben uns ueber den Tisch gezogen. Da hab ich zehn Beispiele genommen und gesagt schauen sie, das ist der Vertrag. Und das haben sie jetzt, haben sie visiert. #00:33:10-2#

T. K.: Ja. Ja. Ja. #00:33:10-9#

EX3: Und das das war eine ziemliche Schocktherapie dann. #00:33:13-9#

T. K.: Ja. Also... #00:33:15-6#

EX3: Und das ist das Hauptproblem, dass die Leute sich an schlechte Zahlen gewoennen und das Zweite was das Problem war hier, jeder, jeder hier hat einfach gesagt, irgendwie kriegen die das hin. Es hat niemand geglaubt, dass wir Pleite gehen koennten. Niemand! #00:33:32-3#

T. K.: Ja. #00:33:32-5#

EX3: Die sagten... #00:33:33-1#

T. K.: Ja. #00:33:33-0#

EX3: Seit zehn Jahren sagen wir das, wir fahren an die Wand, irgendwo haben wir die Kurve, irgendwie haben sie wieder reingefunden, aber... #00:33:38-9#

T. K.: Ja. #00:33:39-4#

EX3: ...das ist dann eine richtige... #00:33:40-7#

T. K.: Ja. #00:33:41-2#

EX3: ...verkehrte Mentalitaet und ich aber glaube das haben wir, das haben wir aus den Koepfen. #00:33:45-1#

T. K.: Ja. Okay. Das heisst man ist auch irgendwo reingegangen. Sie kamen auch mit einem sehr positiven Spirit rein, muss man ja auch sagen. Und wuerden Sie sagen, das war sogar vielleicht ein Nachteil fuer Sie war, weil jeder dann gedacht hat, Herr EX3 ist da, jetzt geht es aufwaerts? Und dass man nicht realisiert hat, dass es erstmal immer noch weiter abwaerts geht, wenn man nicht auch mal handelt, sogar auch in den kleinen Teams? #00:34:04-7#

EX3: Ja, genau. Auch okay. Jetzt ist einer da und der schaut, dass das nicht an die Wand faehrt. #00:34:08-7#

T. K.: Ja. #00:34:08-8#

EX3: Aber das kann natuerlich einer alleine auch nichts machen. #00:34:11-1#

T. K.: Einer alleine. Ja. Okay. Gut. Nochmal auf dieses Kreative auf dieses Bauchgefuehl so ein bisschen zurueck gehend. Es gibt ja immer mehr Leute, die MBAs machen, die an guten Schulen sind, die viel studiert haben, viel wissen und so weiter, oder meinen zu wissen, es gibt viele Consultants, die dann auch da sind, viele Berater, die sehr gut strategisch sind. Wuerden Sie sagen, dass es auch an den Business Schulen, wenn Sie sich junge Leute anschauen heute, die kommen Mitte 20, Ende 20, dass die zu sehr auf dieses, sag ich mal, schulische, theoretische gehen, als dem Bauchgefuehl zu folgen? #00:34:51-9#

EX3: Kann ich gar nicht sagen. #00:34:53-4#

T. K.: Okay. #00:34:54-0#

EX3: Also wir haben einen Haufen gute, gute Leute hier. Schauen Sie Gommeringer, ja das ist, ich mein, der, der ist ja jetzt noch in der Ausbildung. Und, und, und was meinen Sie, aber der der ist unglaublich Praxisbezogen. #00:35:05-6#

T. K.: Ja. Ja. #00:35:06-8#

EX3: Oder eine Frau Manske, heisst sie glaube ich. #00:35:09-3#



T. K.: Manske, ja genau, Dani. #00:35:10-5#

EX3: Verstehen Sie, ich meine, sie merkt auch echt effizient und und... #00:35:14-0#

T. K.: Ja. #00:35:14-0#

EX3: ...praxisnah und... #00:35:15-5#

T. K.: Ja. #00:35:16-2#

EX3: Auch Frau Lange. Ja, ich meine... Ich sag ich kenn keine, keine jungen Leute, die haben nur gute Ausbilder, aber sind hands-on und das sehe ich nicht so. #00:35:27-2#

T. K.: Gut. Ja. Wuerden Sie auch sagen, dass vielleicht das Kreative, also mir geht es sehr viel, merken Sie ja von den Fragen her, mehr, sehr viel um den Unterschied zwischen kreativem Management, sag ich mal, sonst waere die MARECUCINA gar nicht entstanden, glaube ich sogar auch. Und dem, sag ich mal sehr Strategischen, man guckt wirklich jeden Tag auf die Zahlen etc. Aber wuerden Sie sagen, dass es in einem Turnaround also Sie haben gesagt vorhin 60 Prozent ist es eine emotionale Aufgabe, ist wichtig Bauchgefuehl zu haben, 40 Prozent Kopf, haben Sie gesagt. Wuerden Sie sagen, dann es vielleicht in Zukunft in bei Turnarounds wichtiger werden koennte, aus welchem Grund auch immer, oder wuerden Sie sagen, nein fuer mich aus meiner Erfahrung das bleibt so auch dieses Verhaeltnis, das wird nicht wichtiger. #00:36:16-1#

EX3: Ja vielleicht ist es 50, 50, aber ich sage, Sie koennen..., schauen Sie, sanieren kann man nur, indem dass man eine Aufbruchstimmung erzeugt, dass die Leute sagen, okay jetzt muessen wir Aermel hoch krempeln und da wir muessen und jetzt nochmal richtig in die Seile legen und den Karren aus dem Dreck ziehen. #00:36:35-1#

T. K.: Gut. Okay. #00:36:37-1#

EX3: also ich hab das nie anders erlebt. Und alle, die das nicht schaffen, die, die schaffen die Sanierung nicht. #00:36:43-2#

T. K.: Weil sie die Emotion. sag ich mal, nicht anfassen und die Leute nicht emotional mitnehmen. #00:36:48-0#

EX3: Und die Leute nicht mitmachen. #00:36:49-7#

T. K.: Ja. Okay. Ein paar persoeliche Fragen. Welche akademische Ausbildung haben Sie fuer sich genossen? #00:36:58-6#

EX3: Ich hab keine. #00:36:59-2#

T. K.: Keine. Das heisst also auch hochgearbeitet und und "learning bei doing". #00:37:03-8#

EX3: Ich hab eine kaufmaennische Ausbildung, aber sonst... #00:37:06-2#

T. K.: Ja. Ja. Und Sie haben gesagt also in den Achtzigern haben Sie eigentlich so den ersten Case gehabt mit der Uhrenindustrie, das heisst wie viele Jahre haben sie jetzt an, an Businesserfahrung insgesamt? Was wuerden Sie sagen fuer sich persoelich? #00:37:24-5#

EX3: 35. #00:37:25-1#

T. K.: 35 Jahre. #00:37:25-9#

EX3: So richtig angefangen mit 28, 30. #00:37:29-8#

T. K.: Ja. Ja. Und dann waren das zwei bis (abgebrochen)... #00:37:36-0#

EX3: Ich bin sowieso ein, ein Verrueckter. Ich mein, mit 66 machen wir ja niemals [beide lachen] alle meine Freunde schuettern nur und sagen nur du, du hast ein Rad ab, bist du verrueckt. Geh lieber Golf spielen, aber so ist es [beide lachen].

#00:37:49-2#

T. K.: Ja gut, aber es muss Sie hier irgendwas auch angezogen haben. Sie haben ja auch vorhin so ein bisschen gesagt, was das war. Ist es das einfach, dass ein Turnaround auch einfach interessant ist zu machen, weil es halt, sag ich mal, ungewoehnlich ist. Nicht dieses Finetuning, wie in anderen Firmen, ja? #00:38:04-7#

EX3: Es, es, es ist spannend, oder? Ich meine, es ist stressig, aber es ist spannend. Alles was stressiges Zeug ist, ist natuerlich auch spannend [beide lachen].

#00:38:11-2#

T. K.: Ja. Gut. #00:38:12-7#

EX3: Und da, da kann ich sagen, mehr kann man sich gar nicht wuenschen, als wir hier haben, Stress. #00:38:17-4#

T. K.: Sehr schoen. Okay. Gut. Und von den 35 Jahren, die Sie gerade benannt haben, wie lange hatten Sie da eine Moeglichkeit auch direkt im Marketing oder im Branding dabei zu sein? #00:38:27-7#

EX3: Es war nie direkt im Marketing. #00:38:29-4#

T. K.: Nie direkt. Okay. Ja. Gut. Was wuerden Sie sagen, sind momentan Ihre Staerken und Schwaechen in ihrem Marketing? Wenn Sie es nehmen, branding auch gerne. Wo sehen Sie die Staerken, wo sehen sie die Schwaechen? #00:38:48-6#

EX3: Also Schwaechen ist, Schwaechen ist sicher, dass wir unsere Hausaufgabe noch nicht komplett gemacht haben. Verstehen Sie, die ganze Positionierung. #00:38:58-7#

T. K.: Ja. #00:38:59-0#

EX3: Dann die ganzes, ganze Sortiment, dann die... #00:39:01-1#

T. K.: Ja. #00:39:01-2#

EX3: ...die die die ganze den ganzen Auftritt nach aussen. Wir sind, wir sind, wir sind ja da jetzt mitten im Prozess drin. Da schätze ich das geht noch bis irgendwo Fruehjahr naechstes Jahr, bis das alles... #00:39:15-2#

T. K.: Haetten Sie sich mehr Zeit dafuer gewuenscht? #00:39:16-7#

EX3: Das bringt nichts, dass man das sch(abgebrochen). Wissen Sie, das muss, das ist ein Prozess, der muss ja auch in die Koepfe rein, die Leute muessen kapieren, das sie koennen das nicht in zwei drei Wochen durchpauken. Ich meine, wir haben jede Woche, irgendwie haben wir eine, gestern haben wir wieder eine Diskussion gehabt, passt das ist das auf der Linie? Wissen Sie, das ist ja auch so ein Prozess, da muss man sich irgendwie ein wenig (abgebrochen), man muss ja den Weg finden, verstehen Sie, man hat ja nicht eine Erleuchtung, oder? Ich glaube, das kann man nicht schnell machen. #00:39:47-2#

T. K.: Okay. #00:39:48-6#

EX3: So die groben Strukturen haben wir jetzt, jetzt muessen wir... jetzt fahren wir mal diese Kampagne, dann sehen wir, was gibt das fuer ein Feedback, dann muss man vielleicht nochmal leicht korrigieren. #00:39:57-4#

T. K.: Ja. #00:39:57-7#

EX3: Also ich will nicht eine rechtsrum Kehrwendung machen, aber einfach,...  
#00:39:59-5#

T. K.: Ja. #00:40:00-4#

EX3: ...dass...wissen Sie, wenn Sie... Bis, bis Sie so eine, so eine Strategie haben, wie NIVEA oder wie AUDEMARS PIGUET oder PATEK PHILIPPE. Ich meine, die Leute haben das auch nicht in einem halben Jahr geschafft. Wissen Sie, wenn ich, wenn ich AUDEMARS PIGUET anschau, die haben vor 35 Jahren mit ihrer, mit ihrer Marketingstrategie, mit dieser Royal Oak angefangen. #00:40:16-4#

T. K.: Ja. Ja. Ja. #00:40:17-4#

EX3: Verstehen Sie, das war eigentlich da, das war die Geburt des Marketings von, vom AUDEMARS PIGUET, vorher hat AUDEMARS PIGUET kein Mensch gekannt. Und die, diese Uhr, diese Uhr, die hat sofort polarisiert, weil eine, da hat die eine Menge gesagt, das ist der groesste Shit und die anderen haben gesagt das ist absolut das Geilste, was es gibt. Und da haben die Leute dann... #00:40:36-8#

T. K.: Und was haben Sie gesagt? #00:40:37-4#

EX3: Ja was ich gesagt, ich hab, ich hab drei oder vier AUDEMARS PIGUET.  
#00:40:40-5#

T. K.: Ah okay, gut. #00:40:41-9#

EX3: Ich find das,... ist eines der besten Designs, die es ueberhaupt gibt. Das ist fuer, fuer mich ist das die Uhr. Also ich hab am meisten AUDEMARS PIGUET Uhren. Aber auch da eine CARBON. #00:40:55-7#

T. K.: Jetzt muss ich Ihnen mal eine persoenliche Frage stellen, weil ich bin eigentlich ein GLASHUETTE-Fan, ich kann sie mir nur nicht leisten momentan [lacht]. #00:40:59-8#

EX3: GLASHUETTE... #00:41:01-0#

T. K.: Ist das in Ordnung, ja? #00:41:01-8#

EX3: Ja. Gehoert zur OMEGA-Group. #00:41:03-4#

T. K.: Ja. Okay. #00:41:04-5#

EX3: Aber das, da, das, das ist, ist natuerlich diese, diese Royal Oak find ich...  
Also ich find das so das Design find ich schoen, das ist so absolut. Okay, aber es  
gibt einfach Leute die sagen, das ist nichts fuer mich, aber fuer mich ist es etwas.  
#00:41:18-7#

T. K.: Aber anscheinend auch da wieder sieht man es: Produktdesign, Sie haben  
auch vorhin (unverstaendlich, da Herr EX3 anfaengt zu sprechen). #00:41:22-9#

EX3: Aber schau, schauen Sie die..., die haben, schauen (abgebrochen) das ist  
eigentlich das Beste, wenn diese, diese AUDEMARS PIGUET, das war, wissen Sie  
alles larifari, das, das wie das jeder gemacht hat, da war kein Marketing, nichts  
dahinter, da hat jeder danach geschaut, was macht der andere und alle wenn sie  
OMEGA alle diese alten Marken also diese Marken anschauen ROLEX, die haben  
alle, ROLEX hat solchen Uhren gemacht, auch..., jeder hat das gemacht bei  
PATEK PHILIPPE. Kein Profil und dann, dann sieht man eigentlich, eigentlich  
sehr gut, schauen sie bis 57, nein, 72 hat es.... Da haben die, da haben sie diese Uhr  
lanciert. Und bis 72 war das alles und da, das war, keiner..., kein vergleichbares  
Modell und da haben sie auch angefangen zu kapieren und da haben sie mit dem  
Marketing angefangen und heute, heute sind das natuerlich Profis. Wenn Sie das  
heute anschauen, ist das (abgebrochen)... #00:42:13-6#

T. K.: Ja gut, das ist (abgebrochen). Ja. Laeuft. #00:42:15-3#

EX3: Wissen Sie, auch wie, auch die Linie bei(abgebrochen), ich mein das muessen  
(abgebrochen), ich mein jetzt haben sie das, das ist 40 Jahre, 40 Jahre 40 Jahre  
praktisch haben sie dieses... #00:42:25-1#

T. K.: Immer wieder verdichtet... #00:42:26-0#

EX3: ...immer, immer, immer und, und es gibt, die gibt es immer noch, diese Uhr gibt es immer noch, die laeuft immer noch. Und das interessante 80 Prozent des gesamt AUDEMARS PIGUET Umsatzes laeuft auf dieser Schiene. Und die versuchen ja krampfhaft mit anderer Modelle, verstehen Sie, die Sortimente breiter zu machen. Andere Modelle, schauen Sie andere Modelle, aber sie..., sie bringen es nicht hin. Sie, die machen die ganzen Auftritte, sie machen ja sehr viele Auftritte eben mit, mit anderen Modellen und trotzdem kaufen die Kunden... #00:42:54-9#

T. K.: ...den Klassiker. Ja. Aber genau das, dieses Produktdesign das ist ja sehr interessant in einer Kueche. Es ist ja sehr schwierig eine Kueche anders zu platzieren, anders darzustellen, als es die gesamte andere Industrie macht. Weil es gibt sehr viele gleiche Lieferanten mit den gleichen Materialien, die dann vorgeschlagen werden, hier das ist die neue Farbe. Wie sehen Sie das als, als wichtig fuer den Turnaround auch an? #00:43:17-5#

EX3: Ich zeig Ihnen etwas (Tastentoene hoerbar, Rauschen). Geht mein Telefon nicht? (Rufzeichen) #00:43:40-6#

Anrufer: EX3. #00:43:43-5#

EX3: Auch EX3. #00:43:44-8#

Anrufer: Guten Morgen Herr EX3. #00:43:46-0#

EX3: Geht es gut? #00:43:47-3#

Anrufer: Es geht gut, Herr EX3, wir sind gerade im Service fuer die neuen Arbeitsplatten, groesseres neues Thema natuerlich, wo wir jetzt grad nochmal mit der Qualitaetsversicherung und Abwicklung nochmal zusammensitzt. #00:43:56-5#

EX3: Wo... #00:43:57-4#

Anrufer: Dem muss man sich natuerlich stellen, mit der Keramik ist das heute eher ein bisschen... #00:44:00-6#

EX3: Ja. #00:44:01-2#

Anrufer: Ha ja, noch in kleineren Mengen unterwegs, aber wenn das natuerlich jetzt in breitere Varianten geht, in Mengen, dann muessen wir uns dem Thema schon bald stellen. Aber warum rufen Sie an, Herr EX3? #00:44:08-8#

EX3: Wie, wie lang sind Sie noch da in diesem? Ist es, ist es da(abgebrochen) sind Sie in Pfullendorf? #00:44:15-0#

Anrufer: Kleiner Moment, kleiner Moment. Inwiefern wie lange ich noch da bin. Ich bin jetzt heute normal da, Herr EX3. #00:44:24-6#

EX3: Ja. #00:44:25-1#

Anrufer: Und bin naechste Woche bis Mittwoch da. #00:44:28-0#

EX3: Ja. Ah nee aber heute: sind Sie im Haus? #00:44:29-7#

Anrufer: Ich bin im Haus, ja. #00:44:31-0#

EX3: Und, und... #00:44:31-5#

Anrufer: Ich bin im Haus ganz normal. #00:44:32-1#

EX3: ...und sagen wir so gegen 11 oder kurz nach 11, sind Sie frei oder noch besetzt? #00:44:35-9#

Anrufer: Ja. Ja. #00:44:37-3#

EX3: Okay. Ich habe einen alten Bekannten da. #00:44:39-9#

Anrufer: Okay. #00:44:41-0#

EX3: Und ich moechte dem mal eine Innovation in der Kuechenindustrie zeigen. #00:44:44-9#

Anrufer: [lacht] Okay. #00:44:47-3#

EX3: Wissen Sie was? #00:44:47-9#

Anrufer: Also. #00:44:48-6#



EX3: Ha? #00:44:48-5#

Anrufer: Passt, passt, nee, wir bereiten alles vor schon fuer Sie und Sie melden sich einfach, Herr EX3. Ich hab das Handy dabei. #00:44:54-2#

EX3: Wissen Sie, wer es ist? #00:44:55-4#

T. K.: Berthold. #00:44:57-1#

Anrufer: Nein (gleichzeitig). #00:44:57-3#

T. K.: Berthold, ich bin es, gruess dich, Torben. #00:45:01-1#

Anrufer: Torben, Torben, Torben [alle lachen] Du bist doch gestern Abend noch um 22 Uhr in Pfullendorf aufgeschlagen...!? #00:45:07-1#

T. K.: Ja genau, das - gestern Abend. #00:45:09-7#

EX3: Also wir kommen dann schnell noch runter (unverstaendlich). #00:45:11-4#

Anrufer: Alles klar, bis spaeter, danke. #00:45:13-5#

EX3: Tschuess #00:45:13-9#

T. K.: Tschuess, Berthold. Also Sie wuerden auch sagen, Sie haben wahrscheinlich da irgendwas, Design ist fuer Sie mit das Wichtige? #00:45:22-5#

EX3: Nein. #00:45:23-0#

T. K.: Nicht? #00:45:23-5#

EX3: Nicht das Design. Schauen Sie, wir haben die Kueche neu erfunden.  
#00:45:25-9#

T. K.: Okay. #00:45:26-5#

EX3: Und das sag ich dir, gestern waren wieder Investoren da, also die die Leute verstehen die Welt nicht mehr. Jeder fragt warum, warum gibt es das nicht?

#00:45:35-4#

T. K.: Echt? [beide lachen]. Okay. Da bin ich aber gespannt, Herr EX3. #00:45:41-3#

EX3: Verstehen Sie, alle..., alle..., und das macht mich verrueckt in der Kuechenindustrie, der SCHEIPERMEIER, der NOLTE, der HÄCKER, der SCHUELLER, alle denken gleich, alle denken Fronten... #00:45:50-0#

T. K.: Das ist richtig. #00:45:50-6#

EX3: ...Fronten, Fronten, Fronten. #00:45:52-0#

T. K.: Richtig. #00:45:52-6#

EX3: Ich hoer nichts anderes. #00:45:53-4#

T. K.: Ja, das ist richtig. #00:45:54-5#

EX3: Ich hoer nur Fronten, Arbeitsplatten. #00:45:55-7#

T. K.: Ich hab es auch ja gerade gefragt wieder. #00:45:57-4#

EX3: Lange, dicke, duenne, rot, gelb, gruen, Farbe, Eiche, x, y, verstehen Sie, aber ich hoere nichts, nichts, keine Innovation, nichts. #00:46:05-0#

T. K.: Ja. #00:46:05-3#

EX3: Und wissen Sie, alles, was die als Innovation verkaufen, ein neues Scharnier oder, oder ich meine, weil irgendwie eine ...ein, wie sagt man? #00:46:12-8#

T. K.: Elektrofunktion. Jaja. Softdrive. Ja. #00:46:15-8#

EX3: Das ist doch alles..., alles seit 30, 40 Jahren da. #00:46:20-1#

T. K.: Ja. #00:46:20-6#

EX3: Absolut zero. Ich versteh das nicht. Dabei haben die Leute Beduerfnisse und brauchen, brauchen Kuechen mit denen sie leben koennen und umgehen koennen und die sich ihrem Leben anpassen und die... #00:46:35-9#

T. K.: Ja. #00:46:36-3#

EX3: ...die das machen, was man braucht... #00:46:38-2#

T. K.: Ja. #00:46:38-5#

EX3: ...und nicht, dass ich da stehe und Rueckenschmerzen habe, weil die verdammte scheiss Arbeitsplatte etwas zu tief ist und ich halt jetzt zufaellig lang oder oder der Kochherd ist zu hoch und ich bin klein und muss dann da...  
#00:46:48-9#

T. K.: [lacht] Verstanden, gut. Okay. #00:46:51-6#

EX3: So! #00:46:52-1#

T. K.: Also dann ist fuer Sie aber Innovation der Faktor der mit einem Turnaround auch zusammenhaengt? #00:47:02-0#

EX3: Ja. #00:47:02-5#

T. K.: Ja. Okay. Wenn wir zurueck gehen nochmal zu der Frage auch so ein bisschen die Staerken, ich glaub wir haben ja ein starkes, sag ich mal

Produktentwicklungsteam, also das sind ja gute Leute, die wir eigentlich haben.

#00:47:16-9#

EX3: Super, also. Ich sag Ihnen, der Laden hat nur ueberlebt, weil die ab der zweiten Ebene die Leute gut waren und die haben einfach gekaempft und die haben geschaut, dass sie ueber die Runden kommen, egal, wie viel Scheiss die Oberen gebaut haben. #00:47:29-7#

T. K.: Ja. Ja. Richtig. #00:47:30-9#

EX3: Sonst waere das gar nicht moeglich gewesen. #00:47:32-6#

T. K.: Ja. #00:47:33-1#

EX3: Klar. Das ist klar. #00:47:34-8#

T. K.: Gut. Also man geht auch wieder so ein bisschen zurueck auf die, das..., das Personal, was man eigentlich hat und das wieder so ein bisschen zu engagieren etc., ja? #00:47:44-5#

EX3: Die sind alle hochmotiviert, muss ich sagen. Auch dieser Mitarbeiter 1. Das ist, das ist. Ich glaube der wuerde fuer das Unternehmen sterben. #00:47:51-1#

T. K.: Wuerde er! Berthold ja! Da kennen wir ihn! #00:47:54-4#

EX3: Wissen Sie, das war auch, das war auch... Ich muss sagen, der er ist Chef, Sieber, ist jetzt im Einkauf hab ich ihn... #00:47:59-1#

T. K.: Ja. Ja. Weiss ich. #00:48:00-2#

EX3: Einkauf getan, da ist er richtig und der Mitarbeiter 1 fuer die Produktentwicklung ist echt der, der richtige Mann. #00:48:05-3#

T. K.: Schoen. Wunderbar. Wuerden Sie sagen, dass diese Staerken, also speziell auch Innovation, dass das auch bei anderen, bei ADLER zum Beispiel auch ein...,der wichtige Punkt war damals, um den Turnaround zu schaffen? #00:48:20-5#

EX3: Ja. #00:48:21-0#

T. K.: Ja. #00:48:21-7#

EX3: Es muessen ein paar neue Innovationen bringen. Da bei ADLER war es der Adlerclub. #00:48:26-2#

T. K.: Ah okay. Ja. Ja #00:48:28-8#

EX3: Also ein Kundenbindungsinstrument. #00:48:33-9#

T. K.: Also CRM (Customer Relationship Management), etc. Okay. Gut. Welche anderen Stakeholders, wir hatten vorhin so ein bisschen ueber die Boerse gesprochen, ueber Investoren, die man auch einfangen muss, zum Beispiel durch so ein Marketing etc. Welche anderen Formen, Teams, einzelne Personen sehen Sie noch als strategisch unbedingt wichtig an, egal auf welcher Ebene, egal ob Interne, Interne oder Externe zum Unternehmen, um den Turnaround zu schaffen? Wo sagen Sie, ich brauche jemand da und hier, weil...? #00:49:09-1#

EX3: Sie brauchen natuerlich Kunden, verstehen Sie? Ich meine, was wir gemacht haben ist wir sind..., wir sind bei allen wichtigen grossen Leuten, sind wir einfach mehrmals aufgeschlagen und und und da muessen Sie, verstehen Sie? Ich meine das war auch ein Problem, der Deisel war natuerlich ein arroganter Hund, verstehen Sie? Sie koennen nicht zu einem COMPANY I gehen oder zu einem OSTERMANN oder zu einem... #00:49:30-9#

T. K.: Mit geschwellter Brust. #00:49:31-8#

EX3: zu einem KALTENEGGER und dem sagen, jetzt zeig ich dir mal, wie man, wie man Kuechen herstellt und verkauft, sondern ich mein, ich mein, das sind ja ganz andere Kaliber. Und..., und was ich gemacht habe, ich bin zu denen gegangen und habe gesagt, Leute das ist unsere Bilanz, wir verlieren Kopf und Kragen und fuer Euch muesst es eigentlich strategisch Sinn machen, dass dass ein zweiter Groesserer am Markt ist nicht nur, dass ihr an einem Fliegenfaenger hängt? Das ist auch okay, aber da muessen wir jetzt was machen. Muss die Leute abholen. Wissen Sie, solange ich keine Kunden habe, kann ich auch auch nichts verkaufen.

#00:50:04-5#

T. K.: Das heisst also, ich sag jetzt mal ganzforsch auch, Aufsichtsrat - nicht wichtig. Sie fokussieren sich wirklich nur auf den Kunden, was der... #00:50:15-9#

EX3: Ja. #00:50:16-5#

T. K.: ...braucht, das ist das wichtige. Gut. #00:50:19-9#

EX3: Ja nicht nur auf den Kunden. Schauen Sie, ich mein Sie brauchen, sie brauchen die Kunden, die muessen mitziehen. #00:50:24-9#

T. K.: Ja. #00:50:25-3#

EX3: Und die muessen Sie unterstuetzen. #00:50:26-3#

T. K.: Ja. #00:50:26-7#

EX3: Und die muessen, ich mein, wir machen jetzt eine unterjaehrige Preiserhoehung, ich weiss nicht, ob Sie das gelesen haben? #00:50:30-2#

T. K.: Ja. Nein, das wohl nicht. #00:50:30-9#

EX3: Die ganze Branche hat gesagt, ihr seid verrueckt. Wir erhoehen die Preise um 7 Prozent fuer COMPANY J und um 8 Prozent fuer COMPANY D am ersten August. #00:50:38-0#

T. K.: Das ist schon eine Hausnummer, ja! #00:50:39-4#

EX3: Was? #00:50:40-1#

T. K.: Das ist schon eine Hausnummer. #00:50:40-7#

EX3: Ach, die Leute haben bis jetzt keinen Mut gehabt. Und ich meine, jeder, jeder hat gesagt, Du faehrst an die Wand und die..., schauen Sie, ich hab..., seit drei Monaten gehe ich mit Duffner bei allen grossen Kunden und ich sag, Leute mehr Umsatz bringt nichts, wir brauchen..., wir verkaufen unsere Ware zu billig.  
#00:50:55-6#

T. K.: Ja. #00:50:55-9#

EX3: Und das bestaetigt uns jeder. #00:50:57-2#

T. K.: Ja. #00:50:57-6#

EX3: Der KUEPPERS hat gesagt, ich versteh nicht, wie ihr COMPANY J so schweinish billig herstellen koennt. Er sagt ihr seid besser, als die anderen, aber ihr seid viel billiger. #00:51:07-4#

T. K.: Ja. Ja. Aber das war ja schon immer das Problem,... #00:51:10-7#

EX3: Ja. #00:51:11-1#

T. K.: ...dass wir uns zu billig verkaufen. #00:51:12-0#

EX3: Und und verstehen Sie, wir sind der billige Jakob der Branche und wie..., ich sag darum sind wir da, wo wir sind. Ich mein wir..., und das verstehen alle, die verstehen und und und wir sind bei allen vorbeigegangen und haben gesagt, Leute wir wissen, das ist nicht normal, das..., aber aber es gibt gibt nur noch zwei Möglichkeiten: Entweder machen wir den Laden dicht oder wir kommen auf die Beine, auf die Beine nur mit Umsatz kommen wir nicht. #00:51:32-2#

T. K.: Ja. Ja. #00:51:33-7#

EX3: Und wir haben in der Vergangenheit, wissen Sie und das ist ja auch, so ein Scheissdreck habe ich mein ganzes Leben nicht gesehen, wissen Sie, wenn ich die Uhrenindustrie, oder Autoindustrie,... #00:51:43-0#

T. K.: Ja. #00:51:43-8#

EX3: ...jede Industrie nehme. #00:51:44-3#

T. K.: Ja. #00:51:44-8#

EX3: Je hohe..., je hoehwertiger und je teurer das Produkt, je mehr verdient die Firma. Bei uns ist das bei COMPANY D genau umgekehrt. #00:51:51-8#

T. K.: Genau andersherum [lacht]. #00:51:52-6#

EX3: Preiskategorie, eins, zwei, drei, vier, fuef, verdienen wir viel mehr, als sechs, sieben, acht, neun und zehn. #00:51:58-2#

T. K.: Im dem Raum ist COMPANY K und COMPANY L sehr erfolgreich.  
#00:51:59-8#

EX3: neun und zehn verdienen wir am wenigsten. Bei Glas, bei Glas haben wir einen Deckungsbeitrag II von 10 Prozent. (gleichzeitig gesprochen:) Da kann ich mich doch erschiessen. #00:52:06-1#

T. K.: Ja, weil wir die Kosten, die Mehrkosten der Lieferanten nicht weitergeben.  
#00:52:08-8#

EX3: Ja. #00:52:09-0#

T. K.: Ja. #00:52:09-5#



EX3: Ja. Total falsch kalkuliert. Und jetzt haben wir das alles (abgebrochen), alle Handbuecher neu gemacht, alles umgestellt. Also wir haben jetzt die obersten Preiskategorien. Offiziell machen wir 8 Prozent... #00:52:21-9#

T. K.: Ja. #00:52:22-3#

EX3: ...aber mit mit dieser ganzen... #00:52:23-4#

T. K.: Umstellung. #00:52:24-2#

EX3: ...Umstrukturierung machen wir einen Preisaufschlag von 14 Prozent.  
#00:52:27-7#

T. K.: Ja. Das ist schon eine Hausnummer. Ja. Definitiv. [lacht] #00:52:30-2#

EX3: Ja, aber... #00:52:32-0#

T. K.: Aber wenn es nicht anders geht, geht es nicht anders. #00:52:33-6#

EX3: Ne? #00:52:33-6#

T. K.: Ja. #00:52:34-2#

EX3: Aber schauen Sie, wir koennen nicht in der Preiskategorie neun und zehn mit 10 Prozent Deckungsbeitrag leben, wir brauchen 30 Prozent bei COMPANY D.  
#00:52:40-5#

T. K.: Ja. Ja. Ja gut. Fuer mich natürlich sehr interessant wieder - all das, was wir dann auch im Marketing machen, oder was Sie machen, mit Anzeigen, die Sie gezeigt haben mit all dem, was auch investiert wird hier in die Marken mit eigenen Stores, Sie haben Flagshipstores angesprochen, das muss ja auch finanziert werden. Das heisst, Sie versuchen auch das Investment natürlich wieder herauszubekommen? #00:53:01-9#

EX3: Ha ja, schon klar. #00:53:02-5#

T. K.: Ja. Okay. #00:53:04-8#

EX3: Aber das... Schauen Sie, man muss ein paar Massnahmen einleiten. Also jetzt haben wir die Preiserhoehung ab ersten August, fangen jetzt Ende August mit dieser Werbekampagne an. #00:53:13-6#

T. K.: Ja. #00:53:13-9#

EX3: Verstehen Sie, dass... #00:53:14-1#

T. K.: Ja. #00:53:14-5#

EX3: ... ist ja dann auf der einen Seite sind die Leute ein wenig sauer, dass sie mehr bezahlen, aber auf der anderen Seite sagen sie ulala also das und das und das und das. #00:53:21-7#

T. K.: (gleichzeitig:) #00:53:18-4# Ja. Aber sie kriegen ja was. #00:53:19-1#

T. K.: Ja. Es passiert etwas. Okay. #00:53:24-1#

EX3: Und das sind wir mit der Finanzierung durch, verstehen Sie, die Leute, ich mein seit, seit fuenf Wochen liest man nichts mehr, dass wir Pleite gehen, also nicht zahlen koennen, also da ist absolut Ruhe im Stall. #00:53:33-0#

T. K.: Das ist ja auch wichtig. #00:53:34-3#

EX3: Das haben die Leute auch begriffen. Und wir waren bei COMPANY I und naechste Woche sind wir bei KUEPPERS und bei ROLLER. Die sagen auch alle, jetzt geben wir wieder Gas, jetzt koennen wir wieder, jetzt hab ich keine Angst mehr, jetzt koennen wir vorwaerts machen. #00:53:45-2#

T. K.: Schoen. Wuerden Sie sagen auch, dass sich dann Ihre Rolle ueber die Zeit etwas veraendert hat? Also vom ersten Tag, wo Sie im Unternehmen waren, heute und dann vielleicht sagen wir mal in einem Jahr. Wuerden Sie sagen, dass Sie Ihre Rolle, ich mein nicht von der Funktion her, sag ich mal, am Anfang vielleicht ein Motivator, dann vielleicht jetzt auch Kontrolleur irgendwo zu sehen, dass die Leute auch wirklich dran bleiben, nicht alles akzeptieren mit den schlechten Zahlen. Wuerden Sie sagen, dass sich Ihre persoenliche Rolle sich aendert? #00:54:15-8#

EX3: Naja. Jetzt sag ich, jetzt bin ich so langsam vom Lehrling zum Gesellen mutiert. #00:54:20-9#

T. K.: Ach so, okay [beide lachen] ja. #00:54:25-2#

EX3: Also verstehen Sie, aber, als ich da rein gekommen bin, ich hab ja nur nur Bahnhof verstanden und und ich bin, also das selten so ein komplexes Business gesehen, wie das hier. #00:54:35-5#

T. K.: Also nicht, dass heisst, Sie sagen jetzt das Business ist komplex. COMPANY D aber auch, glaube ich? #00:54:42-4#

EX3: Jaja. Und und und all, auch alle Informationen, die Sie bekommen. Wissen Sie, fuer mich ist Umsatz, Umsatz, ja? Aber hier ist der Vertriebsumsatz ist kein Umsatz. #00:54:50-7#

T. K.: Ja. Ja. Ja. #00:54:51-7#

EX3: Und da muss man ja alles, das muessen Sie ja alles zuerst lernen. Sie muessen ja zuerst kapieren, dass wenn Sie eine Zahl sehen, sagen sie, wow der Umsatz ist super, dann dann kommt.... #00:55:00-7#

T. K.: Merkt man, was eigentlich das bedeutet. #00:55:02-3#

EX3: Dann kommt Netto, Netto, Netto, das hat man hier gewaehlt, dass es dreimal Netto gibt. #00:55:05-4#

T. K.: Ja. [beide lachen] #00:55:07-8#

EX3: Kann ich sagen, in anderen in der Medizintechnik hab ich eine Beteiligung, wenn die mir eine Umsatzzahl geben, dann ist das der Umsatz ohne wenn und aber. #00:55:15-3#

T. K.: Ja. #00:55:15-7#

EX3: Und ohne Ueberlegen und ohne... #00:55:16-8#

T. K.: Ja. Das heisst... #00:55:19-4#

EX3: Wenn ich..., wenn ich hier einen Umsatz sehe, dann muss man wirklich checken, ueber was man redet. #00:55:24-8#

T. K.: Okay. Gut. Das heisst, wenn Sie heute Geselle sind, sehen Sie sich in einem Jahr dann als Meister an oder wuerden Sie sagen... #00:55:32-0#

EX3: In einem Jahr... #00:55:31-9#

T. K.: Nicht? #00:55:32-9#

EX3: ...hoere ich auf. [beide lachen] #00:55:33-6#

T. K.: Okay. [beide lachen] Aber erst, wenn die Tat geschafft ist, sozusagen. #00:55:38-6#

EX3: Ja, in der naechsten (abgebrochen) also jetzt haben wir ja Hauptversammlung am einundzwanzigsten, naechste Hauptversammlung ist vorbei. #00:55:44-5#

T. K.: Ja, das..., aber das war ja immer so geplant. #00:55:46-2#

EX3: Jaja. #00:55:46-7#

T. K.: Ne, also. #00:55:47-5#

EX3: Da bin ich 67 und da muss man irgendwo einen Strich machen. Und ich geh dann in den Aufsichtsrat und dann... #00:55:52-6#

T. K.: Ja. #00:55:53-4#

EX3: ...das ist ein viel schoenerer Job, da kann man reinreden, muss nicht selber arbeiten [beide lachen]. #00:55:57-1#

T. K.: Gut, gut. Aber wie sehr ist Ihnen auch sag ich mal diese Marke, also mir ist sie ja sehr an das Herz gewachsen. Wie sehr ist es Ihnen an das Herz gewachsen die Marke und wie haengt das vielleicht auch mit anderen Faktoren zusammen? Vielleicht auch am Anfang, als Sie angesprochen wurden sozusagen, Mensch COMPANY D, wie waere es? Also dieses, wie sehr sind Sie mit COMPANY D verbunden auch schon? #00:56:20-2#

EX3: Wissen Sie, da...,das hab ich jetzt gelernt so in den 13 Monaten. COMPANY D ist ein ungeschliffener Diamant, also ich, ich sag es gibt keine Marke in der Kuechenindustrie, mit der man etwas, mit der man so etwas bewegen kann, wie mit COMPANY D. Ich mein, das ist eigentlich die Staerke, die Staerke. Total. Wir muessen jetzt, Sortimente sind wir sehr gut, kommen wir gut an, Preispositionierung sind wir jetzt noch am, das setzen wir jetzt noch um. Marketing fangen wir jetzt endlich an. #00:56:56-5#

T. K.: Gut. Was wuerden Sie sagen, dass ist eine auch der Fragen, die ich natuerlich sehr stark in der Doktorarbeit versuche zu klaeren. Sie hatten ja auch lange Zeit keinen Marketingchef. Also ich glaub Herr Wehrle, kam ja erst, also ich versteh mich auch sehr gut mit ihm, mit dem, er kam ja erst im November oder Dezember glaube ich sogar im letzten Jahres. Ich bin im Juni gegangen. Sehen Sie sich selber auch als der Turnaround, als der Marken-Turnaround-Chef oder sagen Sie sich, nee das sind wir insgesamt oder nee dafuer hab ich eine andere Person oder auch Herr

Wehrle natuerlich jetzt. Wie sehen Sie diesen, wer ist der Chef des Marken-Turnarounds? Was wuerden Sie persoendlich sagen? #00:57:40-7#

EX3: Es hat doch noch ein paar gute Leute im Marketing gehabt. Verstehen Sie? Ich meine... #00:57:45-1#

T. K.: Logisch. #00:57:45-4#

EX3: ...es war vielleicht ohne, ohne Fuehrung oder ohne Kopf, aber, aber, aber sagen die Leute, die, die, die Leute kennen ja die Marke und die Philosophie und, und also da war ja noch einiges an Potenzial vorhanden. Ich mein Wehrle hat jetzt zuerst den Lernprozess mitgemacht. Verstehen Sie, er kommt ja aus einer ganz anderen Liga. #00:58:06-8#

T. K.: Ja. Ja. #00:58:07-2#

EX3: Den mussten wir uns zuerst einmal runter holen, ich...,ich hab oft, oft mit ihm, da sag ich Herr Wehrle, das sieht jetzt so aus, wie POGGENPOHL [lachen], aber verstehen Sie, wissen Sie, das ist ja wie, ich mein, Sie wissen ja, wie die Marketingleute sind. Wissen Sie, das ist unglaublich schwierig, wenn Sie mal sehen in so einer, einer bestimmten Liga sind, wie POGGENPOHL, dann dann verstehen Sie, da ist alles individueller und, und Einzelanfertigung und teuer und exklusiv und und und. Und verstehen Sie, die, die haben sich an jeder jeder jeder Kueche haben die irgendwie, sind die aufgeregt, kostet 160.000 Euro. Das ist ja bei uns null Thema, verstehen Sie? #00:58:44-2#

T. K.: Ja. #00:58:44-5#

EX3: Wie ich, ich brauche 10-20.000 Kuechen. Dann ist das okay, [lachen] oder? und das, das ist eine und und das ist eine andere Kaeuferschicht, die tickt nicht so, wie (abgebrochen) Leute, die POGGENPOHL kaufen, das sind ganz andere Leute, als die, die COMPANY D kaufen. Und ich meine Wehrle war ja ein paar Jahre dort und dann dann, das ist schon eine gewaltige Umstellung. #00:59:03-8#

T. K.: Ja. Ja. Das glaube ich. #00:59:04-6#

EX3: Aber ich glaube jetzt, er ist langsam jetzt drin. #00:59:07-3#

T. K.: Er ist drin. Sehr schoen. #00:59:08-7#

EX3: Nach einem Jahr ist man dann, dann drin von der Marke so total ueberzeugt.  
#00:59:12-7#

T. K.: Wo wuerden Sie dann auch jetzt Turnaround, haben sie gesagt, wir schaffen das auch. Wo sehen Sie die Marke in fuenf Jahren? Die Marke COMPANY D.  
#00:59:23-8#

EX3: Wir haben dem Duffner gesagt im..., ich weiss nicht, ob man noch bekannter werden kann. Wir sind ja jetzt bei 78 Prozent. #00:59:32-8#

T. K.: Ja, das ist schon sehr hoch. #00:59:33-5#

EX3: Wissen Sie, irgendwo, wenn wir das Niveau halten koennen. #00:59:36-3#

T. K.: Jaja. #00:59:36-8#

EX3: Und und (abgebrochen). Also was was was ich will, dass wir, dass wir so erfolgreich sind mit der COMPANY D, dass wir hier Zweischichtig ausgelastet sind und dann dann verdienen wir Geld wie Heu. Und wir sind jetzt bei 80 Prozent Einschichtig und das ist das ist noch ein Kreuz. #00:59:55-9#

T. K.: Ja. Ja. Ja, das glaube ich. #00:59:57-8#

EX3: Aber verstehen Sie, was ich nicht bereit bin. Ich bin nicht bereit, jetzt da wie der Deisel und der Fughe es gemacht haben und sagen okay, jetzt machen wir noch... #01:00:04-8#

T. K.: Wir hauen das raus. #01:00:05-1#

EX3: ...jetzt verschlepp..., jetzt verschleudern wir das Zeug, machen es billig und und und gehen auf Masse. Dann sage ich lieber eine Durststrecke... #01:00:12-9#

T. K.: Ja. Sehr schoen. Und was wuerden Sie sagen, fehlt noch, strategisch jetzt wieder, um dorthin zu kommen auch? Und zwar wieder, weil Sie haben jetzt gerade eigentlich den, den Marken-Turnaround auch wieder damit begruendet, mit dem Werk, mit der Produktionsauslastung. Aber wieder ein bisschen mehr fokussiert auf die Marke und strategischer Art auch. Wo muesste denn die Marke nochmal stehen? Sie haben gesagt, wir koennen nicht hoeher gehen, wir haben schon 78 Prozent Bekanntheit. Aber was muss jetzt noch getragen werden? #01:00:43-4#

EX3: Das ist auch viel zu teuer, wenn ich jetzt sage, ich will noch 5 Prozent dazulegen. Verstehen Sie, da brauchen Sie unglaublich viel Geld. #01:00:48-2#

T. K.: Viel Geld. #01:00:48-6#

EX3: Da sage ich, was bringt es? Ich sage, wenn ich das halten kann... #01:00:53-1#

T. K.: Also eine gewisse Visibility am Markt, ja? #01:00:55-5#

EX3: ...und wenn ich das halten kann, dann ist das okay. #01:00:58-5#

T. K.: okay. #01:01:01-3#

EX3: aber unsere groesste Schwaechte im Moment ist der Vertrieb. #01:01:05-2#

T. K.: [lacht] Herr EX3, das hatte ich Ihnen in unserem ersten Gespraech gesagt. #01:01:09-9#

EX3: Ja. Hockey-Fughe ist weg, aber ich mein, da sind wir jetzt dran, das neu aufzubauen. #01:01:13-3#

T. K.: Ja. #01:01:13-7#



EX3: Aber bis, bis man da..., also das das ist die groesste die groesste Huerde, die...Produktion laeuft super, COMPANY J haben wir im Griff. #01:01:21-7#

T. K.: Gott sei Dank. #01:01:22-4#

EX3: Keine Fehlteile, keine, also das ist wirklich, also... #01:01:24-9#

T. K.: Ja. Schoen. #01:01:25-3#

EX3: ...Qualitaet, alles. Dieser Fischer, der hat den Laden gerettet. Also besser geht es nicht. Also Produktion sind wir echt in allen vier Werken gut. #01:01:33-3#

T. K.: Schoen. #01:01:33-9#

EX3: Effizienz ist gut. #01:01:34-7#

T. K.: Ja. #01:01:35-4#

EX3: Sortiment ist gut, Qualitaet ist gut und jetzt fehlt es echt an der Front und das ist, das ist... #01:01:43-1#

T. K.: und das ist auch nochmal interessant. Ohne die Qualitaet, die Sie, sag ich mal, im Backoffice erreichen, koennen Sie vorne die Marke auch nicht spielen. #01:01:50-1#

EX3: Ja, aber das war ja immer die Entschuldigung. Schauen Sie im Vertrieb hat immer zwei Entschuldigungen auf einmal. Die Leute haben Angst wir gehen Pleite, darum bremsen die, ihr seid nicht durchfinanziert, finanziell, finanzieller Wackelkandidat, deshalb koennen wir nicht verkaufen. Das zweite war Qualitaet und Qualitaet und Qualitaet. So. Und das bei, also Qualitaet ist weg, Design war eigentlich nie ein Thema, also so...,sagen wir mal, da da waren wir die letzten Jahre, muss ich sagen ziemlich vorne. Und da da sind wir besser als die anderen.

Und das Problem war einfach Finanzierung und und und eben Qualitaet,  
Reklamationsquote und... #01:02:30-5#

T. K.: Ja. #01:02:30-9#

EX3: ...alles behoben. So jetzt seit vier Wochen oder fuef Wochen haben  
wir(abgebrochen) gibt es keine Ausrede mehr und jetzt kommen sie langsam  
unter die Raeder. #01:02:38-2#

T. K.: Gut. Gut. #01:02:42-7#

EX3: Aber verstehen Sie, ich hab auch noch nie ein Unternehmen gesehen, wo der  
Aussendienst nicht gefuehrt wurde. Es gibt... ich fahr ja mit den Leuten, so alle  
zwei Wochen geh ich mal mit einem mal auf die Tour. #01:02:51-3#

T. K.: Ja. #01:02:51-7#

EX3: Hock mich da rein und fahr mit dem. Die Leute haben keine Vorgaben, die  
haben keinen Tourenplan. Die entscheiden, die stehen am Morgen auf, entscheiden  
zu wem sie gehen und das funktioniert nicht. #01:03:02-0#

T. K.: Ja. Ja. Nein, das war schlimm. Ja. Das stimmt. #01:03:05-4#

EX3: Und da sind wir jetzt dabei da, das zu implementieren, dass wir die Leute  
fuehren, denen Vorgabe geben, auch..., wissen Sie auch die, die ganze  
Kundenstruktur, a, a, b und c Kunden. Dann dann frag ich den, geh ich mit dem  
Rotmund, da..., bin ich unterwegs, sag ich okay, #01:03:18-4#

T. K.: Ja. #01:03:18-8#

EX3: ...koennen Sie mir jetzt sagen, was ich meine, haben Sie eine Zielsetzung?  
Welchen, welchen a-Kunden wollen Sie jetzt dieses Jahr noch... #01:03:26-1#

T. K.: Nach oben. #01:03:26-2#

EX3: ...zu COMPANY D holen? #01:03:27-4#

T. K.: Ja. #01:03:27-9#

EX3: Verstehen Sie, der hat...,das gibt es nicht. Ich...,ich muss doch in meinem Gebiet muss ich doch... #01:03:33-9#

T. K.: Die Konkurrenten. #01:03:34-4#

EX3: ...eine Zielstruktur haben. Muss doch wissen, wo bin ich nicht drin, wer ist ein a-Kunde. Und da muss ich sagen, dieser Meier da in, in Waldshut... #01:03:41-5#

T. K.: Ja. Ja. #01:03:41-8#

EX3: ...oder weiss der Teufel wo,... #01:03:42-4#

T. K.: Ja. #01:03:42-7#

EX3: ...den, den will ich jetzt zu COMPANY D bringen. Verstehen Sie, das muss doch ein, eine Messlatte sein, die auch dann sein Chef kontrolliert. Alle, wenigstens alle zwei Monate sagt, wie weit bist du, bist du weit gegangen, gibt es eine Chance? #01:03:53-3#

T. K.: Ja. #01:03:53-6#

EX3: Gibt es nicht. #01:03:53-9#

T. K.: Ja. #01:03:54-5#

EX3: Und dann auch, wissen Sie, da laeuft er rein, ich mein, da wollen Sie imponieren und sagen "Hallo, ciao, Hans, wie geht es und so? Kuess die Frau". #01:04:02-8#

T. K.: Ja. Ja. Ja. Ja. Ja. #01:04:03-4#

EX3: Trink einen Kaffee und dann sag ich, und dann dann dann seh ich dann auch beim MUSSOTTER, da, war ich da in Singen. Im Eingangsbereich, keine Kueche von COMPANY D. COMPANY D ist hinten in der Ecke. Vorne sind SCHUELLER und... #01:04:16-4#

T. K.: SCHUELLER, und sonst was. #01:04:17-4#

EX3: NOLTE und da sag ich das gibt es ja nicht. Da sag ich verdammt nochmal, wir muessen doch, wir muessten doch dort sein. #01:04:21-7#

T. K.: Bessere Position haben. #01:04:22-7#

EX3: Wir muessen doch die beste Position sein. Warum haben sie kein Layout und sagen, entweder ich will da hin oder ich will da hin. #01:04:27-2#

T. K.: Ja. Ja. #01:04:29-4#

EX3: Ja, wissen Sie, es gibt keine..., dann habe ich dann,... dann habe ich gesagt, okay, haben Sie keine Checkliste, wenn Sie beim Kunden reinlaufen, wie die Sie durcharbeiten? Nein, gibt es nicht. Rufe den Fughe an und ich sag "Hoere mal, bist Du verrueckt. Das geht doch nicht. Du musst doch eine Checkliste haben!", wissen Sie, kein einziges COMPANY D-Schild im Laden. Das kann nicht sein. #01:04:48-7#

T. K.: Echt? #01:04:49-7#

EX3: NOLTE war da und SCHUELLER war, aber COMPANY D war nirgends. Das war beim, beim KWB oder wie der heisst. #01:04:56-8#

T. K.: Ja. Ja. Ja. Ja. #01:04:58-0#

EX3: Beim Hund. #01:04:58-8#

T. K.: Ja. #01:05:00-6#

EX3: Also diese Checkliste gibt es nicht, brauchen wir nicht. Das - ich kenn niemand. Gehen Sie mal zu GILLETTE oder gehen Sie zum PROCTER & GAMBLE oder gehen Sie zum MARS, gehen Sie zu irgendeinem Markenprodukt. Ich mein, die..., die schreiben denen minutioes vor,... #01:05:14-4#

T. K.: (gleichzeitig gesprochen:) Vor, wie es die Marke zu positionieren gilt. #01:05:16-9#

EX3: ...wenn er in der Point-of-Sale kommt, dann wird da..., wird die abgearbeitet. #01:05:20-2#

T. K.: Genau. #01:05:20-7#

EX3: Richtige Markenpraestentation. Ist das Schild da? Wo steh ich? Steh ich im richtigen Bereich und und und und und und und das gibt es bei uns nicht. #01:05:29-6#

T. K.: Ja. Ich weiss. Ja. #01:05:31-7#

EX3: ...wissen Sie, das dauert doch eine Ewigkeit, bis das aufgegleist ist. #01:05:38-0#

T. K.: [lacht] Okay. Ja, Herr EX3, das war es eigentlich schon. Das sind die Fragen, die ich habe und hatte besser gesagt. Und es war super interessant, also schon mal herzlichen Dank, deswegen kann ich jetzt auch ausmachen. #01:06:01-0#

#### 8.3.4 EXPERT 4 (EX4)

T. K.: Okay. #00:00:03-3#

EX4: That is important in Germany, isn't it? #00:00:03-9#

T. K.: It is. Totally. I mean I have the opportunity to (abgebrochen). I had a product idea vor COMPANY O because we direct sales business and (party? unverstaendlich) system and we are producing motors, small motors for the vacuum (plug? unverstaendlich). So is not okay and 48 percent of our customers are women, so okay. Motors, women on production in Germany. What can we do? And then I had the idea of powertools for women. Because it's crazy in Germany in the moment like we're creative and (clueing? unverstaendlich) things. #00:00:34-1#

EX4: (? unverstaendlich) BOSCH had made a lot of. #00:00:35-5#

T. K.: Yeah, exactly. The (Ixo? unverstaendlich) from BOSCH. That's our so(abgebrochen) one of the starting problems. #00:00:39-1#

EX4: Small, small one. #00:00:40-2#

T. K.: Exactly. We're doing it now in a Beautycase, you know RIMOWA, the suitcases RIMOWA? #00:00:45-3#

EX4: No. #00:00:46-6#

T. K.: Okay. It's (abgebrochen). It's a really high class premium brand and now(abgebrochen) and really nice beautycase like but still fashion and not not gimmick like for how do you say again cordeless tools, powertools, the, the Akkubohrer, Akkuheißklebepistole, Akkutacker und... #00:01:09-0#

EX4: What's the third one? #00:01:10-5#

T. K.: ...Ta(abgebrochen) Tacker, we're you can press like Dachpappe festmachen oder so was, ja? And the fourth one was the Akkumulatenschneider, so wie eine schnelle Schere, ja? And we just said the, I did the two presentation at the board and they're were like (? unverstaeendlich) go on with the businesscase and businessplan and then they gave me 150.000 for the marketstudies, research, market research and I just finished the online study 1000 people and 20 customers, possible customers. They didn't know what to expect, anything. #00:01:43-4#

EX4: No. #00:01:43-8#

T. K.: And then I said okay here is the prototype, I built a prototype. Here is the prototype and we defence it actually and the women they loved it. #00:01:50-1#

EX4: Yeah? #00:01:50-5#

T. K.: Yeah. We made a presenation, I made a presentation to the Executive Board and they said okay now we can try them out and and they we're all over it. It's fantastic. Think about this maybe for COMPANY B I don't know but just in them, because you're going this area. #00:02:04-0#

EX4: Oh. #00:02:04-5#

T. K.: So, unbelievable. Because you have a group development and everybody likes to then glue and and, you know. And the good thing is, we wanna show how it works. We wanna tell them okay, you have to do it like this and and in (tiels? unverstaeendlich) you have to do it like this. And and so you(abgebrochen) we can explain that's our professions, so you speak. #00:02:21-7#

EX4: I don't know. #00:02:21-9#

T. K.: And we can sell hightech items, which is really good. So, it was a fantastic, really good market research. So that looks good, I'm just working on two, thr(abgebrochen), one technical problem in the moment and one can we get the money that we need for for the sales structure. So, but it looks good I think and on

the 17th of December, you have to cross your fingers, either hop or top. #00:02:45-8#

EX4: But but the sales structure, isn't that, you are not use the same structure as the vacuum cleaner? #00:02:49-7#

T. K.: Nono. No. #00:02:50-6#

EX4: Why? #00:02:51-5#

T. K.: Build your own. It will be again a new devision in the company because these are guys and in the directsales you can only do one product. Multiproduct is not working. Your one product normally hightech item...(abgebrochen) #00:03:04-2#

EX4: HILTI, HILTI was having direct sales...(abgebrochen) #00:03:05-6#

T. K.: I know, I know and she, the (abgebrochen). Who was your top top top top boss at HILTI for the last twelve years? You know this guy? #00:03:12-2#

EX4: Pius Baskera. #00:03:13-0#

T. K.: Wie? #00:03:14-0#

EX4: Pius Baskera. #00:03:15-3#

T. K.: Yes. Mister Baskera, he is our, on our toplevel board - Aufsichtsrat. #00:03:21-1#

EX4: Yeah? #00:03:21-1#

T. K.: We are thirty people. He is there for many years. We contacted him and say hey, we need some information from HILTI and maybe they want to have privat



label production for us. And then he made the contact to the s(abgebrochen) one of the CEO-level guys...(abgebrochen) #00:03:34-3#

EX4: That's a swedish guy. #00:03:35-7#

T. K.: Yeah, not the one that we talked to now. But he was very kind and he said talk to BOSCH directly. Maybe they can produce for (abgebrochen). They have a privat label thing and... #00:03:44-3#

EX4: Yeah, yeah, yeah, yeah. #00:03:44-8#

T. K.: ...so, we're now talked to them, too. #00:03:46-3#

EX4: No, HILTI is to(abgebrochen). They are not give for for these things. #00:03:49-2#

T. K.: No, nonono. Exactly. But that is the funny thing, you know. And then HILTI is like, you weren't HILTI and it's just a small world. Always is. But it looks good in the moment. #00:03:58-3#

EX4: But if you wanted, if you gonna to present or whatever to Pius Baskera. Give him my regards. #00:04:04-3#

T. K.: I do so. #00:04:04-9#

EX4: I, I know him very well. I'm the (abgebrochen), we were like, we were really...(abgebrochen) #00:04:08-5#

T. K.: I didn't had direct contact so far. But when (abgebrochen), it might happen actually. #00:04:10-7#

EX4: Nono. But if you go (abgebrochen). And he will laugh because her(abgebrochen), we never, I could not convinced him I said let's make a bed. #00:04:19-0#

T. K.: [lacht]. Really? #00:04:20-0#

EX4: It's near by... [beide lachen] and then he could not resist, right? #00:04:25-5#

T. K.: Yeah. That's cool! #00:04:27-4#

EX4: He is(abgebrochen) he is a good guy. #00:04:28-7#

T. K.: Now. (I go ahead? unverstaendlich). #00:04:30-7#

EX4: Okay. Go ahead. #00:04:31-6#

T. K.: So. Turnaround management. How much time do you have? That's also important, I need to know. #00:04:34-7#

EX4: Two a clock, latest. #00:04:36-8#

T. K.: That's perfect. One and a half hour. We don't need more. So. You know turnaround, legacy brands and that's why it was great for me to to know you because it's one at COMPANY B, you can also tell me a bit about the other cases that you had like especially was NAVI(???) was against COMPANY A, that you are working on. So first question would be your past experience about brand Turnaround. Can you maybe in short (shavy? unverstaendlich) inside with your personal experience. Which companies were you involve with brand turnarounds not corporate turnaround, brand turnarounds, when was it and in which position did you have? First of all. #00:05:11-9#

EX4: MALCOM HEGEN(???) and COMPANY A. And MALCOM HEGEN(???) I was only involved in the initial turnaround and not in the in the finished cause I was from 1999 and then we were sold 2000 and then, and then we split up(abgebrochen), the company split up and then I only to COMPANY A which I was Managing Director for from 99 until 2003. And in COMPANY A it was also a brand urnaround. And the (both? unverstaendlich) MALCOM HEGEN(???) but

then again it was only just a short period. And then BUDO(???) also said I've done a brand turnaround for COMPANY B from 2004 and the turnaround from the brand, I would say ended in 2007. #00:06:12-7#

T. K.: Okay. What were the main differences between the three that you just mentioned or the many just the two, COMPANY A and COMPANY B because you had long a time at COMPANY A. From (your personal? unverstaendlich) perspective. #00:06:28-8#

EX4: COMPANY A was more complicated than COMPANY B. COMPANY B the productline was more (humourgenios? unverstaendlich). So a very strong cleaner of the, the one of the piece in Kotlers Marketingmix was not necessary. However in COMPANY A you could not close your eyes and say this is COMPANY A. So we(abgebrochen), so, so everything had to be changed. MALCOM HEGEN it was the same thing as GEORG HENSEN. You could not close your eyes and say this is MALCOM HEGEN. However i(abgebrochen). There was one catch, there was one thing that they were famous for. There was a special (passencole? unverstaendlich) a bluefluted. #00:07:21-6#

T. K.: Yeah. They are bluefluted. Yeah. #00:07:23-1#

EX4: And...(abgebrochen) #00:07:23-6#

T. K.: But not the mega one, you mean, ne? #00:07:25-1#

EX4: No, but...(abgebrochen) #00:07:25-4#

T. K.: ...the original. Yeah yeah yeah. #00:07:27-3#

EX4: So, so the bluefluted was something that was the, the pedegree of the brand. And the pedegree of a brand that is the, the essence is a wha(abgebrochen) when you, when you try to take away everything else, what comes up? And that's, that's an important thing. #00:07:46-7#

T. K.: Yeah. I said something, that you realise or that you have to make the analysis about at the very beginning or is that something that you somehow feel? What you ask your costumers about? Or...(abgebrochen) #00:07:57-0#

EX4: No. But I can tell you where(abgebrochen). I can give you by, by an example what's the difference between brand turnaround and company turnaround. If you have a great product and you were, and you try to say okay let's, let's try to push somebody by going on a (priceactiv? unverstaendlich) campaign. And if the pricelesst(abgebrochen), (pricelesstisity? unverstaendlich) is zero then you have a problem with your brand. #00:08:29-5#

T. K.: Okay. #00:08:32-3#

EX4: And that, and that we did with, wi(abgebrochen), with COMPANY B. We try, we took the best product we have... #00:08:41-3#

T. K.: Major(???) #00:08:42-8#

EX4: ... we took, we discounted ist 53 percent. We had one big shop in, in Ohus(???), we had big adds on it and we put the big add in for the weekend and nothing happened, and nothing happened. Even had it in the, in the best position in the shop, everything. Big poster hanging down the ceilings. Nothing happened. #00:09:07-1#

T. K.: There was just at the (? unverstaendlich) 2003, four, so you speak. #00:09:09-7#

EX4: Yeah. #00:09:09-7#

T. K.: Okay. #00:09:09-7#

EX4: So, nothing happened. What does that mean? This means this product was extremely unsexy. There was no interest in it. Everybody knews this product but the interest curve was at the lowest lowest point. #00:09:25-5#

T. K.: So you go back to the AIDA-modell a bit? #00:09:27-3#

EX4: Yeah. #00:09:27-5#

T. K.: Ja. #00:09:28-0#

EX4: A-I-T-R. It's not a D-A. #00:09:30-6#

T. K.: Oh that's your own version, isn't it? #00:09:31-8#

EX4: Yeah. #00:09:32-1#

T. K.: Yeah, yeah, yeah. I remember. Yeah. What was the T-R for? #00:09:34-4#

EX4: Try-Repeat. #00:09:35-5#

T. K.: Try-Repeat. Yes. Okay. #00:09:37-1#

EX4: A-I-T-R. #00:09:41-8#

T. K.: Gut. #00:09:41-9#

EX4: And you always have focus on where you have the biggest drop. We knew, at that time we knew from, from data 72 percent of all households in Denmark have bought minimum one COMPANY B product. When we...(abgebrochen) #00:10:04-3#

T. K.: For th(abgebrochen) this research. Did you do it with students for example, or... did you have a re(abgebrochen)... #00:10:09-2#

EX4: No. It was a, it was a,... #00:10:10-1#

T. K.: Research panel? #00:10:11-2#

EX4: ...it was a omnibus research done by one of the leading newspaper in Denmark. #00:10:20-0#

T. K.: Okay. Yeah. #00:10:21-9#

EX4: And I think it was about 2000 to file (core? unverstaendlich) right? #00:10:25-7#

T. K.: Okay. Could be. #00:10:26-1#

EX4: And that means that you have a 59 percent certainty. #00:10:30-5#

T. K.: Good. Perfect. #00:10:32-7#

EX4: (? unverstaendlich) is that important for you on the... #00:10:34-4#

T. K.: Well, one the question is...(abgebrochen) #00:10:36-2#

EX4: ...statistic. #00:10:38-1#

T. K.: ... yeah. Exactly. But also as a leader. Do you go for your stomach feeling, gain that related to this stomach feeling or do you trust that numbers that you get sometimes from these institutes and so on? #00:10:48-0#

EX4: Yeah. But again and, and what was interesting as well. That the awareness was in the early 80s, I can not recall exactly, but it was in the early 80s, so the awareness were high. The trial was high, the repeat was also high but the interest were low. And that means for COMPANY B it's only one way. Start to work on your brand. And that's why we(abgebrochen), COMPANY B what we did we started getting making the brand cool again. #00:11:22-4#

T. K.: Yeah. I remember. Yeah. #00:11:25-6#

EX4: And what we did, you know, pictures with the right people on it and we started product development, try to get this thing going again. Because just to building on what the product line was, was not possible. #00:11:40-0#

T. K.: That means the brand lives from let's three items for example: products and what else? From your perspective? Because you just mentioned the product development part. It is necessary? #00:11:49-4#

EX4: It, it is, it is. Kotler, you know. Four, five Ps, whatever version you have. It's product, it's price, it's a place, it's a position and it's a promotion. #00:12:03-7#

T. K.: So you go back to these, let's say, business school? #00:12:08-0#

EX4: Yeah. #00:12:09-2#

T. K.: Yeah. Okay. #00:12:10-6#

EX4: And all five you need to always have, have in mind. Meaning that whenever you, you make mistakes, that is when you pulling too much forwards on one and forget the other. #00:12:29-0#

T. K.: Yeah. #00:12:28-2#

EX4: That's my experience on these. So, if you, if you too price active for example... #00:12:33-1#

T. K.: Yes, of course. #00:12:34-1#

EX4: ... well, then you, then you're deluting a product. #00:12:37-9#

T. K.: So that was at the very beginning of the stage of the turnaround. #00:12:43-9#

EX4: Yeah. #00:12:44-2#

T. K.: I remember that when you made presentations about the turnaround, we had several ones at the beginning where people were interested in especially. You showed a curve that last like three years where at the beginning (abgebrochen). It was very financial turnaround also... (abgebrochen) #00:12:58-5#

EX4: That's, that's a financial turnaround. That's, that's a company one. It, it, it, you have a three face. The first face is where you plug the the wholes where the money flow out of the company. And, you know, the number you always measure (abgebrochen), measure is cash-flow. Generate cash-flow. Because, you know, financially you can, you can big, rightoffs and you can take the differals back again and then you looks you make a profit but it is not really a profit. #00:13:36-0#

T. K.: Yeah. Not really. #00:13:36-9#

EX4: So, it's cash-flow always. So the first face is to, to plug the wholes, the second face is to invest and the third face is to harvest any invest. What does that mean? It means that you in the, in the first time is, is just to get positive cash flow. And then you, and then what you do is because then you have convinced your lenders that, that you can borrow more money. #00:14:07-8#

T. K.: (gleichzeitig) That you... do a good job. Yeah. #00:14:10-1#

EX4: And then you invested. Sometimes you invested more, more than what you generate. Takes off but... (abgebrochen) #00:14:18-0#

T. K.: But you did it at COMPANY B? #00:14:19-4#

EX4: We did that. #00:14:20-2#

T. K.: And COMPANY A also, or? #00:14:22-1#

EX4: At COMPANY A also. #00:14:23-7#



T. K.: Also. Yeah. So that's for your o(unverstaendlich und abgebrochen).

#00:14:25-1#

EX4: But, but the thing is at COMPANY A was that we, we did that but at COMPANY A we had the wrong owners. It was a private equity company. So we were not allowed. #00:14:37-1#

T. K.: They were interested in short term...(abgebrochen) #00:14:37-6#

EX4: Exactly. And they were not allo(abgebrochen), we were not allowed to, to invest more than the operation could generate from cash-flow. So what we had to do to find a way how to, to, to overcome that. And and we did that by, by means of let's having some assets (often? unverstaendlich) and stuff like that, so we can do it. #00:15:01-0#

T. K.: So, you think, would you also say, I guess, to own a private company or to have a private company. No matter if you own it or not. Do you think it's more long-term (durbin? unverstaendlich) and is that a benefit to a brand turnaround? #00:15:14-1#

EX4: Defenitily. #00:15:15-1#

T. K.: Yeah. #00:15:16-2#

EX4: What is what you do is you make sustainly products. Because you can make grows very short-term. #00:15:25-0#

T. K.: Okay. But not long-term. #00:15:28-4#

EX4: No. But let's give you an example. COMPANY A now is right now in the sales process. And the last two...(abgebrochen) #00:15:35-5#

T. K.: Really? #00:15:36-2#

EX4: Yeah. #00:15:36-1#

T. K.: Oh. #00:15:36-3#

EX4: And in the last two years, they have cut off all trade participation. #00:15:44-2#

T. K.: (gleichzeitig) What? Okay and you just to save, save money and then make, make it look good. #00:15:50-0#

EX4: (gleichzeitig) So they're not, they're not in Frankfurt fair. They're not not in Frankfurt fair. They're not informed them fair. #00:15:53-1#

T. K.: Crazy. #00:15:54-2#

EX4: So, they done all these things and in short-term you can really cut your customs you have. #00:15:58-9#

T. K.: Of course, you can. You don't need fair people, you don't need to have the fair expensive fair cross. Of course. #00:16:03-6#

EX4: And then...(abgebrochen) #00:16:04-5#

T. K.: They made then the bride nice looking. #00:16:06-3#

EX4: Yeah. And they... (body it? unverstaendlich). The, the normal day will come. #00:16:11-6#

T. K.: Of course. #00:16:12-1#

EX4: And if they don't succeed this year to sell it, then the ship creek without a paddel. #00:16:18-9#

T. K.: Maybe an opportunity for you. [lacht] Who knows? [lacht] Okay. We had a bit now about the past situation when you started the turnaround especially at COMPANY B. Where are you know? And where do you wanna go in the future with COMPANY B with the turnaround? Because the, the brand turn, you said, is 2007, it was probably at the end. #00:16:43-5#

EX4: Then we, you know, we, we continue to develop the brand of 2007 and we, we developed it both in the, in the end that was, was adding on to the brand and we unfortunately also introduced some produced that wasn't in our hand. That was a mistake. #00:17:09-0#

T. K.: Which one you mean, for example? #00:17:10-4#

EX4: Like a breadbag. #00:17:12-4#

T. K.: Ah. That was a mistake? #00:17:13-7#

EX4: Yea(abgebrochen), yeah because it, it's not really COMPANY B. #00:17:17-1#

T. K.: Okay. But that's interesting that you say that now, because being in the process in our, I remember five years ago. We were so lucky, we had the breadbag. #00:17:28-3#

EX4: Yahey, I know. But in, in it also been good. But it hasn't been good for the brand. Now we talk about branding, not about the company. So, so, so when we, when we went into the crisis in 2008, I could see that we needed a(abgebrochen), we we we, either we needed to go down the lane of the the breadbag. I make more products that unfordable on the corner, on the fifty corner. Or we had to, to, to, to lead that and than see COMPANY B at a smaller company. In short-term. We thought, everybody thought back in 2010, we were over this crisis. #00:18:22-0#

T. K.: Too, yeah. #00:18:23-1#

EX4: It was like, going down... #00:18:24-7#

T. K.: Exactly one or two years and then coming up again. #00:18:27-1#

EX4: (gleichzeitig) ...in, in the (unverstaendlich) and it was coming up again. And then in the mid of 2010, WHAM, you went down again. Especially in your land. #00:18:35-4#

T. K.: Okay. And your cutlery especially. #00:18:38-9#

EX4: Yeah. #00:18:39-5#

T. K.: Yeah. #00:18:40-0#

EX4: So, so, what we (abgebrochen) So for, for COMPANY B it was, I think, it was important to find out that we were, we were pulling in new products that sometimes were (dayluding? unverstaendlich) the brand. And then when I look HEINZ as a... #00:18:58-7#

T. K.: Yeah. Of course. #00:19:00-1#

EX4: ... it was not good. And that's why we, we said okay the market is going down. The pricepoints are going down. It's extremely pricable. Why not make a brand, that is lower than COMPANY B? #00:19:21-4#

T. K.: That's when you came up with RIGTIG? #00:19:22-7#

EX4: Yeah. So first time I try to buy a company and I looked at three prospects and none of them wanna to sell. Two of them wanna buy COMPANY B and the third one was sold in a big sale. And the(abgebrochen). I can also tell you which one it was, it was ROYDIKOBAIN(???) from Holland and JOSEPH&JOSEPH in UK...(abgebrochen) #00:19:49-4#

T. K.: I never heard of them. #00:19:50-5#

EX4: Ah JOSEPH&JOSEPH is (similar? unverständlich). And the third one was BODUM HOEGENES(???) from Sweden #00:19:55-9#

T. K.: Yeah, that I know. Of course. Yeah, that I know. #00:19:58-1#

EX4: So, but BODUM HOEGENES(???) was (party? unverständlich) of the group, was bought by FISKERS. And they two other, the're (immer wieder abgebrochen) ROYDIKOBAIN(???) is part of a very strong group, is called ROYDEPTGROUP(???). And the JOSEPH&JOSEPH they're families very well see and they want to pay and buy COMPANY B, surrounded them and want to sell, so (? unverständlich) end of that. And then we startet making RIGTIG. And what does that mean? It means that we have (cattleways? unverständlich) that we can put into directly. Also all citchen gatches, where we don't want to have COMPANY B. #00:20:34-6#

T. K.: Yes. #00:20:34-9#

EX4: And then we can move COMPANY B up again. A little bit higher price bond. Short-term, we might see a little smaller COMPANY B because we are leading the 100, 200 corner (priceproblem? unverständlich). But RIGTIG will take over that. #00:20:58-4#

T. K.: Yes. But...(abgebrochen) #00:20:58-6#

EX4: And, and in the end of the, the, when the, the crisis come down, you'll have two price as stronger. #00:21:04-8#

T. K.: By RIGTIG your marketing also by COMPANY B? #00:21:08-2#

EX4: Yeah. But that is an endorsement. #00:21:09-9#

T. K.: Okay. Endorsement brand. #00:21:11-1#

EX4: It said, is not (abgebrochen). And we discussed that a lot. Because you can make it as a soft brand and that of course is dangerous, will say you really move pedigree from the brand over. #00:21:26-6#

T. K.: Yeah. Exactly. But also you have so many brands. (unverstaendlich) ICONS, CLASSIC, EXPLORER...(abgebrochen) #00:21:31-4#

EX4: You ha(abgebrochen). That's a fashion thing. you'r(abgebrochen), you are doing that. These are productlines for we try to make families inside it. But (abgebrochen). And so often we're succeeded and some not. Remeber 21st we did not succeed. #00:21:46-2#

T. K.: Yeah, yeah. Exactly. Yeah, yeah. #00:21:48-3#

EX4: But, but RIGTIG is, was initally we thought should we d(abgebrochen) should we do buy our sales. But then again, if we endorse it, we will get, you know, easier to get a penetration to get a distribution. And, and I think that was the, that was the, the challenge (unverstaendlich) when we introduced, we introduced it in the worst crisis you ever had. Think about that. It was 2011, you know, you know 2011, 21 percent of our costumer went bust. #00:22:21-7#

T. K.: Good. Good, how did you succeed? #00:22:27-3#

EX4: The(abgebrochen) yeah, but it was 21 percent. #00:22:30-1#

T. K.: That's a lot. #00:22:31-5#

EX4: So it, so it's a big number. So, so, we, we ha(abgebrochen), you know, the the the challenge was first to get the distribution in and not only distribution were they were challenging again. But a real distribution. And that's why we, we said it is an endorsement by COMPANY B. So. Because, you know, if you become a new brand what does it stand for? Is your quality good enough? So we will seen, the price by the new position is extremly important there. In, in, in (abgebrochen) and it come to any brand. That's, that's price value. #00:23:07-4#

T. K.: That's right. From(abgebrochen). Because your thinking or you talking about these three stages, which are very much financial but it helps also to get a picture of a turnaround. Do you know any, let's say, brand turnaround-modells from, let's say, your business education or have you ever had anything like this in your business education at all. That is was like, okay these are turnaround cases from Harvard business where you were or what ever. Or was it more a side subject in your theoretical education? Or really your practical experience while doing it.

#00:23:42-6#

EX4: But, but, no. There is not million (abgebrochen), you know. Everybody writes about, you, know, what to do and espacially when, when it's gone wrong...(abgebrochen) #00:23:49-7#

T. K.: Yeah. That, that's what I thought. People writing about how it went wrong and what were the reasons for going down. And not so many talking how it goes up. #00:24:00-0#

EX4: The, the, my little A-I-T-R is a damned good modell to see where is your focus. #00:24:05-9#

T. K.: Yeah. The starting point and where to b(abgebrochen) work on. #00:24:09-6#

EX4: Yeah. B(abgebrochen), b(abgebrochen), where to work on. Because it fits awareness then you, then you have to put your money in awareness. If it's interest it's a little bit more difficult. If it's just trial and then (abgebrochen) I used to take the example the watch industry. #00:24:25-5#

T. K.: That's funny because the other guy that I interviewed so far also took the watch industry as an example. #00:24:32-1#

EX4: You know, if, if you take, everybody knows ROLEX, everybody knows catching. A ROLEX had been copied so much. So they need to have very famous

people endorsing it all the time. So, you know, the tennis star, is Federer, is endorsing and then saying, I cannot do it without a ROLEX or somebody climbing Mount Everest, I could not do it without it. But if you take, if, if you take catching if you take eye of your scene, they just join the watch. So, so took. That's enough. Because the pedigree there is enough and it(abgebrochen) it's also of course here much smaller. But those who want to have a watch... #00:25:22-8#

T. K.: Nice. #00:25:23-9#

EX4: ...then they want to go for it. #00:25:26-4#

T. K.: Yeah. Exactly. #00:25:26-9#

EX4: And it's not s(abgebrochen). They don't need that. To a(abgebrochen). Of course it's much more forceful, if you can just to (abgebrochen). Think about what we did with COMPANY B. We did the same thing. We had to have somebody endorsing it first. So we had people in it. We had cool people in it. We we're like going to, to, you went to Berlin, ha(abgebrochen) had the young people sta(angebrochen) standing in front of the famous places in Germany (abgebrochen).

Hi. #00:25:57-0#

Hi, Burger? (Kellnerin teilt Essen aus) #00:26:04-8#

T. K.: Yeah, okay. #00:26:09-3#

EX4: So, so you was, but but you but, but bank (leider unverständlich). I think at last time lot of the, the scissors. Yes, you, you explain why things had gone wrong. And there are a lot of cases about that. What you have done mistakes but not so much, wh(abgebrochen) what to do. #00:26:37-0#

T. K.: What to do. And that's the focus of the study. I mean, how do you do it? There are some models? Some, that's why I was asking. But hardly anybody knows them. There's none of them or none of these models have been compared with each other... (abgebrochen) #00:26:49-2#



EX4: N(abgebrochen). #00:26:50-0#

T. K.: So, nobody knows which is best and with one does pretty work. And of course for me it's interesting then to talk to some practitioner like you who have done it.

#00:26:59-7#

EX4: But I, I think it, it, it's a tool to writing, to write marketing. So, first you have to find out, where are you. And if it's unsexy, then you, you know, you can not just (combine? unverständlich) new products. You need to do everything around.

#00:27:17-5#

T. K.: Would you argue that, from your two cases that you had, and I mean you are reading a lot and you know all the others business cases out there, that a brand turnaround follows general rules of (thumb? unverständlich). Not only your model but also from your perspective, have you found the success factors? Would you say, okay, if you don't do this, if you don't do this, you won't succeed?

#00:27:42-6#

EX4: Yeah. First of all, you have to define marketing first. And, you know, and you know, where I'm standing. Marketing in everything and everything is marketing. Nobody it but, you know (abgebrochen). You have to define marketing (in? unverständlich), you have to, to, to say yes, this is marketing. It's not just communication. #00:28:05-5#

T. K.: Going back to the four (piece-work? unverständlich). #00:28:08-5#

EX4: Exactly. And you, you need to do that, to realise that. Because you, lots of companies, especially in a, in more (grated? unverständlich) conservative companies it is just mentioned to be communication. Marketing is communication.

And it's not! #00:28:25-8#

T. K.: Actually in COMPANY D and COMPANY O that, what I realise, marketing is hardly used. We are sales companies and if the sales is always on the top weren't and in your company I had the feeling there was more balance between sales and

marketing and product development. Everybody was more equal. I don't know if it was engaged thing or (scared? unverständlich durch Baby) maybe. But the feeling about the company culture was different. Like which (division is? unverständlich). #00:28:54-3#

EX4: It's a (gleichzeitig gesprochen). If you take the back (abgebrochen) in the time, COMPANY B was a (production? unverständlich) company. So they were, they weren't in (chanced? unverständlich). #00:29:08-4#

T. K.: It's why every product has a product name, like say (durcheinandergesprochen, unverständlich) AG, (unverständlich) or whatever. #00:29:21-0#

EX4: And if you have some companies where it it's sales driven, you know than sales is high. They don't care about the brand. That's not (? unverständlich) the turnaround. #00:29:30-8#

T. K.: What are the most influential external factors, that you see? We talked about the crisis, of course, that's an economic situation. But what are others external factors, that you can't really influence that much? Do you see it important, they could benefit the Turnaround or, let's say, (hinder? unverständlich) it? #00:29:49-9#

EX4: No. But but, you know, love even, when, when you look at the brand turnaround, the brand activities of measurement, they forgett the p, that stands for place. Place is a chance. #00:30:03-7#

T. K.: Okay. To get the right distribution. #00:30:06-3#

EX4: Get the right distribution and especially today's in my (men? unverständlich) it's extremely important. And, and I give you, access, I just read an article about, you know, internet shops. Internet shop is as (segmented? unverständlich) as real shops. #00:30:25-7#

T. K.: And nobody realises that maybe? #00:30:27-6#

EX4: No. You know, people saying it (? unverstaendlich). Oh it's just about the price. Hey (no? unverstaendlich). You know, think about it. You buy in different environments. If you go to nice (bucher? unverstaendlich) shop and there's(abgebrochen), if there's a nice something else there, you buy that because you see it. Same thing in internet shop. You can go to a, a bucher shop in, internet shop and maybe there have the nice pure black knives from COMPANY B. Oh like that. I buy them. You, also be that you just go for the brand that you go in there but it also be, that you go in there and you say I need a (bakimjob? unverstaendlich). What comes up? You buy then a (bakimjob? unverstaendlich). So you buy as difference as you do in a physical shop, you do that on the net as well. So the thing is about to know you, your right, have you a right place strategy. I think it's extremely important. #00:31:34-1#

T. K.: Did you because you had two cases especially. They are don't understand me. Did you learn from the first case a lot? #00:31:46-5#

EX4: Yeah. #00:31:47-3#

T. K.: What was the, let's say, the two mon(abgebrochen) main important whatever things that you will saying okay, good that I knew this. I didn't do twice or whatever the mistake or, or (abgebrochen). #00:32:00-0#

EX4: Number one was badly, you need to, to distribute and you need to, you, you know, you need to find where you want to sell. And, and don't, you know, don't, don't (flax? abgebrochen) there, you know. Make sure that you accept that somebody else make money. Because at COMPANY A and those had dealers. #00:32:29-2#

T. K.: Yes, true. #00:32:30-0#

EX4: And then you could say, why not cut the dealers out. But it doesn't work that way because theirs dealers have a profence? They, you know, why, no why do

somebody goes to that shop and not that shop. Because in that shop they trust them. And they get a good service and they have always bought there and the staff there and (stuff? unverständlich) like that. So, when you made a decision on, on, you know, on distribution (channel? unverständlich) than you stick (trade? unverständlich). #00:33:06-2#

T. K.: What else would you say? (Unverständlich). #00:33:10-9#

EX4: Number two is, if you want to make a sustainable turnaround, you know, you can not go price. #00:33:23-5#

T. K.: Okay. #00:33:25-5#

EX4: You need to do marketing, you need to do product development. The price thing is a very, very fast and that kills you. And they even can kill you so much that you be there (destroying? unverständlich). And it, it vary so on, you know, it, it varies from... (abgebrochen) #00:34:01-4#

T. K.: Brand positioning? #00:34:03-1#

EX4: Yeah, I know so (categories? abgebrochen) and stuff like that. #00:34:08-6#

T. K.: You just said sustainable as a word. How should a sustainable turnaround management strategy to (turned? unverständlich). What (abgebrochen, da Herrn Rings Telefon klingelt.) (Anruf nicht transkribiert). #00:34:52-0# How would you do sustainable brand turnaround strategy? #00:34:55-6#

EX4: There's something where you can, you know, going back to the, to the street faces, the financial faces, but also the Turnaround faces is that you, that you accept that you will not be extremely financial rewarding in the face to... #00:35:18-6#

T. K.: to make the brand turnaround. #00:35:20-5#

EX4: Yeah, because you need to invest that money you generate back into the company. #00:35:25-2#

T. K.: And you would overinvest, I guess. #00:35:26-8#

EX4: Your, yeah, you, I don't like your one. You invest enough in order to get to your own term goal. #00:35:37-2#

T. K.: Is it because, I mean, we were talking about legacy brands. What, what is the correctest characteristics of a legacy brand? And would you actually argue that your company is a legacy brand? #00:35:50-2#

EX4: COMPANY B is. #00:35:51-4#

T. K.: Yes? #00:35:51-8#

EX4: Ya. #00:35:52-2#

T. K.: Why? #00:35:53-5#

EX4: Because you have to do a lot of, a lot of, a lot of mistakes in order to (kit it? unverstaendlich). The same thing with COMPANY A. The existing company, do you know, management there, they're trying everything possible to kill it. And (so? COMPANY B? unverstaendlich) it's not, (abgebrochen). Well, it's not making money but it's not, it's not totally dying. You know, were cutting all trade (expensors? unverstaendlich), you are, one in a row, you, you have a sales director sales on price take iconic products and, and sales extremely high. You know, in short-term you're, you're making course. But your EBIT was going down, even when you have growth. And your, and you, your cashflow was negative. So you, you (abgebrochen). You haven't any(abgebrochen). You still certly prefer brand and it did not loose something in the perceived value. #00:37:11-6#

T. K.: In the perceived value of the costumers? #00:37:15-6#

EX4: Mhm. (Zustimmung) #00:37:17-6#

T. K.: Mhm (Zustimmung). But how important is that historical success of the company? And maybe also for COMPANY B. Is it a burden or a chance? Because, I mean, in COMPANY B Peter Holmblad was building it up... #00:37:31-8#

EX4: Ya, body is up... (abgebrochen) #00:37:33-5#

T. K.: ...but it can also be, because, I mean, for many years it was, you know, a bit old fashioned, when before you took over. #00:37:39-4#

EX4: Ya. #00:37:39-2#

T. K.: Was it a burden or... (gleichzeitig gesprochen, abgebrochen). #00:37:40-3#

EX4: But, but it's still old fashioned for, for some people. Ther(abgebrochen), there lot of people they have not known, they haven't seen...(abgebrochen) #00:37:47-1#

T. K.: The new COMPANY B. #00:37:49-0#

EX4: They say, yes, it's okay. But, but, you know, right now, where the market is so tough. So what do our, what do, do the challenger, too? They sell on price. So, when you come in to the shop today, there are so many yellow signs in there on price... #00:38:08-3#

T. K.: You said (? unverstaeendlich). #00:38:08-7#

EX4: ... so, so, it's tough to make an environment in there that is nice. So... #00:38:16-4#

T. K.: Premium... (abgebrochen). #00:38:16-9#

EX4: ... especially the ones who scream loudest to get the sales. #00:38:22-5#

T. K.: Okay. #00:38:25-1#

EX4: And the...(abgebrochen) #00:38:27-8#

T. K.: But again back to the question with the burden and (abgebrochen). Is it a chance or a burden doing a brand turnaround? Time as tokal and (success? unverstaendlich). #00:38:35-8#

EX4: No. I don't think so. But it's a, it's a, it's a (abgebrochen). Whatever you have it's, it's a good thing. I'll give you an example. In the 80's GUCCI was (feig? unverstaendlich) shit. It was in the same level at BIACA BEN(???). And they cleaned it up. It took them five years, but they cleaned it up. They cut out a lot of dealer, they cut out a lot product categories, a lot of franchise and stuff like that, licenses...(abgebrochen) #00:39:17-6#

T. K.: So is it also about, would you say (abgebrochen). No, I will take this example about ownership...(abgebrochen) #00:39:24-4#

EX4: It's about again here...(abgebrochen) #00:39:25-7#

T. K.: How much ownership of the distribution, how much ownership of the, let's say, brand, because the idea of this is retail business (leider unverstaendlich, da gleichzeitig gesprochen). #00:39:31-0#

EX4: Is a(abgebrochen), here is a product, here is a product. So, so again, place, product, you know, price as well. #00:39:42-7#

T. K.: Would you argue that, your personal belief, because we in the mid of the crisis here in Denmark for example. Would you say the turnarounds, brand turnarounds are going to increase over the next years or have been increasing maybe over the last three, four years? Or what, what is your view on this, on the development? Do we(abgerbochen), will we see more, let's say, COMPANY B like turnarounds, because it's needed, because companies need to renew themselves? Or do you think no, but they just fail out of the business and diing? #00:40:16-8#

EX4: They all die. I think. #00:40:20-6#

T. K.: Why? Is it because we do not have, let's say, entrepreneurs like you, who, who take the chance? Is it because generation may be also a problem? Why do you think? Or the people are just not able to turnaround? Do we need a...(abgebrochen) #00:40:37-5#

EX4: Of course, two things. We, we're (abgebrochen). The place the distributionlist changing so rapidly for every year, distribution to a virtual distribution. Where the branding playing an immense role. Meaning that it's tough for something that is out to get a new positioning. On, on the virtual. Second is that the distribution because it's changing so rapidly is much more than under pressure, they, they'r, they'r(abgebrochen) they're trying to survive. #00:41:22-9#

T. K.: So, the, let's say the external factors are (took fit in the role? unverstaeendlich) to change the company interning? #00:41:28-2#

EX4: Yeah, but, but, you know, we had have a crisis before. But none has change the world so dramatically,...(abgebrochen) #00:41:35-8#

T. K.: Wie (?habe es auf deutsch verstanden) the last one or the current one. #00:41:37-9#

EX4: As, as this one. You know, because technology is changing also, we talked about communication, media, you know, it,'s a (abgebrochen), it's not that you go in and say I want to own that position in the communication, like wi(abgebrochen), with COMPANY B we were going in and saying okay I want to own the place of breakfast and family... #00:41:59-2#

T. K.: Yeah yeah, home (? unverstaeendlich). #00:42:00-5#

EX4: ...breakfast on sunday. Can you try to do that on the internet, you get a (benar? (benefit) unverstaeendlich). It's a small thing you can not see, you can klick



on it, yes, than you can see something. But it, it's really tough. So, but what you will see is, I think, it, it's a new way of communication. So the internet, newspaper, magazines have not. We have not seen the final one yet. You will see them now that they come up. They have movies in the magazine. #00:42:42-2#

T. K.: Yes. #00:42:42-9#

EX4: They're direct linked into the different shops. So it's going to be to hold the different arm, experience that pleasure to read a magazine. And you are willing to pay for it because you get all these things in the magazine. And the, the same things with the newspapers but they have no (ching? unverstaendlich), yet? #00:43:06-3#

T. K.: Yes. They are too slow moving. #00:43:09-3#

EX4: They (abgebrochen). No, but they are stack with their, their all habits. #00:43:13-0#

T. K.: Yes. Moving on a bit to, let's say the personal skills that... What are the major requirements on human resources for a brand turnaround? Like when you start you, you knew, okay, I'm, I'm going to buy this company, the majority of the chairs. What were you would looking for? I mean, I know from personal experience but maybe just for clarification. #00:43:39-4#

EX4: Thing you need, you know, it's, it's a maybe (abgebrochen) yeah, but, but but it has to roll, you have to had the right leader, who has a the right time arising perspective. Meaning the dead leader either has the freedom to, to act, also when, when you have (abgebrochen) because not everything goes like planned. And, and, and if you do this brand Turnaround it (abgebrochen), you, you know, you can not just start the course on one quarter it doesn't go right. So that's why it is extremely important that you have long-term perspective, mean yes, you make a plan, yes, maybe if it doesn't work ia(unverstaendlich, abgebrochen) or you have a differences. Both up and down. They do stick on that and go on. Keep on going. Because if you have too much success...(abgebrochen) #00:44:48-8#

T. K.: So determination is always big also. #00:44:49-9#

EX4: Yeah, but if you have too much success you can also start making mistakes.  
#00:44:52-9#

T. K.: Exactly, yes. #00:44:53-8#

EX4: Ya, I can't (? unverständlich). It's an example from that. #00:44:57-5#

T. K.: Yeah, you saying(abgebrochen). It looks now so. #00:45:01-1#

EX4: Yeah. But we thought we could increase the, the scope of COMPANY B and to go into that. Because we can go on water that time in 2007. That, and these that's my, my thinking about. So that's, you know, coming from positive variation then we... (gleichzeitig gesprochen) #00:45:24-8#

T. K.: It could close to be a burden then. #00:45:26-0#

EX4: (mehrmals abgebrochen). Totally you have to think about that, it's like you make mistakes when it going to well, and GEORG make mistakes when it going not (? unverständlich) so good. And to, to, you have to, it's okay to make mistakes. If you don't make mistakes, you don't, you don't test. And that's another thing, you know, from our company is that, that, we're, it's okay to make mistakes. #00:45:56-4#

T. K.: And then it was, it was, you always told me. But would you also say that because you said determination and, and that you allow mistakes. Are there other important leadership skills that you see? #00:46:07-5#

EX4: Ya, but then, then, then, then. Again, when that is done and when I said, you know, you have to had a leader, that has a freedom to take those things, then of course it's a team. That leader needs to put together the right team. And that team has to, to, yeah, to fill the and, and succeed. #00:46:30-8#

T. K.: Yes. But...(abgebrochen) #00:46:30-8#

EX4: And, and the leader has to be able to, to find this team and put it together.  
#00:46:35-3#

T. K.: And what were you looking for? Because I remember your talking from the musicindustry I think it was and fashion a bit. And I mean of course Mads from the product development. He was from the category which was probably very mentioned neither. I came from totally somewhere else, hotel business and just an MBA. So what where you looking for? #00:46:56-7#

EX4: When, when you take a team together, you know it's never (stationary? unverstaendlich). There are certain position in a team, it's okay that they're changing every three, four years. So and that, that's, I think that's important that you realise that. And there certain positions you were like to have for own. Like, like a (bullhorn? unverstaendlich) you like to have your own. #00:47:33-5#

T. K.: Yeah. She's still there...(unverstaendlich) #00:47:34-9#

EX4: Yeah. Remember the, the terrible one we had, Jede Ruoeger(???), the big fat one. #00:47:41-3#

T. K.: Oh yeah. That didn't go alone. #00:47:43-7#

EX4: No. But that was a mistake. #00:47:48-9#

T. K.: Yah. #00:47:50-8#

EX4: But you need to have, I think the, the right team that complemented all on the competences that you want. And this is a thing, it's, what competences do you need? #00:48:04-1#

T. K.: For the...(abgebrochen) #00:48:05-4#

EX4: To do the right things. #00:48:05-8#

T. K.: For the brand turnaround would it be about interesting. #00:48:08-2#

EX4: But, but for the brand marketing, you know the situation. We could not afford to have the right marketing competences in house. #00:48:18-1#

T. K.: That's why we have MANTRA(???). #00:48:20-1#

EX4: That's why we found a native thing. That was complementing on, on us and they're fitted us. So, had we taken an arm high, high, high rolling marketing agency then they would have taken the (roder? unverstaeendlich) and, and, and, and steal it like a boat. #00:48:46-5#

T. K.: Yes, I know, I know what you mean (gleichzeitig gesprochen). Like you didn't wanna give it away. #00:48:47-2#

EX4: We didn't want to give it away. You assume you where you wanna to go. #00:48:50-6#

T. K.: Yes. Is that one of the (coucher? unverstaeendlich) things in the turnaround? As leader you need to know where you going... #00:48:55-4#

EX4: I think so. (gleichzeitig gesprochen) #00:48:56-2#

T. K.: ... and don't let you influence by, let's say, marketing rules and agencies that would tell you you have to do it this way? #00:49:03-2#

EX4: I would say that you need to have it, if you want a marketing turnaround you can not have somebody. You can not rely on an agency. You need to have strong, strong, strong marketing skills inhouse. #00:49:17-6#

T. K.: Beliefs (gleichzeitig gesprochen). Yeah. Now you saying skills. Would you also say, let's say the knowledge is one thing. Theoretical knowledge. And maybe

that is also what you were looking for in when you hired. I don't know. But also let's say the how open, how extrawork is the person is maybe, how, how friendly, how nice is this person. Mr Marriott normally uses to this saying a higher friendly turned technical. Because you can not teach personal with one with such a bad face to be nice and friendly to get things going. #00:49:56-1#

EX4: No, but that, that doesn't matter. #00:49:57-9#

T. K.: Okay. #00:49:58-9#

EX4: You know, in, in some german organisation you want to be able to have a Streitkultur, they call it. #00:50:08-2#

T. K.: Leider. #00:50:10-1#

EX4: And, and, and that's (abgebrochen). Yeah, but, you know, coming from Denmark you was like very strange to go into that. But then I learned that it also can be positive. You know, but, but Streitkultur in, in, in, in our, in, in Denmark it's, it's an argumentation culture. Not a Streitkultur. But the German Streitkultur sometimes become a little bit more personal. #00:50:39-9#

T. K.: Yes. Very often. #00:50:40-7#

EX4: And we don't want that. In normally in this even culture (unverstaendlich). #00:50:46-1#

T. K.: Yeah, exactly. #00:50:46-3#

EX4: We will like to have an argumentation culture, but not a Streitkultur. For, for, for, you know, for your pos(abgebrochen) coming in. And I think, I put the, you remember the, the former one (moetown? unverstaendlich). #00:51:02-2#

T. K.: Yeah exactly. I remember of course. #00:51:04-1#

EX4: And I think because that we could afford at that time. I, I knew, I had a very strong marketing myself. I thought if I get a (Moetown? unverstaendlich) there, I can develop the person at the same time... #00:51:19-6#

T. K.: And you did. #00:51:20-5#

EX4: ... and realising at the time that person would good going. But in marketing position at COMPANY B the marketing director position three, four years, than it's enough. Because you really want to have fresh blood in that position. And so, so, it's okay. What we have done senses. We have, you know, we're much bigger than the one and so now we can have inhouse, we can have some of the core competences. We can have the (warsinghouse? unverstaendlich). And we keep on developing in those. #00:52:04-5#

T. K.: But would you say because you financed would be, let's say, the Stanford education, you financed for sales director Jörn the, the MBA, you probably this also something or didn't you something for, for un- (abgebrochen) undress? #00:52:21-8#

EX4: The MBA as well. #00:52:23-1#

T. K.: Yes. So is that something that you do just, I don't guess for fun. But do you think that these theoretical skills, are they also important for the development for the team or... #00:52:34-3#

EX4: It is. #00:52:34-8#

T. K.: ... is it because they want to and is it a goody from the company? #00:52:37-8#

EX4: No, no. I think it's a, if you have a (abgebrochen) if y(abgebrochen) in a (abgebrochen) the problem for our company is that we have the size we have. Meaning also how to, to, to, to hold on to the talent. #00:52:53-8#

T. K.: On the people. Yah. #00:52:55-0#

EX4: But also to shop downstairs in the, in the ranks... #00:53:00-5#

T. K.: let's say at the bottom, yah. #00:53:01-8#

EX4: ... that you can invest. That we are investing. And that's a good way to hold on to the right people. It, it fit our culture. We have a learning culture. And we're developing people. And if you don't develop you're undeveloped. #00:53:22-0#

T. K.: Okay. Ya. Okay. #00:53:26-3#

EX4: Same thing with the brand. If you don't develop, you're undeveloped. If you don't build, you aren't build you're (dismanteled? unverstaendlich). Now in, in different crisis, you might, on different situations, you might want to or in, in certain environmental situation you want to be less experimental than if something is blooming and going crazy. #00:53:56-0#

T. K.: Yes, Yes, I know what you mean. #00:53:57-5#

EX4: And, and so, so if you have something that works than you are just to incremental changes. #00:54:04-3#

T. K.: Ya. Okay. That's true. #00:54:05-4#

EX4: But you still keeping not doing (? unverstaendlich). #00:54:07-6#

T. K.: Good. Would you especially in your company, I mean, your in the design area, your has lots to do with creativity. Do you think that creativity and intuition is also important for brand turnaround? Because I remember when we startet all the companies get narrow or the (? unverstaendlich) very much white and lights-gain-area than you (schnalzen) said okay let's make a black (raesch? unverstaendlich), so to speak. It's not so creative maybe, but it's still going a different way. Do you think that this creativity, intuition, stomach feeling, would you call it c(abgebrochen) at

least same as important than, let's say, the business skills that you get from an MBA school and so on. What helps you more? Your stomach feeling? And what you do as a like the kitchen there's at home developed maybe over a good book when you in holidays and come back fresh and with lots of ideas. I remember you was came back from holidays with lot of ideas or we need to do (schnalzen) this and (schnalzen) this and (schnalzen) this. And then my paper [lacht] was long. But was is it? Fifty, fifty percentage or would you say no, I think it's even more important maybe because of the category that you in or no let's stick to the business skills what I learned because then I know it will work. #00:55:25-7#

EX4: I think it's a, it's to stick out high processes you do that, you do that by intuition and you doing that by creativity. And the, the bigger the company and the more the (randomication? unverstaendlich) of those high-posseses set up which would follow turn it to some activities. The more you need to sustain them but data and research and stuff like that. If it is less, you know, remember sometimes I said, you know, ARAL spend 100.000 Kroner on ten adds than 200.000 Kroner...(abgebrochen) #00:56:12-5#

T. K.: On the Marktforschung. #00:56:13-5#

EX4: Yah. #00:56:14-3#

T. K.: Ja. I remember. That (teil? unverstaendlich) what you trained me actually. And that was good for COMPANY D. In the moment I'm glad, very glad, that I can learn the other way, which I never did before in my life. Spend 150.000 Euros on a market research. No. I would h(abgebrochen). I told to my boss are you sure we wanna do this and said of course we are. And I said (come on? unverstaendlich) know just try so a story from you was like No [lacht]. #00:56:37-1#

EX4: No. But you see the thing is that in certain organisations you need to cope all your ass(abgebrochen). #00:56:44-2#

T. K.: Yes. Exactly. Also in this(abgebrochen). I think the bigger the company gets. #00:56:47-8#



EX4: Yah. But, but, the, when there is (Unternehme gr\_nde? habe es deutsch verstanden), you know,...(abgebrochen) #00:56:52-1#

T. K.: Ya. Entrepreneur... (abgebrochen). #00:56:54-2#

EX4: Owner for the company, you know. You can make more of those things. I think the, the most important thing is, that whenever you have a failure on it, you need to learn why. And, and, and, and by the bullet, remember when we said that, by the bullet, by the bullet means don't duck. Take the bullet as it comes and then right when it hits you, you bite it. And you stop it and then you learn. So (drouth?unverstaendlich) to truth. Jim Collins says that. #00:57:29-5#

T. K.: Okay. I don't know. #00:57:31-1#

EX4: Jim Collins, From Good To Great. #00:57:32-7#

T. K.: Good To Great, yeah. #00:57:33-5#

EX4: It says, you know, always face the truth, even though you don't like to hear. #00:57:39-0#

T. K.: True. Okay. #00:57:41-6#

EX4: And I think that's a, that's a important, but you know, sometimes you, I seen a lot of data you can, you, some of it you already know than it's just to make sure you getting fired. And then you have wasted time and money. Some data, no, I give you an example. I've got a PDH thesis, I read it from Copenhagen Business School on (internet the shop? unverstaendlich). And it was certain things in there, that really puzzled me. And that when I thought about it, I thought, yes of course. But before I was not so sure. Give an example. Our head possessors were, the owner want to have a very limited distribution on the internet. And it is an international game. International, no. It's multinational. And a German would prefer to buy from a German... #00:58:54-7#

T. K.: German shop. #00:58:55-1#

EX4: ... shop. #00:58:55-9#

T. K.: Ja. DE. #00:58:56-8#

EX4: Yah. #00:58:57-2#

T. K.: Yes. #00:58:58-6#

EX4: And Danish would like to buy from a Danish. The only thing where it doesn't (? unversaendlich) is the Europeans because they don't trust their own. (? unversaendlich) buy from a German shop than a polish shop. #00:59:07-3#

T. K.: Okay. really? [lacht] #00:59:08-1#

EX4: Interesting. Tells a little about (? unversaendlich). Now a second thing was, so it's not a international, it's a multinational. Number two was you need to have a lot of distribution points because you buy differently in the different situations. And why you need to have more than that is 90 percent of us we have from ten to fifty homepages we look on a regular basis. #00:59:39-6#

T. K.: Yes, that's true. #00:59:42-1#

EX4: Not more. #00:59:44-0#

T. K.: Yeah. Maximum. I would say I do fifty max. Fifty. #00:59:50-4#

EX4: But ten to fifty. You now giving in the older capital?. Right. #00:59:52-0#

T. K.: Thank you! #00:59:52-9#

EX4: No but that's how it is, Torben. #00:59:53-8#

T. K.: It is like, I know. #00:59:55-0#

EX4: It is. #00:59:56-0#

T. K.: Yah. It is. Right. #00:59:58-4#

EX4: The other point are more, more user. So, so we need, we need to, so, so what I said we want to have a, I thought we're going to have a very dimensioned distribution. International driven, wrong. Multinational, so you take country by country. And you actually going right distribution and you look in the different segment, of internet leaders, as we said before. #01:00:26-1#

T. K.: Yes. Exactly. #01:00:26-5#

EX4: Internet leaders don't just on, on price. The price runners, we don't want to be in there. So leave it. Maybe we want to be in there in the factorial outlets.  
#01:00:37-8#

T. K.: I know what you mean. #01:00:38-6#

EX4: Or, or in the flat sales. #01:00:39-8#

T. K.: Yeah, yeah in the flat sales. #01:00:40-4#

EX4: Because we always have (some? unverstaendlich) stock and something want to get rid off. #01:00:44-1#

T. K.: Not only in Canada. #01:00:45-3#

EX4: Yeah. So (Minibro? unverstaendlich). #01:00:48-4#

T. K.: [lacht] You still have some on stock? #01:00:50-7#

EX4: Yeah. #01:00:51-3#

T. K.: Oh (dear? unverstaeendlich). #01:00:53-3#

EX4: But you know, you know what it's a (chiliflat? unverstaeendlich). Is not called back any more. #01:00:58-1#

T. K.: What is(abgebrochen)... #01:00:58-7#

EX4: And we acutally selling a lot. #01:00:59-7#

T. K.: What is it called now? For which item? #01:01:02-1#

EX4: It's an I-Pad-Holder. #01:01:03-4#

T. K.: It's an I-Pad-Holder. #01:01:06-4#

EX4: Torben, think about. It's a damnned good think... #01:01:09-7#

T. K.: It is. #01:01:10-4#

EX4: ... because you can place it exactly where you want... #01:01:11-7#

T. K.: Exactly. #01:01:12-2#

EX4: ... and when you skype (weiterer Satz unverstaeendlich). #01:01:12-9#

T. K.: There, or there, exactly. #01:01:14-6#

EX4: It's an I-Pad-... (abgebrochen) #01:01:15-9#

T. K.: And it's selling good? #01:01:16-1#

EX4: It's an I-Pad-Holder and we've five thousand pieces. #01:01:19-1#

T. K.: Really? #01:01:20-5#

EX4: Yeah. #01:01:21-4#

T. K.: Unbelievable. #01:01:23-2#

EX4: Yeah. #01:01:25-1#

T. K.: Unbelievable. [beide lachen]. I can't believe it. Okay, yeah. Understood.  
#01:01:31-5#

EX4: So, so, so yes you can learn a lot but I think a (lot dimension?  
unverstaendlich) what you're doing in your su(abgebrochen) surveys. You ask the  
question that nobody know. #01:01:40-9#

T. K.: Exactly. #01:01:42-8#

EX4: And you just want to proof if did you right. #01:01:45-6#

T. K.: Right or wrong. Exactly. #01:01:47-0#

EX4: And that's, that's like... (abgebrochen) #01:01:49-2#

T. K.: Self-fulfilling prophecy. #01:01:50-5#

EX4: Yeah. But, but, where it is for your read about, you know, articles or books or  
something like that, did you learn a lot. You know, you somehow read a book it's  
called facebook, kill your ass. #01:02:08-7#

T. K.: Which ones aren't the ones, (so you speak? unverstaendlich). #01:02:11-5#

EX4: (Both? unverstaendlich). What (word works? unverstaendlich) doesn't mean  
again. And first of all, I don't have a facebook-profile. So, ...(abgebrochen)  
#01:02:17-1#

T. K.: But Mathilde and Matt. #01:02:19-5#

EX4: Yeah, they're have them. But it's so and, and (they so loved? unverstaendlich) the marketing girls have. But I don't have. So, so I'm not an expert at all. But then I just read about the social media about the apps and how to do it and what not to do and (abgebrochen). The problem was that there is not really a lot of scientific research done of these things. But the one I found that book in (abgebrochen) when I visit Mathilde in the campus library bookstore and I bought it there. And she had it. She, she was doing a course in there. But again then you learn something. So it's a research? Yes, it is. But it's on a (? unverstaendlich). And it opens your eyes on that. #01:03:08-3#

T. K.: Yah. Would you consider also maybe now that, that Mathilde was in a business school, would you say that at the business school there's the tool creative management is not really taught. How to actually know open your eyes and maybe not be so fokus on the business area or the category where you're in. Getting ideas for the business because sometimes I belief at least you can learn a lot from other industries you can, you know, sometimes just in holidays you (schnalzen) pops up like a business idea like this. #01:03:40-2#

EX4: I think when, when I was attending on the (abgebrochen). The thing is that's totally most. You know, you're, you're told a lot what was totaly most processing about (stetting up how possisiv? unverstaendlich) and proof if right or wrong. And then the (storyboard technology? unverstaendlich). About, you know, being able to communicate even in complex situations very easily. And the storyboard technique is actually from the movie #01:04:10-2#

T. K.: Yeah. I know. #01:04:12-0#

EX4: And the(abgebrochen), that was most important. So, in anything you do in the communication and stuff like that you using that. You think okay, what is that you want to have told and how do you get there. Right? So, so your main message and how did you get there so they say yes, it's right. Basicly that's it and then they have possesses. Setting up those (zu leise, unverstaendlich) set them up the high

possesses that you need to have you, you need to be so much a journalist that you can actually take that much. Then if you had the right team they can also put in (abgebrochen). #01:04:54-3#

T. K.: Different stuff. #01:04:55-6#

EX4: Wrong, they (hid? unversaendlich). Then you, you know, understand your business system. It maybe also one of the thing. What in the business system, where do you want to be what champion and where doesn't it matter. #01:05:10-8#

T. K.: Yeah. And where can you find your niches, so to speak. #01:05:14-1#

EX4: Yeah, but, but in the, in the niches maybe more, you know, where do you find a niche in the industry but where (abgebrochen). But say what it is that first time if somebody came to me and said I want to buy four (wireless? unversaendlich) and because I need the distribution out there, I need the buildings. And I would(abgebrochen), you know, I can do whatever it cost it today to do a distribution. I guarantee you for years what would I do? Sell the farm. Right? Because we don't need it. And what we said to the production. Remember what we said, you know, it was just a (mead? unversaendlich) of time before it closed. #01:05:56-8#

T. K.: Is it closed? #01:05:58-4#

EX4: It's closed. #01:05:59-1#

T. K.: What? #01:05:59-9#

EX4: Yah. #01:06:00-5#

T. K.: What? Really? #01:06:03-0#

EX4: Yah. No, but it's still for a while, it's still there but the distribution. But the production is closed. I'm moved it to, to China. #01:06:15-1#

T. K.: I'm not sure (Rest unverstaendlich). #01:06:15-8#

EX4: Okay, but that's an Austrian knownd company. #01:06:17-6#

T. K.: Okay. okay. Wow. #01:06:19-9#

EX4: We moved 18 fourty foot containers out there. And said a lot about that.  
#01:06:24-8#

T. K.: Poor Kennet [lacht]. #01:06:25-1#

EX4: No, but it's okay. It's a fine thing. I'll will go (abgebrochen) together to get  
means to me. The thing was I could save fourty million Kroner in the, in the  
investment. Because I had to reinvest... (abgebrochen) #01:06:42-2#

T. K.: Upgrade and... Yes, of course you need to, always. #01:06:46-2#

EX4: And that fourty million I didn't want to (unvest%ondlich) anymore. #01:06:48-  
2#

T. K.: Unbelievable. #01:06:50-2#

EX4: Fourty Million. #01:06:52-7#

T. K.: Yeah, you were mentioning that you had you developed IMD(???). What is  
your education again? You have two MBAs, don't you? #01:06:58-8#

EX4: Yeah, but the one was when, when I was 23 North-Western... #01:07:04-6#

T. K.: North-Western, yah. #01:07:05-5#

EX4: ... Yeah, Caddex-School(???). And I did that for all the wrong purposes. It  
was to be able to write MBA on the (business card? unverstaendlich). #01:07:15-7#



T. K.: Yeah. Who knows what it helps for, you never know. #01:07:19-1#

EX4: But, but I was say I was not on a (turna? unversaendlich). It was a part-time MBA. #01:07:23-4#

T. K.: Yah. okay. #01:07:23-0#

EX4: And then, and then, and in the end I did a long distance because I was actually living in Los Angeles and only participating in reading courses and there was also an evening course (I thought I can? unversaendlich) participate that. So it was not very (well? unversaendlich). #01:07:39-9#

T. K.: So you did it again after (semester? unversaendlich) experiences. #01:07:41-1#

EX4: But, but I managed it to get sure. But just, you know, just by ... (abgebrochen; Kellnerin kommt). So know what I'm knew was really, was to take a year out and just doing a full-time and, and you know, just forwards on learning. That's the best investment I've done. #01:08:05-8#

T. K.: Okay. I think it's the final section, now and it's, it's not so long acutally. From the (markencharma? unversaendlich) that you have today what do you see is a core-competences at COMPANY B for, let's say now the, not the brand turnaround any more, now it's of course another stage of the company. But what do you see as a core-competency today? #01:08:28-8#

EX4: We have, we have four core-competences in our marketing appartment that we need to be good at. Number one, and, and that's why we have also two brands so we can split them two. Number one is communication. Being able to make great communication. So we, we have a, you know, we have a PR-communication manager, who is great in that. To, to, if you write to her, she always say come back and even so if it's just an answer, thank you, have a nice day, what, whatever, you know. She can not, can not, not do it. #01:09:15-2#

T. K.: (unverstaendlich) #01:09:16-9#

EX4: Right? And so, so communication is very important. Number two is very important, is the whole, I will say the graphic design. The graphic design on our homepage, the graphic design on our add, the graphic design on our how it, you know,... #01:09:47-6#

T. K.: Brochures etc. #01:09:49-5#

EX4: ... yah. Brochures and stuff like that. #01:09:50-8#

T. K.: (Managing? unverstaendlich) #01:09:51-4#

EX4: Third one which is linked very much to that is how does it looks in the shops. #01:09:56-9#

T. K.: PUS(???) #01:09:58-1#

EX4: Yah. PUS(???). How does it look in our tradeshows because that has to be the same. How are the pictures taken? You know, Ann-Mary is much better than you and me. #01:10:13-9#

T. K.: Ach Ann-Mary, yes. Yeah, she's great. #01:10:15-1#

EX4: Right? Because she, you know, she knows the angle. So (Name unverstaendlich) also know, but (Name unverstaendlich) doesn't. Right? #01:10:26-9#

T. K.: But he was cheap, he was good, he was trick. #01:10:28-4#

EX4: Yahyah. But he doesn't. And she would pick the right flower, right? #01:10:36-2#

T. K.: I was told the red ones. [lacht] #01:10:37-7#

EX4: But, but that's, but that's, Torben, that's how it is, right? And, and doubt it she has the competence in that. You know, she, she find the right colours on our (background? unverstaeendlich) when we do these things. #01:10:52-7#

T. K.: Yah. That's right. yah. #01:10:56-7#

EX4: At least she comes up with the right (abgebrochen) today's we might give some input, but she is the leader in that. So somebody who has that, that thing. Now, the third one is then...(abgebrochen) #01:11:09-4#

T. K.: The fourth one. #01:11:09-9#

EX4: The fourth one is in brand management. The brand...(abgebrochen) #01:11:15-5#

T. K.: But is that by you or your management team? (gleichzeitig durcheinander gesprochen) #01:11:20-4#

EX4: But I, I have one now, I have a brand manager for RIGTIG and temporarily I'm (abgebrochen) the marketing director will do that, but I don't have one now. But so I do it for COMPANY B but the brand management is product management, you know, portfolio management, setting up actually what, you know, special campaigns like several for RIGTIG and I, I'm trying to teach her as well that is to say okay. A household result what a result is I'm good here, in here, here, here. Okay. Here you're not, here you're not, here you're not. What can you do in order to those minuses to plus. For example I'll give you we want to have 1200 distribution points, we have 680 that what we called...(abgebrochen) #01:12:20-7#

T. K.: (A costumers? unverstaeendlich). #01:12:22-1#

EX4: Yeah, but no but they're costumers they're buying more than 3500 Euro. So they have a red dot. But we have 980 in total so we had 300 red dots. #01:12:34-7#

T. K.: Okay. How can we get this to go in the next category. #01:12:37-4#

EX4: To the next category. But we needed 1200, so we had a lot of space.

#01:12:40-9#

T. K.: Also the (grow? unverstaendlich). #01:12:41-4#

EX4: Yah, so we need to grow. So, what activities do we need to do? Marketing activities do you need to set up to the sales people so that we get there. Okay. Or here to get a better coverage then you do a direct marketing campaign. They hold Cleanmax(???) when we have (unbianded? unverstaendlich). This one here is product management. So we need to get this success door is those who have success have that (widend? unverstaendlich) out. So we need to, to, to tell them, okay if ou do this and this you selling that money. If you do this and this you selling that money. So that's brand management. To, to get all the, this, all the time looking the numbers say so, where are you good, where are you not good. And that's back to the, the old thing about the remand every quarter do a bit issue of your numbers and face the truth. Don't hide. #01:13:47-8#

T. K.: So the because now you getting back to the numbers. So you're still believe that, I mean, how can you measure a turnaround? The number, the financial?

#01:14:00-4#

EX4: Exactly. Numbers. So you, so, but, but (abgebrochen). Where we are, where we are not so much number driven is where we are all these market research things or where we are money driven. A very driven figure is to say, so, what do we sell, how come doesn't it work out? Why is our distribution (abgebrochen). What is our distribution? What should it be? All these are number, number, number, number. And marketing ha(abgebrochen) is 80 percent about numbers. Not about letters or (alphabeted? unverstaendlich) words. #01:14:37-4#

T. K.: Yeah, I know what you mean. Yah. #01:14:38-7#

EX4: And a lot of time people (abgebrochen) and you have marketing people these like it girls, who can not calculate. No, it is. #01:14:46-5#

T. K.: Is it? #01:14:47-3#

EX4: Yah. Don't go they have like, they have right brain, totally right brain. But marketing needs to be left brain as well. #01:14:57-4#

T. K.: Yah. Do you see other stakeholders, groups, single persons similar or even more influential on the brand turnaround, than the marketing team? Like who else...(abgebrochen) #01:15:08-3#

EX4: Product development. #01:15:08-8#

T. K.: Product development #01:15:10-5#

EX4: Yah. #01:15:11-3#

T. K.: Yah. #01:15:15-5#

EX4: Product development has to be able to convey what is that we want the designers to make. Or the product development dies for me. The research team, too. #01:15:33-5#

T. K.: Okay. Can that be beneficial and at the same time can that also be problem again? Because that, because now we have this area and this area and...(abgebrochen) #01:15:46-2#

EX4: But, you know, take yours is sometimes, you have some classes with, wi(abgebrochen), with math. #01:15:49-4#

T. K.: With math. Yes of course, yes. #01:15:50-8#

EX4: But, but the...(abgebrochen) #01:15:52-2#

T. K.: Streitkultur. #01:15:53-6#

EX4: Yah. No, but they were healthy (classes? unverstaendlich). Even though they were hurting at time, but they were healthy. Because it was like, I know sometimes it was a little bit harder. But, but, yes, you know, they're was, for me, there was no. I knew that you wanna get, get to the result. Sometimes you very little bit pumped in, sometimes you were takling, takling very hard on the way. #01:16:19-9#

T. K.: German. And Persian. #01:16:23-5#

EX4: But, but it was like, it was in the(abgebrochen) you wanna to go there. So, so product development, the one to make marketing P product, right? #01:16:34-4#

T. K.: You were mentioned product development. I'm surprised you not saying not sales, because only there's a competition between sales and marketing. #01:16:41-4#

EX4: No. For me, because marketing will always be about sales. Always. And that is because sales for me is just the, the (foreces? unverstaendlich) you putting up. Marketing are the one to make the plans. You know, where it is sales that makes the plans and stuff like that. Is than he's both in charge to sales and marketing. But if it right marketing he's the one who set up sales to succeed. So he says...(abgebrochen) #01:17:11-9#

T. K.: They making the stage that's how I've got an, they making the stage on which the, let's say the sales has to play the piano and, and try to come to the costumer. #01:17:18-5#

EX4: But sometimes, lot of times, most of time it's just the infanterie. They always be infanerist. Right? The one to, out there, (termtusch? unverstaendlich) and, and diing. The marketing are the one to can set in the jets in and the atellery and the navi in and the infanterie in. And it's still was, lots time it's like an onld valued thing because lots time sales force in (a? unverstaendlich). Look at a situation today where I think we, we don't even have the numbers but I believe that we allready

now selling more than ten percent on one add at COMPANY B. And I think in three years we will be thirty or forty percent. And where are the infanterie there? You know, I have an income department. Of course we'll be on the fair and to meet some (? unverstaeendlich) but they will never visit costumers. They're all be done... #01:18:24-6#

T. K.: Online and telephone. #01:18:26-2#

EX4: ...online communication. So this typicall infanterist. #01:18:31-6#

T. K.: Changing. #01:18:33-0#

EX4: Changing. You know, today we wanna to have three sales people in denmark, but we have a key accouter. And that key accouter saying look at our sales figures in the, in the changes and say okay, now you need to buy this. And, and, you know, do this and...(abgebrochen) #01:18:55-6#

T. K.: Okay. Yo(abgebrochen), you're not talking, let's say, the board for example of your company which probably also (abgebrochen) I once remember that you were saying and the board you had, let's say also friends where you could trust the table (biggest honest? unverstaeendlich) opinion. And to give you a bit of guidance sometimes. But this has nothing to do with the brand turnaround? Would you say? Or...(abgebrochen) #01:19:20-3#

EX4: No. But, but the board is, when you are, you know, when you have a company that is owner driven and you know I'm not hundred percent owner but, but, you know, but my daughter at COMPANY A. Then, you know, normally what you say a board most important job is to secure that the company always have the best possible managing director. Here they done have that job. Number one, they don't have that job. So what they have is to be able to support me and tell me do I do wrong, do I do right. And also if they can see that something I (negleged? unverstaeendlich) and they thing that it's important to say we would like to have a fokus on this can you please inlighten us on this area. #01:20:21-2#

T. K.: Give it specific example where it was really helpful for you? #01:20:24-1#

EX4: Yeah, but I tell you. It was a good one, it was two years ago, three years ago. They ask about quality. And we went in and first of all, you know, quality is like the most important thing is, is it okay quality or is it not okay quality. But that's not how it is. Quality is much wider. Quality is always like is the product, does that add to the brand or does it not add to the brand. That's also quality. Function, it can be damned good quality but the function is crap. Like (pingo? unverstaeendlich). #01:21:07-5#

T. K.: Yeah, yeah, exactly. Yeah, yeah. #01:21:08-3#

EX4: Right? #01:21:08-7#

T. K.: Yeah, but it was something new. #01:21:09-8#

EX4: Ya hey, but the, but the (abgebrochen). It look beautiful. #01:21:12-9#

T. K.: Yeah. I still have it, I just don't use it. #01:21:15-3#

EX4: Nobody was, it's crap funct(abgebrochen), you know, function. And then perceived value. You know, ca(abgebrochen). Remember Boehne(???) Aeh Bean(???? #01:21:30-6#

T. K.: Yeah yeah of course. Is it still sold? #01:21:31-8#

EX4: No, but boss(abgebrochen), it was like(abgebrochen). It was stainless steel inside. So it's a way too expensive. #01:21:38-8#

T. K.: Okay. #01:21:39-4#

EX4: We should put a glass inside and than we could put 300 Crona (what would you thought? unverstaeendlich). Because every time we took the price down to 300, we sell it like cupcakes. But 350 could not. #01:21:50-4#



T. K.: It's too expensive. #01:21:52-6#

EX4: So... (abgebrochen) #01:21:53-7#

T. K.: So the board told you... (abgebrochen) #01:21:54-3#

EX4: So the board said about quality and then, the management team and I said this is all about quality, this is, this is about quality in a much wider dimension. And it was, it has helped us a lot. Can you remember, you know, you talked about, what we had like the brand permit, you was said. We had a circular of one. #01:22:24-7#

T. K.: Yeah, I remember the brand permit. #01:22:25-7#

EX4: So, yeah, but the circular one? Remember that one? That was after you.  
#01:22:28-8#

T. K.: No. The circular one? #01:22:30-0#

EX4: That was a, that was a no(abgebrochen) dimension that I was put in. By talking to Knut(???) who give me an article about how to rethink your brand. And it was how to rethink your branding crisis. So it you take the center of COMPANY B that is coffee. In the application coffee. So, so, if you come, something that is a vacuum job with coffee we have a very good chance to win. Now the center, right the rim, you also have marks. Why haven't we thought that. Well, you know, we were the first one who maded them... #01:23:18-8#

T. K.: Yah, and then white one with the COMPANY B insight... #01:23:20-6#

EX4: Yah, yah. But you know, you could have many good ones. And that category actual also belongs us but remember will you took it. Then we took the to go Becher. That's also right in there. Tea is just a little bit for (though? abgebrochen). And then you, when our, then you take the (liter? abgebrochen) that's way of that.

Or, or the, the bath serie (would like the way out? unvest%ondlich) here. So in, in the situation what we are, we trying to put... #01:23:54-1#

T. K.: Forwards again in this. #01:23:55-2#

EX4: ... we, we try to put, you know, in the inner three layers. And if you do in a outer layer it has to be, we have to look in... #01:24:05-6#

T. K.: There were the reason. #01:24:06-4#

EX4: ... okay, where is the break-even point on this. And does from aesthetical point fits to something else. #01:24:13-9#

T. K.: Yeah. Okay. #01:24:13-4#

EX4: Like we made a wall-clock. If you go on our internet-side...(abgebrochen) #01:24:18-0#

T. K.: You have a wall-clock? #01:24:18-3#

EX4: Yeah, yeah. It's beautiful. Jes and Laupmann(??), german was. #01:24:21-4#

T. K.: Oh really? Oh okay. #01:24:22-5#

EX4: And then they came to us with that and I said I don't want to (have? unverstaendlich) a wall-clock. And then (mass? unverstaendlich) it here say look at this. And I said okay, if COMPANY B should made a wall-clock, this is the one! #01:24:31-5#

T. K.: But, you where thinking once about (Ariane Jackobsen? unverstaendlich) from Holland. #01:24:35-1#

EX4: Yeah yeah, then, then, (they also took ? leider ganz unverstaendlich). #01:24:40-2#

T. K.: No. okay.... (abgebrochen) #01:24:41-8#

EX4: So, but this one here, that's a modell that doesn't really exist. But, but I read the article and then I tried to investigate. #01:24:47-2#

T. K.: Yeah, okay, and that was somehow...(abgebrochen) #01:24:48-7#

EX4: And in you brand permit, Torben, you can really come up with something because I have not seen this modell before. And there, why don't you steal it? You don't need to write it my associate. It's looking from application. Application meaning how to do it.... (abgebrochen) #01:25:08-1#

T. K.: But it goes back to the first word you actually said assets, brand asset. And that was one of the first things I wrote down to the... (abgebrochen) #01:25:14-0#

EX4: So, so was is the application and then before you go out, they, they're, they more unlike it is that you get success. So if you have it in 2007 were the whole thing is booming it's okay to make a product out there. #01:25:33-0#

T. K.: And in the crisis you go again inside the corner. #01:25:36-4#

EX4: You, you try to go in. #01:25:37-6#

T. K.: Okay. Cool. Yah. Nice. So today because I know the relationship that we, how would you describe the relationship, we're nearly at the end. How would you describe the relationship that we had, me not as, let's say Torben but as marketing (job? unverstaendlich) at COMPANY B and todays marketing chef whoever, doesn't matter who it is. Do you think that the role changed today a bit more because I think for me it was more you were a coach person, you coached also. Is it still today a role like this or is it much more professionall, let's say today? What kind of role is it today that you have with the marketing chef? #01:26:22-7#

EX4: No. But the (abgebrochen). You know, it's a curse for marketing partner and COMPANY B to had a guy like me on the top. #01:26:35-9#

T. K.: Okay. [lacht] #01:26:37-7#

EX4: No, but it (abgebrochen) because i(abgebrochen), you know that's where my strong strong strong point is. So, so they have to wake up very very early in order to take me under bed, right? That's, that's the course. #01:26:50-6#

T. K.: But isn't just this also the strenghts of COMPANY B maybe that you have in marketing because in that category can only exist and survive if you have a very strong, when do a Turnaround, if you have a strong marketing background I think. So is it a benefit? #01:27:05-4#

EX4: Yeah but you, you, remember we said there were four compe(abgebrochen) core-competences we needed in order to COMPANY B succeed. One was product development, second was sourcing, another one was marketing and retail understanding. Retail understanding was sales, right? And, and I could also come from sales, right? But let's say I came from (suplying? unverstaendlich) management #01:27:31-1#

T. K.: Or financials. #01:27:32-3#

EX4: Yah. That's not really where you are braking or making it. You need to come from one of those four. Now, product development and sourcing and sales. Where is it that marketing, marketing sourcing they don't that (Geraeusch) #01:27:51-6#

T. K.: No. doesn't hang together that much. #01:27:53-1#

EX4: For those three they hang enormous together. #01:27:55-3#

T. K.: Yes, they do. #01:27:56-7#

EX4: And the binding clue there is marketing. If the marketing is good they are the one to say we are looking at that. #01:28:04-1#

T. K.: Actually how did you say it. I remember because sometimes I felt like stucked in the middle between you and, and Mads(???). #01:28:08-8#

EX4: Yea, of course it is. #01:28:09-7#

T. K.: That's true #01:28:12-0#

EX4: I tell you here. We in the search of softer, you know, explorer was a little bit softer but in search of that we came up with the products that look more from the 50s. Indi(abgebrochen). You look in to now (crola? unverstaendlich) denish model. And it's going I, I'm hundert procent it's going to develop into seperate line under COMPANY B. Now the problem with that if you take the 50s, 60s is that COMPANY A has a lot of iconic products from that time area. They call it masterpieces. But they're very iconic. And we giving up actually a but (abgebrochen) a (serma? unverstaendlich) job that it's very iconic but we could produce it. It came up with a candle holder, (clock? unverstaendlich) like a candle holder and stuff like that. And then I said okay, how to get this thing to clue together. And then I, I, I read about you know Fin You(???) and, and this things (? unverstaendlich). He's hundret years. Fin You(???) is an architect and everybody forgott about. And he is the hottest of the hot right now. #01:29:29-9#

T. K.: Is he? #01:29:30-9#

EX4: It's one who made interrible decoration of human building in New York. And if you look into our homepage you'll see some pictures there. They are very very nice. And, and that some of his furniture is that forgot if he, if he take, do you(abgebrochen), have you seen the mo(abgebrochen), the, the TV-show mad man? #01:29:51-4#

T. K.: No. #01:29:52-6#

EX4: It's, it's an american TV-Show. I don't know what it's called in german. But it's...(abgebrochen) #01:29:57-0#

T. K.: I don't have time for the TV at the moment. #01:29:58-7#

EX4: No. But that's import(abgebrochen), that's a time area from that time. Smag (abgebrochen) (? unverstaeendlich) time and all the things. So they, they don't (abgebrochen), what I want to was that I was thinking about God if I crumble this back in job and if I don't put it into like, like, like something that can (unverstaeendlich) I'll be I will be told oh you just make a COMPANY A product. So I have to make a whole story about this thing. And, and the more I read about it and the thing is modern, the more I liked it. #01:30:35-3#

T. K.: Okay and that was then how you founded the, the story on. #01:30:38-3#

EX4: Exactly. Now there's none of our marketing people, who have done that. And tha(abgebrochen), that is of course it's a, that is again it's a curse but it also come up with something good sometimes. #01:30:59-0#

T. K.: (gleichzeitig gesprochen:) Yeah. like this. Exactly. On a higher level. #01:31:03-4#

EX4: But, but to take it up there and, and, and (? unverstaeendlich) it up and then. And that when this is happening that's when I sitting on, on my boat and looking on the water. #01:31:09-4#

T. K.: So your boat is actually the brand turnaround. [lacht] Masterpiece. #01:31:13-7#

EX4: But, but it is. But you sit there and you know the PAUL SMITH(???) was also on a boat. Has it been the success for the PR. A lot. #01:31:25-3#

T. K.: Like hell. But not selling. #01:31:28-0#

EX4: But also it had to do that you came to wrong thing and, and, and you know PAUL SMITH(???) it's a in Germany he's none known. He was the first who made those funny buttons. #01:31:41-7#

T. K.: Really? #01:31:42-7#

EX4: Yeah. He wa(abgebrochen) I was like, I was were he, those shirts #01:31:45-7#

T. K.: It's not PAUL SMITH(???) but it's STADESTRUM(???) #01:31:47-0#

EX4: STADESTRUM(???) yah yah. But he was the first one with that. #01:31:52-9#

T. K.: So, when you put it all together. Now it's (abgebrochen) 2004 you started you said 2007 you finished roundabout, let's say 2007/2008. And then the crisis came of course. But during this time who was the brand turnaround leader. Do you think it's always, I think in your case it was you, but do you think is it always the CEO or sometimes also the head of marketing? #01:32:21-1#

EX4: It could be the head of marketing. #01:32:21-7#

T. K.: Or the team, marketing team? #01:32:23-2#

EX4: It depends on the size of the company, it can be head of marketing even further down. Devison all manager...(abgebrochen) #01:32:32-9#

T. K.: Okay. #01:32:31-7#

EX4: I thinks it's the thing. #01:32:38-0#

T. K.: So, five years from now, where do you see your brand positioned? #01:32:41-1#

EX4: I see COMPANY B has moved up from where we are now to position a little bit higher than we are today. And...(abgebrochen) #01:33:03-4#

T. K.: What is necessary to do so? #01:33:05-4#

EX4: It's, it's about the products. #01:33:07-5#

T. K.: Taken out the gift-items a bit? #01:33:09-8#

EX4: No, it's, it's getting gift-items in but get them a higher level. And then RIGTIG is has taken over the low rank. So if there comes a breadbag, it will be a RIGTIG. #01:33:24-3#

T. K.: So you will move on. Oh, but you won't take the COMPANY B breadbag into RIGTIG. #01:33:27-2#

EX4: No. No. #01:33:28-3#

T. K.: But I seen you change the packaging to much, let's say not cheaper but you not using the big cartons any more. You just do it in a plastic bag and than a little carton wrapping around. #01:33:37-2#

EX4: Yah. But that was a, that was a mistake. #01:33:38-7#

T. K.: And inspiration I thought that I think...(abgebrochen) #01:33:40-2#

EX4: That was a mistake. But that was to show it but then we found another way. #01:33:44-2#

T. K.: Okay. Good #01:33:45-6#

EX4: That was a, that was a mistake. #01:33:46-7#

T. K.: Okay. Okay. #01:33:58-0#



EX4: You see, that, that's a thing you told me said that I think that's a culture about a learning on COMPANY B and (meding? unverstaendlich) that was a mistake. Instead of...(abgebrochen) #01:34:10-4#

T. K.: Yah, you said it at the beginning. #01:34:11-8#

EX4: Ex(abgebrochen), instead of the explaning, explaining, explaining and the, and then you come up with something crap, right. #01:34:22-8#

T. K.: Yah. I think that's it. #01:34:28-2#

EX4: When do you have finished with your (Rest leider unverstaendlich). #01:34:29-4#

T. K.: An official thank you to EX4 [beide lachen]. So it's on the tape. (BAND AUS) #01:34:35-4#

### 8.3.5 EXPERT 5 (EX5)

T. K.: Just a second, this is on now. So, thank you so much – great being here once again. And as we just spoke about, I know about these three turnarounds but maybe there are more? So, what are the turnarounds that you are doing so far? #00:00:14-0#

EX5: COMPANY G is the first one, it came on board in 2001, it's still, and COMPANY F which I bought in 2004 and sold last years to Polaris Industries in 2011. #00:00:28-6#

T. K.: It, it's sold? #00:00:28-9#

EX5: Yah. 7 Years. COMPANY G which i bought 1980 and sold in 2000 to Feretti Group, but in terms, I mean right now, I'm also working with a group of private equity firms, we bought FERM(???). #00:00:50-8#

T. K.: You did? #00:00:50-6#

EX5: Yah. In july last year through a company called battic capital(???) which is a roleman turnaround firm but frankly rather, rather not talk about that. That's really in deal it's controlled by them. I don't know really the shareholder and the boardmember. So... (abgebrochen). #00:01:05-0#

T. K.: Yes, good. Okay that's stick to these three turnarounds. How would you differentiate because I'm always talking and looking at the brand turnaround and the brand itself. But how would you differentiate yourself the brand turnaround from the company turnaround? #00:01:19-6#

EX5: I'm in the (industrially? unverstaendlich) late. A brand and itself can never, by the thing, be disconnected from a company a (search? unverstaendlich). I mean a brand doesn't live in a vacuum. A brand lives on the back of not only product but quality product and product that acutally can reach the market through the distribution channel. Because I've learned a chartrider(???) you can make a

beautiful product but if you not getting it through a channel to the consumer or maybe directly to the consumer it lives in a vacuum and has no real value. So, I'm not sure the two up created? #00:02:07-2#

T. K.: Okay. Yes. And... (abgebrochen) #00:02:09-9#

EX5: I mean, I mean a brand is, yah. When I (abgebrochen). I mean if you just talk about brands in a vacuum than your modell will consign them to a book that's all they are. I mean a, a, a brand, if it's a living concept. That's what it is. I'm not sure if you can talk about a branding concept. I mean it's a, it's an interesting price challenge. But if it's living it has to be with in the context of a product that's been manufactured or arranged by the company and delivered to consumer. #00:02:43-2#

T. K.: Yes. Okay. But would you say that there are three or these, the three cases that we are looking at now. Are they very different from, from the brands that you looking at? Because for me they're all legendary. #00:02:54-3#

EX5: No. I mean they're (gleichzeitig gesprochen, abgebrochen). They're, they're very similar in many ways. They're similar for the, for the following reasons. I mean they're three iconic brands, they're heritage brands... #00:03:05-5#

T. K.: Yes. How would you... #00:03:08-4#

EX5: ... they are aspirational brands, they're infantic brands. These are all important and very different words. In two cases they are american brands which is an innextricly(???) important part of the DNA. They are also, they are also brands that are in the passport industry, which in a way is a bit of a side issue but they happen to be in the passport industry. More important they're all based on a product which is a complex product with significant design components which is there is never right or wrong to design. They're, (I mean? unverstaendlich) they're all in the high and descretchend(???) new spend space. So, that's th(abgebrochen), you start up with design and that can be in a supplier that either pleases or does not please the consumer. There's is no commitee that this gonna be and to get this right. It is

not suffering that either in a meets the simple function need. So, if you look at and I always uses examples. I own a Ferrari 599 which is a beautiful product. But if you look at the latest McLaren product I find it ugly. It's simply does not work for me. And on the static level no matter how good the technology, so, they're all three of these have a design is essential. They then have an important technical aspect. They all got to work. They all got to be manufactured and they all got to be distributed to deal a channel. So these are all elements that connect these three brands. #00:04:51-7#

T. K.: But you were very much emphasising now the design and the higher spending. Would you say actually that the product is design orientated because that was at one of my companies it was designed table ware in the 60s design ARNE JACOBSEN etc. Would you say it is easier to turnaround the brand if you have such a design product or high spending product? Like a premium brand? #00:05:14-0#

EX5: I don't know. And when I think that I feel comfortable in the luxury goods space I haven't to enjoy design. I think what I, what I if I had to attribute my modest success, if you wanna call that at all, it's in being able to understand the value of a brand and then, and, and (abgebrochen) well, the, the value of a brand is, I said before, is only as good as the product and the distribution and the service behind it, but I, when I buy a brand I can already imagine before I've even bought it. The time of product that needs to be designed to fulfill the dream of that product. It's very important. So when I bought COMPANY F, I've never been in the motorcycle industry myself at all. But a couple of hours of researching what HARLEY-DAVIDSON is about and I understand what's COMPANY F. I could image what COMPANY F could be from a design point of view and the same was true of COMPANY H and COMPANY G. Very, very quickly. #00:06:15-7#

T. K.: Okay. But that's very interesting because you said you were doing a bit of study, not bit probably, quite well. #00:06:21-6#

EX5: Let's done (literary? unverstaendlich). No. No. I mean at the time when I didn't do focus groups, I didn't do, I didn't read (volumes? unverstaendlich) I mean it

was (schnalzen) very very fast but it was just an intuition. Which you can argue sometimes that intuition is dangerous because too little analysis can be very dangerous. I started offline for the BOSTON CONSULTING GROUP where we designed what we analysed up to death. #00:06:40-2#

T. K.: Yeah, very strategic. #00:06:41-3#

EX5: You know, I was at Harvard Business School, you know. Again you analysed up to death. I, I probably, you know, will have flunked all my courses. And, you know, if I have applied the same rapid analysis that I did to these real life situations in my case studies. But it was a few, you know, there is, this brand could fulfill a need in a market that wasn't been (mad? unverständlich). With a certain type of product design in a certain way of the certain fit in finish. Very rapid into (issue? unverständlich). #00:07:08-5#

T. K.: Yes. But this is very, very important one for me know. Because one of my, let's say, start research question is actually focussing would you need your stomach skills, do you need these MBA skills, I did a MBA, too. And now it was like you need more than this. You need creativity as a, as... (abgebrochen) #00:07:24-1#

EX5: I think creativity is a hugely important part of businesses that I happen to be. I mean, I can not, and today if you ask me, what is the thing that I spend most time on. And what is it that I most enjoy. It is in a whole element of the area of product, design, understanding, market, transport, product. Although, you know, by training financier I, I dedicate the bulk of my time to understanding what's going on product. How do I make my product better, that's really (abgebrochen). And, and, and the survey done is because we're all invest manufacturing in the world, with all invest distribution in the world because you are selling a product that at one level is totally useless, no one needs it. It has to fulfill one key element or more than anything else and that it has to exist and create a desire to have, to possess. It's very irrational. So what you are trying to do is, what I am trying to do is to design products that made a completely irrational desire. So we start moving in to rather strange environment. #00:08:34-1#

T. K.: Yes. Exactly. #00:08:34-6#

EX5: If I was mating, making, you know, (widgets? unverstaendlich), all I need to do is make sure the widgets fullfill some technical specifiacation and some costumers specification. And I done my job. This, this is, so, this is, this is far more, I think creativity plays an absolut fundamental part in it. Which it was made so much fun in many ways. #00:08:57-7#

T. K.: Can you put a figure on it? Would you say that, let's say, it's 60 percent from your time, 60 percent creativity, 40 percent sati(abgebrochen) strategic analysis etc. Can you put a figure maybe on it? #00:09:09-1#

EX5: Well, you know the whole issue strategic analysis in small bussinesses plays a (rather? unverstaendlich) small part because you to bussy doing real things. #00:09:16-4#

T. K.: To go in the helicopter view. [lacht] #00:09:17-6#

EX5: You know, you can, you can, from time to time take the helicopter view on what's going on in in you (abgebrochen). No, I mean, I think, the problem is in the business as I'm involved is, you know, I re(abgebrochen), I represent the creativity. But that, you know is, that set you on the right path. And what you need to be on the right path? From the product design,... #00:09:39-5#

T. K.: Point of view. #00:09:40-5#

EX5: ... point of view. Otherwise you end up with, you know, doing all the right things apart from the right product design and no one really wants the, the object. But then once you got the product design, you then got to manage you even develop the prototype than you can get then the right pricepoints which, you know, to the consumer. Which means you gonna get the right costings and most of these objects have a (billing? unverstaendlich) material, they have labour hours and (? unverstaendlich), they have (abgebrochen). And you go and get those right fundamentally. Can I make sure all the bits that go into a boat or a motorcycle? #00:10:09-4#

T. K.: But you also see these as basics, isn't it? Somehow. #00:10:12-2#

EX5: Yah, but you can't get this wrong. Because it's very, I mean the problem with creativity and here's an interesting settle development. It's the one I am and COMPANY G. There was almost no limit to what I can spend on a boat. Okay. #00:10:24-5#

T. K.: [lacht] That's a good sign but I'm not sure (gleichzeitig gesprochen). #00:10:26-9#

EX5: Because I... well, because LOUIS(???), but LOUIS(???) be someone who pay for it. But in many ways it is much tougher and more challenging to produce a, a premium product, that has to make some pricepoints. So if you're, I don't know if you're marry or not,... (abgebrochen). #00:10:40-7#

T. K.: No. Not yet. #00:10:41-2#

EX5: Not yet. But if your wife, you know, want's to (redo? unverstaendlich) a house, ship your house, she probably wants to have the most wonderful furnish things, the most wonderful paintings, carpets, you know (unvestaendlich, abgebrochen) in the world. But you will go to her or join you on the side, I'm sorry we nearly got a million pounds to spend. So making creating a beautiful house for a specific budget is much tougher than if you said to your wife, you know what, whatever it takes, spend it. It might close to five million, it might close to ten. It actually was much more creativity to make, you know, that fire place look beautiful even though it made only in wood as supposed to solid marble. #00:11:27-0#

T. K.: Yeah. I know what you mean. #00:11:27-4#

EX5: Takes, it's, it's, it (abgebrochen) requires far more skills. So the tention between creativity and meeting cost and manufacturing alternitives that damage clear posed but they're actually very interesting to trying balance them. #00:11:42-6#

T. K.: Yes. But what would this mean for the leadership skills, because, mean, after all it's, it's probably, no. Team members that you have inexact management (abgebrochen). #00:11:53-8#

EX5: You talking, remember, you talking to an entrepreneur. So I'm, I'm, I supposed to be a manager. Big difference. It's not clear to me I'm necessarily the best manager or not. I have a partner Steve Ps(???) he is an excellent. #00:12:07-2#

T. K.: Yes. The marketing senior. #00:12:08-7#

EX5: No. It's not marketing. He is, he is the president of the company and I'm the chairman of the company. #00:12:12-3#

T. K.: But he was, when you did COMPANY G, wasn't he the marketing... #00:12:15-5#

EX5: No. He's never been. I'm (abgebrochen). On my area is Chri(abgebrochen). My really is product development, marketing, strategy and finance. #00:12:21-0#

T. K.: Okay, perfect. Yeah, good. #00:12:21-9#

EX5: That's what I do. Steve is really the man that runs the company day to day. And deals with all the operating options. Okay. #00:12:29-3#

T. K.: The operating options. Okay. #00:12:30-7#

EX5: Very different skills that's which why we complement each other. But if you ask me what type of person does it take and when I think the, well, the manager company you need to be or to do multiple things (? unverständlich). But I, maybe no way, you do need (abgebrochen). Hey, it, it's an interesting question. If you were simply a hired manager and, and sold here the trademarks of COMPANY F now build a company from zero, just what we did. #00:13:03-8#



T. K.: You can't, you will not succeed, I think. Or? #00:13:06-8#

EX5: I don't think not to succeed for two possible different reasons. One is because managers don't necessary make a good start up for entrepreneurs. But the second one maybe every bit is important is that you need probably real creativity in thinking from blank sheet of paper. What's the product gonna look like. Which is, I supposed, part-time puzzle of the start-up-process. But I still think it's a rather seperate part of it. And you really need almost the freedom of an owner to do that. If you are simple a manager it's a bis responsibility to take up a half of the alternative investors to go from a clean sheet of paper. Steve and I, we're both owner in the business and we were able to say, what is gonna doing in this way? Because no market study done on the boats we, we've developed. #00:14:07-8#

T. K.: Because you believe in it. #00:14:08-7#

EX5: Because we just believed in it and we went just in and we did it. And it's not clear to me to pay manager. It's fair or appropriate to ask that often. And it's not even clear to me. Does someone who is a manager has that creativity. It requires a certain level of madness combined with creativity... #00:14:33-8#

T. K.: To take on the challenge. #00:14:35-2#

EX5: ... to take on the challenge. But this is a no way ment to be a valued judgement on managers. Because I've reset it right from the asset. I do not think I'm a particular good manager, you know. I think in a Steve Heas(???) is a great entrepreneur and a great manager. So, it's different skills for different (abgebrochen). You need to be a slidely, as I said, a responsible. When we bought COMPANY F as you see that motorcycle. That is motorcycle number one of the production line. #00:15:03-5#

T. K.: It's beautiful. #00:15:04-0#

EX5: All we had was that branding. We had no factory, no bottles, no employees, nothing. We larged that company, we bought a factory, we fitted it out, we hired

twenty engineers from HARLEY-DAVIDSON and spend four years losing money developing that by including we making our own engines. #00:15:23-5#

T. K.: Okay. #00:15:24-6#

EX5: Okay. #00:15:25-2#

T. K.: Unbelievable. #00:15:25-8#

EX5: And then someone said to us, you remind, someone said to me, you remind me of a guy at the foothills of Mount Everest run in flip-flops. #00:15:36-0#

T. K.: [lacht] Okay, that's a good one. #00:15:37-0#

EX5: So that, that, that's a, that's a little bit mentality. But remember I'm talking about a specific type of situation and industry. So you can't generalise because there are many brands that service-based brands or that might be, that might be brands which have good product but wrong costs that need to be turn around. In our case, in all three situations basically we had, you know, we'll (sorry? unverständlich) certain indicated COMPANY G in India. We had no product, okay and we had, we had nothing. So we, this is(abgebrochen), was real blend of start-up-stroke turnaround. Was a very extreme form of turnaround. #00:16:16-9#

T. K.: Yah. Okay. And would you say then also that the brand turnaround skills or if, let's say, if you have a regular company, no turnaround, if there's no turnaround situation because everything looks smoothie. You have a, maybe even an iconic brand that work in this functions and also using the right challenge. Would you say that need a different set of managers for this, especially in the marketing area than for the turnaround companies that you've been at? #00:16:47-1#

EX5: I think so yes. I mean, that are very different. I mean relaunching a company or turning around a company requires a different set of skills from business management. It would be no by the thing if managers in a study state company were not to do what we do in a start-up, which is to question everything. I mean

that's never bad. Probably every three to five years. But when you start-up you're living in the stage of (premiu? unveraendert) crisis self-doubt. And that's probably usefull on a (cation? unversaendlich) when you on a study stay. It's probably not usefull continuously because (pray? unversaendlich) and (on state an environment? unversaendlich). #00:17:31-4#

T. K.: Okay. But what was the, let's say the two three biggest learnings you did? Because it(abgebrochen) what you have is, is something what not really lot of people have in the world. Three iconic brands, three turnarounds. What were the learnings that you did re(abgebrochen), regards to the brand turnaround? From one case to the other maybe. The two, three biggest learnings for you. #00:17:52-7#

EX5: The first thing is that if you do not and referring very specificly to the lo(abgebrochen), discretion we spend market and which we can pay. If the product is not really differentiated you probably don't stand a chance of succeeding. And differentiating means I'm referring to the product itself. It looks different and remember what I have talk about this. It's always in the context to be combined with the brand. Okay. Because I can produce a really differentiated product but without the brand it might not have the same attraction. If you seen these boats here, you see the COMPANY H is (transferred? unversaendlich), the flat bowls. They're beautiful objects but that, if you into the boating world, but that COMPANY Hs (transferred? unversaendlich) that we designed a very flat bowl. Combine with COMPANY G trickers off. In a reference to the history because in the old days, you knows, these boats, some of these boats use to have (reversed transon? unversaendlich) and flat bowls(???). So sometime the costumer say, wow this is the real thing again. Okay. If there were no brand and we just call it EX5 than, that, tha(abgebrochen), that just would not (ressonate? unversaendlich). Okay. So, you asked me what are the three things I've learned? One is you really need a differntiated product. And whenever you start saying and the problem with that is that and finally it reminds me of a product that we developed where, I started off for an idea, that really was differentiated but because we couldn't analyse any market data, you know, we gonna a little bit scared and said okay, no, let, let's go to a slightly different version of that product where there is lots of data, we'll guess what happen. And I was referre it to the Standard Boat, Sandard Boat Market. The

fish-boat market. I wanted to do something very different, but there was no data. So we decided to look at the normal Standard Boat Business (which? unverständlich) lots of competitors, lots of data. We did the product that was within that category and we basically didn't do very well. Because we couldn't differentiate ourselves enough. If we had said forget the data, let's just do something with the radically different design, where there is no data. By definition, if you do something different, there is no market at that time. Then probably we would have been more successful. The only issue there is that the outcome tends to be rather more binary. You will either succeed enormously or fail completely because there was actually no market demand for that product. The problem you go into a market which is well populated is that yeah, you know the market exists but the ability to differentiate yourself is much lower. So I made a long answer to your first question. The second question, the second issue that I learned is that distribution really is key. And that distribution I won't say more important on the product but it is every bit as important. And if you do not have a way to market, you can produce them as a glorious product and the best brand it is not worth much. I remember having lunch with a friend of mine, who told me something that in the time I didn't really (dijust? unverständlich) and only afterwards did I. He said a famous brandname is no more than a reflection of a glorious past. And he was so right. To think that when you buy a brandname somehow you got something because (betential? unverständlich) is misleading. Because what you need to do obviously produce the product but then you really do need to produce the distribution because it was the distribution that gave you the brand. #00:21:39-9#

T. K.: Okay. But can it be than also a burden? Can an iconic or heritage brand all these items you said at the beginning, these definitions how you look at it. Can it be a burden? #00:21:51-8#

EX5: I think that's the wrong question. I think the issue is does that brand have relevancy in the future or not? Because there are some brands and I can give you examples without being a (fancy? unverständlich) but I mean BRISTOL CARS, okay it's an old English car company. I think it's a brand that just deserves to die. I don't think it's relevant any more. I'm trying to think of some German examples. Or I could think of a brand.... (abgebrochen). #00:22:24-5#

T. K.: Could you (abgebrochen). Do you remember BORGWARD by any chance?  
#00:22:26-1#

EX5: No. #00:22:26-1#

T. K.: No. Okay. #00:22:27-0#

EX5: But I can remember, you know, if we think about MAYBACH. I could argue the actually that was a brand that deserved to stay dead. It didn't deserved to be relaunch. #00:22:40-8#

T. K.: It didn't work either. #00:22:41-8#

EX5: And, and it hasn't what and what it's interesting is why it didn't work. And I hadn't spend a lot of time spend so I has to be very carefull. But my sense from a great distance is that it's a brand that just had no more relevance. #00:22:54-8#

T. K.: Yeah, didn't had, yah. #00:22:56-4#

EX5: Leaving at side the fact that the product is not even that differentiated. But the brand didn't resonate and if it, and if it does resonated, resonates with the tiny group of managers the highest level within - what is it? #00:23:07-2#

T. K.: The market is not big. #00:23:09-0#

EX5: VOLKSWAGEN. The, the maybe thing, you know, that have, have some history but the brand needs to be remembered by not people to be (valued? unverstaendlich) relevant. So, that's the second thing. You asked me three reasons. #00:23:20-5#

T. K.: Nono. It's, it's two or three. #00:23:22-0#

EX5: Well, I've given two. But maybe I can give you a third. #00:23:24-3#

T. K.: Yeah, please go ahead! #00:23:25-5#

EX5: And I think that, you know, pricing is fundamental. Even for product that is iconic, that is well designed and that has the right distribution channel. And it's very difficult to get right in the luxury good because you, what do you price for it? Is it cost plus? Or is it... #00:23:52-0#

T. K.: Yes. #00:23:52-7#

EX5: ... value in the mind of the consumer? #00:23:53-7#

T. K.: Yes. Exactly. #00:23:54-6#

EX5: And you know value in the mind of the consumer for a luxury goods product is very often and very difficult to establish. And, you know, we had real issues with that in Company F. #00:24:03-8#

T. K.: Okay. #00:24:04-4#

EX5: I could carry on giving a list of things that all difficult. I mean the fourth one was that whole issue about making a luxury product at the right pricepoint which is really a warrant of that third answer to you. #00:24:20-9#

T. K.: Yes. Okay. #00:24:21-5#

EX5: So is that amply? #00:24:24-7#

T. K.: Perfekt. #00:24:25-8#

EX5: Okay. #00:24:26-3#

T. K.: Perfekt, yeah. Would you predict an increase of creativity and intuitive management? Because you were very much focussing on it, which I very much like

also. But would you say there's increase in it in brand turnaround somehow that people (abgebrochen), because there's so many young people doing, you know, all the studies MBAs, everybody has an MBA today for example. In my opinion. It's not a differentiating factor any more. So would you say there's an increase needed again in, let's say, stomach feeling and... (abgebrochen) #00:24:54-6#

EX5: I think, I mean it's no (convincening? unverstaendlich) that I believe that now you can have the title of chief creating officer. I mean, I think that absolutely. If you, yeah. When I think manag(abgebrochen), I think creativity has come to the fall over the last several years, it's been well (documented? unverstaendlich). I think our children need to be (abgebrochen). In many ways things like design and drama are always due to be soft subjects. But there is a strange argument that in many ways that should be incurred because that could be a real point of differentiating. In a, in a world were cost, driving down cost and, you know, is done by other people. I mean if you look at the west compared to China, you can argue that creativity really is an area we need to be focussing. Because we never gonna win the cost battle. #00:25:51-1#

T. K.: No. But I'm also feeling that China for example, when, if you take Asia, is, is really going strong now on creativity, too. They're starting actually. #00:25:59-1#

EX5: Well, they are starting but it comes to a, it might come to a circle battle. Because not only are they cost in China actually now arising in reality. I'm so in the way I've made a comment that's almost or almost (foist? unverstaendlich). Because I could argue both sides the point. I could argue the cost and the fire are still increasing. The cost ironically I were up on the sale when I said the west I'm going exclude the whole of Europe. Apart from England what we have lots (sums? unverstaendlich) for under control on cost and possibly the same is on Germany. But America now, I think, is the latest frontier for low cost manufacturing. Okay? When you look at full-cost. Not just the (outline? unverstaendlich)-rate because the (outline? unverstaendlich)-rate is kind of only one component of it. But when you look at... (abgebrochen) #00:26:38-4#

T. K.: Social contribution on all the things. #00:26:40-7#

EX5: Well, we life(abgebrochen). Apart, apart from all the cost, social contribution. But we then understand that, you know, labour cost is, could be a quite small part of the costum panel?. When you look at logistics, okay? Which means, you know, costumes bringing components to the part and then getting that finish product to the consumer. When you look at response times which is very difficult to put a cost (pick? unverstaendlich) around that everyone who runs a business knows. There is a real cost to response time. So, you know, when you ordering a (powel? unverstaendlich) from the fire (east? unverstaendlich) the turnaround time is four to six month. Okay, I was about to launch a (powel? unverstaendlich) company for COMPANY G and I'm saying this, well, you know what a bike use local suppliers and I can get the turnaround talent to these. Okay. It might be twice the price for that t-shirt or that (abgebrochen). But, you know, there's a value in might being able to not order minimum quantities of 1500 jackets but maybe only a hundret jackets even if they double the price. Because when the time at a right I can ramb down my enemies (diesen Satz habe ich nicht gut verstanden). You were (redde? unverstaendlich) so for unsold items and take that all into a cabin. So we look at the whole system, okay. #00:27:35-9#

T. K.: The whole value chain. #00:27:36-6#

EX5: The whole value chain. So what(abgebrochen). It's a very long answer this. What we're saying is cost in China rising, cost possibly espacially the prices decreasing. I was initially last week looking at two bankrupt companies. Let me (abgebrochen). And I spend a whole, two whole days with union heads. They're attitude is changing dramatically from ten years ago. About, you know, and, and Germany is really gone down that part (of services? unverstaendlich). #00:27:57-6#

T. K.: Oh yeah. Definitely. #00:27:58-2#

EX5: But secondly so you talk about cost going up in China and, and as you said creativity is playing more important role, (that's so? unverstaendlich). Let's go back to your question. I, I, by the way, that's a side you should go on to one of my



favourite websites. Black, help me! It's a KEITH ROBINSONs. (er steht auf und geht weg). It's o(abgebrochen), (it's an educational? unverständlich). Stop your recorder a second. I can't be this braindead. Help me, help me, help me, help me. [laengere Pause]. #00:28:52-2#

T. K.: Let's wait thirty minutes, it's always comes back. #00:29:03-7#

EX5: Sorry. I'm still (Rest unverständlich, da er zu weit weg ist). Forgive me. #00:29:14-4#

T. K.: No no no. It's okay. #00:29:32-6#

EX5: Okay, this is, is a, is a website. Oh God, I'm really (unverständlich). One second. #00:29:42-4#

T. K.: No no, no problem. #00:29:47-6#

EX5: I can't squared ahead (? unverständlich, da er zu weit weg ist). It's a website that does and there's a brilliant talk by guide called KEITH ROBINSON. Does is KEITH (? unverständlich). One second. One second. Because I know (? unverständlich). One second. #00:30:31-8#

T. K.: No problem. #00:30:33-8#

EX5: (Spricht zu sich selbst). KEN ROBINSON. #00:30:45-2#

T. K.: KEN ROBINSON. #00:30:46-1#

EX5: KEN ROBINSON, KEN wait, wait, wait, wait, wait. It's all (abgebrochen) AH! TED. Go for ted.com. T-E-D dot com. People tell this... (abgebrochen) #00:30:54-9#

T. K.: Oh yeah. It's like this (abgebrochen). #00:30:57-4#

EX5: Go KEN ROBINSON. Go to the talk KEN ROBINSON. R-O-B-I-N-S-O-N.  
It's all about the fact that we are robbing our children what it's most important is  
creativity. Okay. It's fascinating. We're robbing them off that aspect. So the  
occasional system is strickling on the very thing they probably need most in the  
next, you know, generation. So, carry on. #00:31:20-1#

T. K.: Perfect. No, that's great. I look at that definitely. Let's go maybe a bit  
(abgebrochen). #00:31:25-4#

EX5: But you, you also were questioned about MBAs. Yes, I think MBAs, you  
know... (abgebrochen) #00:31:29-4#

T. K.: May(abgebrochen) I, I had one subject with close (abgebrochen). I was doing  
the Copenhagen Business School and they were very much, you know, the, the  
(abgebrochen). I was living in Denmark over six years and Scandinavia over all is  
very they like creativity because they doing so good in, in social life, that nothing  
else to look at, okay, let's be creative here. And that one subject which I was  
creativity management which I really like of course. But it also, you know, very  
much focussing always normally on the strategic side of, of everything.  
Unfortunately. #00:31:55-3#

EX5: Well, I don't know what MBAs are really prepared you for to be honest.  
#00:31:58-3#

T. K.: [lacht] It's a title. #00:32:02-4#

EX5: I'm not, I'm not even sure if the title is worth it. #00:32:05-8#

T. K.: Not today's world. Not any more. #00:32:07-0#

EX5: Not any more. #00:32:08-4#

T. K.: What are the key success factors that you look at for or the core  
competencies, let's say, for the, the marketing team? #00:32:17-6#

EX5: It's all interest many marketing, is it? #00:32:19-8#

T. K.: Yeah. It's brand turnaround and marketing. Yah? #00:32:22-2#

EX5: Right. When I think it's quasi I'm going through a learning process, we turn the background again. #00:32:28-1#

T. K.: Oh yeah. It is. #00:32:28-4#

EX5: When I'm going through a learning process myself, because, you know, if you look at selling our boats. We're the worst selling very expensive (able? unverstaendlich) chase that historicly we expected our dealer to stock and sell to their clients. Where they can no longer afford to stock these boats. #00:32:45-9#

T. K.: Too expensive. #00:32:46-3#

EX5: They're too expensive. So the whole business paradigm is coming on the question. And what it's forcing me to do now is in a (abgebrochen). I really started educating myself about internet marketing. I mean, having a website is not internet marketing. It's general having websites, I mean website. But as you know there're many elements to internet marketing. Where there is SEO(???), SEM(???), banner advertising, you know, social media, E-Mail marketing, inbound marketing, you know, there, there...(abgebrochen) #00:33:19-7#

T. K.: Anything in this corridor. #00:33:20-9#

EX5: They're, they're multiple elements to it. And companies have to decide in which (abgebrochen). First of all, what is the relevance of that to their marketing strategy. And it, it, it, it obviously it's hudgey important to I think, I've got to believe most bussinesses, but certainly to our business. And what we trying to do is to establish how can we use these tools in the moste effective way possible. #00:33:47-7#

T. K.: Even in such a traditional... #00:33:50-8#

EX5: Even in such a traditional area, yes. And that's because, I mean there are two things. One is because internet marketing is buck up, on it's own growing massively. But it coe? insides, with in a way a collapse of the old marketing and distribution paradigm. And it's at one level potential a happy coincidence that we, you know, insted to trying to show a boat. I mean a show, a boat show put, put in this hudge objects the boat just cost a hundreds of thousands it's not millions.

#00:34:21-8#

T. K.: And it's normally not really (abgebrochen). I love boats, too. I've a motorboat license but normally when I go to a boat fair I don't understand because marketing like they just display the boats, here (pfff) that's it. You go up the, the steps and then you can look inside. It's not really product, let's say, showing of the product in the right way. It's not multimedia, it's not modern in my opinion. (Rest unverkaendlich). #00:34:41-6#

EX5: Well, it's not. But you know what it is? In many ways I suppose, I mean at one level it's totally primitive. At another level it's doing exactly what I said right at the beginning, it is a discussion and that is the (abgebrochen). You own a bussiness where you just gonna let the client fall in love with the object. And what you gonna do, show the object to the person and you don't need to say anything else. You know, telling them that this got 2, 375 horsepower, you know, VOLVO engine so nearly does 45 knots and it's got, you know, all these technic aspects, it's not really gonna convinced the consumer. And showing the objects it's the most powerfull way of selling the product. The second most powerfull way is having a friend or somebody else recommend that product. Because really word of mouth in our business. Word of mouth and showing the product are the two key arms for selling a product. #00:35:38-6#

T. K.: Yah. So, would, would you say that the internet helps with the word of mouth also? #00:35:41-6#

EX5: I don't know. No, the word of mouth, I mean, word of mouth, yes, it's very question about it. You know speaking well on bloggs or on social media of a product. Ros(abgebrochen). You know, all small steps in that part of convincing a potential buys about that product. But you ask me, you know, I think the question original ask me is, how is Macht(???) inchanged or what are the Macht(???) in elements to our business? #00:36:06-0#

T. K.: Core-competencies, yah. #00:36:06-6#

EX5: I mean, I think in a we or in the business of (abgebrochen). It, it is clearly changing and I'm learning, I'm a, I'm a I'm a humble student. You know, the traditional marketing I learned. I think it's much more less relevant today. #00:36:25-3#

T. K.: Like Kotlers 4 p's and so on. #00:36:27-1#

EX5: I, I, I can't remember what is this Kotler on and I'm sure that everybody is talking. You know, marketing for me it is, I mean a, a at one level I in a lot of the sea on a pants(???) or maybe it's was talked to me in my, you know, it comes through my pants and then I (abgebrochen). It's, it was too a hudge question, I'm not, I can't even remember really. Now what was the question you asking me? #00:36:52-1#

T. K.: What... (abgebrochen) #00:36:52-2#

EX5: How has it changes? Well it has changed for us in the business that I'm happy to be in because, you know, we can the people that sell our product (in lor(abgebrochen) in many as it's? unverstaendlich) can no longer afford to display a full range or indeed in some cases any of it. So we need to find a way to sell that product in a different manner. And there are several challenges. One is we need to be able to show the product in a virtual way to our consumers. Without it beeing a physical manner because our dealers can't show it. So the way we can do that we bless to the internet because we're able to show videos, virtual tours... (abgebrochen) #00:37:30-3#

T. K.: The colour change of the (harbour? unverstaendlich) and so on. #00:37:31-8#

EX5: Yeah, we can do a, an opposed fotografie. So in that, you know, internet is helping us. It's still is not showing the product itself. And so the only way we can address showing the product itself is increasingly where the dealer cannot display it looking at different ways of showing them by getting the consumer to come to our factory. Okay, so it is now changing our business modell. #00:37:57-3#

T. K.: Okay. #00:37:58-1#

EX5: So the in a sense two different answers to your question. I think other things, like, you know in fact advertising, we, we cut our advertising eight years ago. I mean we does that do pay to advertising we are right to the head. So do you, you know, did my (abgebrochen). Or what, what made us to term in the because it was not worth doing. Because we where way ahead of everyone else in the boat industry. And desided not to advertise. Where did it come from? I, may I think it was consent but maybe with my MBA. I don't know. #00:38:23-7#

T. K.: [lacht] Good, good. Which other stakeholders, groups, teams or single persons have the most influencial on the three turnarounds that you did? It could be from the Union to the whatever, somebody, a good friend, or. Who? #00:38:41-2#

EX5: The biggest and the most important stakeholders are consumers what I concern. But than, you know, every, all the stakeholders are (in? unverstaendlich). You know as(abgebrochen), when I, when we buy a business at the bankruptcy winning the support in the suppliers is critical. Winning the, you know, the, the faith of your own employers is critical. Winning, selling a future to potential managers to join you is essential. Winning the support of banks alternately is, I mean, the everyone of them role important parties. But if you ask me the overriding stakeholder it was winning, you know, the support of the consumer. Maybe that's through every business alternately. #00:39:22-8#

T. K.: Yeah. Do you need to integrate them into the turnaround that you doing in... (abgebrochen). #00:39:26-7#

EX5: The consumer? #00:39:27-6#

T. K.: Yeah. #00:39:27-9#

EX5: No. The consumer has no (abgebrochen). You can't go to the consumer and say look bare with us, we gonna send you a mediocre(???) product for the first three years, but, you know, but please stay with us, keep buying from us. Consumer wants a beautiful perfect product and a story. If you can't deliver that you roll up your (bluster? unverstaendlich). #00:39:42-4#

T. K.: No. But I mean also maybe in the product development part of it... (abgebrochen) #00:39:44-8#

EX5: Well if you (abgebrochen). That, That's a seperate... (abgebrochen) #00:39:48-3#

T. K.: And the consumer could be, well, let's say the costumers. Because you have dealers, maybe influenced dealers, which (love? unverstaendlich) the brand. #00:39:54-1#

EX5: Yah. Well (you rise at a right real point? unverstaendlich, da gleichzeitig gesprochen). Can you get, I mean, in the product delevopment process there are those I mean the whole purpose they're focus groups was to involve multiple stakeholders. They could be a dealers or they could even be consumer. And now we have tools, we have, you know, web-based surv(abgebrochen), you know survey-tools. Where you can show designs, photographs and specifications and you can get them out to ten, twenty, thirty, a hundred thousand people on a monday morning and have a statisticly significant response by five o'clock in the afternoon at the same day. At a cost to you of exactly zero. Because you know (zoomerang? unverstaendlich) for example. It's, it's, it's available and it cost nothing. Okay. That is a very powerful tool. If you ask me personally how often have I got consumers

involved, we do get our dealers, you know, from time to time. We have done the odds (abgebrochen). I'm not a big believer in surveying consumers and it's not driven by, I don't think it's driven by (arrosion? unverstaendlich) that somehow we as a company know better. It's driven by a couple of considerations. One is that a brand needs to know who or what it is. GUCCI when they come out with their line on clothing do not survey its consumer. They tend to have in many cases the same build designer that understands what the brand is about, has a design vi(abgebrochen), vi(abgebrochen) vision and then produces it. And that a fact of this what the consumer is buying into. The consumer is buying into somebody else's the brand's vision of the product. It doesn't expect, the GUCCI consumer does not expect to gain question about what the next line of clothing should look like. I think at one level they could be (singing? unverstaendlich) as a form of brand and security. I could argue that many of the car companies that have done extensive, you know, focus groups on the next mini-van or SUV and with, you know, cross between a camel and a donkey. That means every functional requirement produces an object that is completely unattractive. So do I believe in it? At one level no. I think that we need to know what the brand stands for, we should have confidence in our own product ideas and simply go to market. So to that extent we have not involved consumers and dealers as much, you know. And, and I'm sure that we would have made less costly mistakes but the other consideration by the way is that if you get comments from these people, then you better be prepared to take those comments on board because if you're not prepared to take the comments on board there's no point doing the exercise in the first place. And I think one of the problems you have is that you end up with a hundred different comments. Because everyone has a view on a house, how what a house should look like. Everyone has a view on a boat should look like. Everyone has a... (abgebrochen). Because it is so objective. And they're realising the problem, if you were producing a pump then surveying a hundred consumers might be useful because you might be able to improve the performance on that pump. That doesn't really matter what that pump looks like. But having a hundred views on what the shape for that pump should look like is unlikely to lead to better decisions. #00:43:14-6#

T. K.: Yes. Understood, yes. Looking at the three turnarounds now. Do you see a model there? Do you see, or have you used a model? I don't believe so because I



think, you are a very creative person, but, can you see, when you looking back now, in the turnaround faces of your company and, you know, sometimes you also okay, it's not going directly up. But can you envision a model (abgebrochen)? #00:43:41-4#

EX5: Yeah. There's no question. We are beginning, because we've had people approaches us about reasoning, you know, the stress fund, trying to scaled it up. I mean one of the problems it's quite difficult to scaled turnarounds up. You can't really handle more than a couple. But there's, there's no doubt that we do have developed a (skillscale? unverstaendlich). So if we buy another company it would a pity not to do it in an area where we can put our skills that to work. What we developed is an understanding importance of a brand. The ability to buy brands on their own. I mean, I have bought multiple brands and payed millions and millions of dollars. That requires a certain, you know, skillset. You understand that the brand is worth the same is a building. Okay? Its worth no less. Okay? But many people would say, wah, I (had the valued brand? unverstaendlich). It requires the ability to design product. It requires the ability to manufacture product and the ability to distribute product through a dealer network. Those the skills that we've developed. It requires the ability to manage (abile? unverstaendlich) material. That's an important part of it. It's not just about manufacturing it's managing (abile? unverstaendlich) material. So those are skills that, that we've learned and, you know, if we can apply them again maybe to the caravan industry, maybe to (regulation? unverstaendlich) vehicle, maybe to module our homes, maybe to... I mean I (abgebrochen). There're probably many other businesses that are far less related but these are businesses or the aircraft manufacturing. Now we're on lightning to get into where is (? unverstaendlich). But what I'm saying is to building an aircraft in many ways, you know, it's, it's, it's more high-technology. But it, all the issues are identical. #00:45:18-5#

T. K.: Yeah. Okay. I see. So, you, you can even adapt it to another new industry that give not previously (? unverstaendlich)? #00:45:23-8#

EX5: Absolutely. Yes. #00:45:24-7#

T. K.: But using the personal skillset on new technology (unverstaendlich, da gleichzeitig gesprochen). #00:45:27-1#

EX5: Yes, yes. Well think about an aircraft. You got the design, the aircraft. You've got the (abgebrochen), you've got to have design it from a static point of view, you've got to design it from a technical point of view, you've got to make sure the bill of material will allowed to sell to a specific price. You've got to be able to manufacture it, to prototype it, test it, manufactured distribute it. You have there all skillsets that whether it's motorcycles, boats, cars, planes. I mean, you know, that, that, that, that, there... (abgebrochen). #00:45:53-1#

T. K.: But let's say another example from the industry that you've been in. NIMBUS I think the swedish brand it went really, really down now... (abgebrochen). #00:46:01-1#

EX5: We've been on that. #00:46:01-8#

T. K.: Yeah. Okay. But it's a, it's a great brand for the people, who know, for the costumer, who know NIMBUS, they really like NIMBUS. And it has been very iconic in Sweden and Skandinavia. But would you say, that with the skillset that you have, okay, let's just take NIMBUS now as a case. They will need to do it, okay one year they need to focus on this, one year they need to focus on that. And propably if everything works out in three years they're ready for turnaround. Or would you say, no, it just takes nine month if you do it right. Or, can you put a time on it for a specific case like that? #00:46:33-3#

EX5: It depends on the product category. I mean in the motorcycle takes four to five years to develop. That single motorcycle. #00:46:39-1#

T. K.: Yah. For the new motor etc. #00:46:40-3#

EX5: It's, it's hudgely complex. Boats it's much easier. I mean, NIMBUS we had a really clear plan for what we would have done. I mean we would shut down every plan, plan for one in Marystadt(???). We would have (? unverstaendlich) with the

older brands apart from NIMBUS and, and PARAGON(???). And they also had (stood up? unversaendlich) and they had (reads? unversaendlich). They just sold of (reads? unversaendlich). Rightly to do (sterably? unversaendlich) needs to be get rid off. They have three plants they needed to be, you know, they in the focus of Marystadt(???). They very expensive sales operations on the sea which is very (cla? unversaendlich) that these to be god (ridle? unversaendlich). Then they had the bring back production from Poland which although was cheaper was creating. (schnalzen) That can be the issue we talked about to China. You know, when you do have five people asked in Poland, you need great distances. When in, in manufacturing (Rest unversaendlich). #00:47:20-5#

T. K.: But, but isn't, isn't it windy doing it now too I think? #00:47:21-8#

EX5: Well windy is as well. I mean, I know obviously, (I was one of the guys there been? unversaendlich). The problem, the problem is, that you create. When you a small b(abgebrochen), if you a big company you've got management, you've got the systems, you've got the resource. But when you a small company and the business is that, you know, that I have all small businesses. You just can not manage the complexity, the variability, you got to reduce your variability. And having manufacturing in multiple locations for small companies, in my opinion is a, is a (restlessly? unversaendlich) disaster. You need everything (adidi? unversaendlich) under one roof. It's difficultly enough getting the suppliers onlined. Think about it (unversaendlich). all these components that 12000 components of a motorcycle. 12000! So-, sorry, (unversaendlich) twelve hundred. Okay. Twelve hundred. In a boat you have several thousand. And that's, that's difficult enough without having in big deliver than different plans running (flow? unversaendlich). So, you know, there's, there's no question that we had a strategy for NIMBUS. NIMBUS is a very regional brand. It's only really known in Skandinavia and Germany. But you know what a very big market share. We like that market share. The product I told was most in (Hosalti? unversaendlich). Brand is not particularly even in the brand it's a very regional brand. You know, so it's not a brand that we could have (dafteld? unversaendlich) into COMPANY G worldwide. But we, we could see what to do in that brand. We just couldn't, we, we made offer, it wasn't excepted. #00:48:38-1#

T. K.: No. But. Okay. So interesting to you it is, but now for me it was more like. If you would have done it, you'll have taken one. What would be timescale that you look at? #00:48:48-4#

EX5: The timescale for that, I mean, it would have taken, these turnarounds take at least, you know, two, three years. #00:48:53-5#

T. K.: Okay. Good. We nearly at an end also and I think also in the time which is perfect. [lacht]. What was, I once read about an interview somehow and where you actually said, selling COMPANY H was my biggest mistake. Is that still true? #00:49:13-9#

EX5: [lacht]. You fall in love with brands. (gleichzeitig gesprochen). Yah. You fall in love with brands. There's no question. The and, and I probably made mistakes because by falling in love, you, you know, you, you are to sell when you already (sehr unverstaendlich). Or you didn't sell when you should have done. Okay. You fall in love in brands and it becomes more than a business preposition. When the brand is a heritage brand. And that is, you know, the very reason you bought it is the very reason why you sometimes should never sell it. So, it makes emotions. #00:49:46-1#

T. K.: Yes. Understood, okay. Good. And where do you see COMPANY FA motorcycles in five years? #00:49:53-8#

EX5: I think COMPANY F, I mean, I mean and this is off the record! But I nearly sold Company F to BMW. I mean, they did a lot of views went to board three times. And, and they would have, you know, they would have made a lovely bike. I mean, I think. #00:50:05-9#

EX5: POLARIS industries owns it. It's a great company POLARIS. They have a motorcycle brand called VICTORY. VICTORY is a technically perfect product with absolutely no problem. BMW the reason they wanted to be, is that BMW is a per(abgebrochen), is a, you know, a technically perfect product which in the

cruisersegment has no sold whatsoever. They went to market with the heavy cruiser and they made no impact on the US market. Because when you look at the heavy cruiser market, you know. And that, I wasn't a biker, but I understood with the (schnalzen) half an hour. That if you want to be in the heavy cruiser market there are only two brands. End of story. HARLEY and COMPANY F. There is no other. The japanese brands all four have cruiser products. You go to... (abgebrochen). #00:50:49-1#

T. K.: The HONDA is quite... (abgebrochen). #00:50:50-0#

EX5: Yeah, but I said just the four japanese brands, right. If you go to intermarkt, okay, in Germany which is the big bike show. You will see that all four the japanese have cruiser products. Okay. And they cost one half of, of, of the HARLEY product. They're technically perfect. #00:51:07-4#

T. K.: But no sold. #00:51:08-8#

EX5: People yo. No sold. Okay. SBM(???), BMW, how did I get on the subject? I've lost my trade forward here. #00:51:17-9#

T. K.: No, it was the one where do you see Company F... (abgebrochen). #00:51:20-1#

EX5: Yeah, I think, I think that I was saying about POLARIS. That I see in the next ten to fifteen years that COMPANY F will enlarge at HARLEY-DAVIDSONs market. That was the big play. I'm a little guy, with this, with this, with this clear, strategic understanding of the brand. I mean if, you know, this was a real case of knowing the opportunity but fundamentally not having the ressource because this requires, I mean, it requires hundreds, millions of dollars. It requires the thought of an engineering skill that BMW has. And to, and to the late (? unverstaendlich) POLARIS. But you know, I mean, with BMW and this is where I falling in love with Germany. Germany gonna be special because all of my (? unverstaendlich) to, to, to the sort of companies tha (abgebrochen). And the ridicluous BMW, I mean they 100000 employers, they got (abgebrochen), sorry, they got 100.000 engineers.

COMPANY F has a 100.000 employees. And in the engineering it's not shortcutting it's just dedicated people doing dedicated, focussed on the, you know, the front left hand mirror. For years on end for getting that right. #00:52:25-8#

T. K.: But that's exactly what I'm actually challenging in also in my company. We're two point six be an company and we're very engineering driven and direct sales driven. And it's really difficult sometimes to get these engineers to say, listen, you doing 110 percent, you just have to do 100 percent, not 110 percent. #00:52:43-1#

EX5: Well, I mean that's a problem with BMW. But here is the national tention between design and engineering. That I was talking about before. I was talking about more the cost element of engineering but actually there is also the technical aspect of engineering which, you know, an engineerings work is never finished. Okay. You need to know, at what point you say, stop, we're going to market. And because of problem we'll take it under warranty. Because it really is, you have a menue. If you are, if you are a HONDA, what you will do is say, no, I'm spend a hundret million in engineering and spend 7 years developing it. Because I don't want may warranty cost per bike to be more than fifty dollars. Over a five year period. If you are in our case a company that was gonna do 500 bikes. The one that then got to market in three years and it did not have invested the money. You said, you know what, I'll take 2.000 in warranty if it necessary per anno and fix it after. So, and that's not, it's not a question over that our (ranges? unverstaendlich), every production we perfect. That's rubbish. You know, I tell you there are cars that you drive were management know on issue on it but they have not adress that none of them read to the safety. Obviously. When it comes to safety, they all need to be adress before you launch the product. But they may be well aspects to the , you know, they know it's on the to-do-list. Because when you do (problem? unverstaendlich) you constantly have a to-do-list. #00:54:05-3#

T. K.: Well I got a brand new five seriel touring and I could tell you three things, big things that were like damned it. #00:54:11-3#

EX5: On your own BMW. #00:54:12-4#

T. K.: Yeah, [lacht]. It's a nice car but still it looks like. #00:54:14-0#

EX5: But they know that and you know they (abgebrochen). #00:54:16-6#

T. K.: Okay, we're nearly at the end but I just some personal questions. You said you were at Harvard and you have a Master or a MBA. #00:54:25-6#

EX5: Yeah, I, I, I got an MBA from Harvard. And then I got my, MA and my BA from Oxfords in classics. Magdalen College. #00:54:38-8#

T. K.: And when you put everything together, how many years have you been in business? What would you say? #00:54:44-6#

EX5: I set up on my own in, in, in 1991, so that's 21 years on my own plus three, plus three, so it's that 27 years. I started a (unverstaendlich) long time a bit as you as university for 7 years. #00:55:07-2#

T. K.: Really? I was actually in university just three years so far. I did very quick in, in (Oxford? unverstaendlich). I had some tests actually so I did it in my honours and then one year MBA and that's it. I think what you need is, you need practical experience and then a bit of theory. Practical experience... #00:55:26-5#

EX5: So what you gonna do when you go into (abgebrochen)? Do you wanna be in the real business or do you wanna be an academic? #00:55:29-5#

T. K.: We'll I love both. #00:55:32-0#

EX5: Are you working right now? #00:55:32-8#

T. K.: Yeah of course. I do it part-time, next to everything else (? unverstaendlich). #00:55:35-2#

EX5: Oh I see. Who you working with? #00:55:36-2#

T. K.: COMPANY O. COMPANY O is, we're doing everything. It's a big company conglomerate. #00:55:41-6#

EX5: German? #00:55:42-0#

T. K.: Yeah, a german company, very traditional. We're doing vacuum cleaners like, you know DYSEN. #00:55:46-7#

EX5: Very well. #00:55:48-1#

T. K.: Well, we're more the premium stile of this and our, and our vacuums cleaner cost about 1.000 Euros. So... (abgebrochen) #00:55:54-0#

EX5: So you doing vacuum cleaners? #00:55:55-2#

T. K.: Vacuum cleaners, kitchen machines, which is very successfull also for 1.000 Euros. It just a mixer which can also heat up things. And we're everything one point eight billion is made in direct sales. We're also doing cosmetics, we're doing (abgebrochen). And I'm responsible for all these different areas as a marketing vice president. #00:56:11-5#

EX5: So what's your role in these company? Your saying... (abgebrochen) #00:56:13-6#

T. K.: Directly under the Executive Board team, vice president of marketing, corporate marketing. So for all these business areas where are the brands going and for the, the vacuum cleaners... (abgebrochen) #00:56:21-6#

EX5: So it's kind of a quasi academic role within an industrial company? #00:56:24-4#

T. K.: No. no no. I'm a practical man. I am very practical. But just this is my private fun in a way. You know to do a doctoral thesis next to it. I mean, what to do with your free time, so to speak. And, and I just loved this topic of brand turnarounds. In



this company again is a turnaround in one the areas on the vacuum cleaning business. #00:56:42-2#

EX5: Well, look at DYSEN. I mean DYSEN has a great job. There's a man there, you know, differentiate products...(abgebrochen) #00:56:45-8#

T. K.: Engineering, big thinking. Exactly (gleichzeitig gesprochen). Actually he offered out company or my company to do this with us. And we said no because we were so in, you know, like no no no, we do our stuff for the filters. He was doing great. He was really doing great. So, now it's a big company and it's a lot of things to do there acutally. And again a turnaround that's why they hired me, because we need to be younger, we need to be more, you know, quicker at the market. And I loved this thing about (challenge? unverstaendlich) and (? unverstaendlich). #00:57:16-2#

EX5: Now, you know what. A one of the things I'm always looking at. I mean, I because now, I'm getting a little bit older and I'm look(abgebrochen). No. No. Because you in a (? unverstaendlich). But I've, I've been hired by one or two companies to help them out. If you ever need help there, give me a call. I'm happy to provide consulting. #00:57:30-7#

T. K.: Oh. I appreciate. Thanks. #00:57:31-9#

EX5: Which is not something I normally do. But it's only because I like you. I started teaching a little bit at the London Business School. #00:57:37-2#

T. K.: Oh really? Yeah. #00:57:38-0#

EX5: And, you know, I'm, I'm not (averst? unverstaendlich) to the idea being a bit of consulting. (? unverstaendlich) It's, It's just, I've been so very deep in my businesses for the last twenty years. #00:57:47-2#

T. K.: But sometimes it's nice to go and look okay, what actually do and was it right. #00:57:52-6#

EX5: So, if you need a hand, give me a call and I'm happy to do some consulting (?  
unverstaendlich). #00:57:55-8#

T. K.: I appreciate. Thanks a lot. Thank you very much. Now that's it I think and  
actually we're ready and I will write this down of course from the tape. (BAND  
AUS). #00:58:13-2#

### 8.3.6 EXPERT 6 (EX6)

T. K.: So. Ja, EX6, herzlichen Dank erstmal. Ja, hallo – Mikro laeuft, das ist gut. Erstmal herzlichen Dank, dass Du gesagt hast Du moechtest interviewt werden beziehungsweise dass Du mich Dich interviewen laesst. Danke erstmal dafuer. Auch fuer das Mikro, dass es da erstmal drauf ist. Du weißt das Thema ist Marken-Turnaround, Brand-Turnaround. Ich hab jetzt hier ein paar Fragen. Es wird so eine Stunde, eineinhalb Stunden gehen und was ich eigentlich wissen moechte ist Deine persoenliche Ansicht dazu, wie ein Marken-Turnaround passieren soll. Und da wir uns natuerlich noch kennen von der Zeit bei COMPANY D ist es fuer mich eher interessant dazu jetzt noch mal Deine Meinung zu hoeren. Also Frage 1, ich sag es auf Englisch und dann uebersetze ich sie noch mal, wie auch bei den anderen Fragen, die dann kommen werden. Can you share insights of your personal experience with brand turnarounds? Which companies, when and in which position? Also, was sind Deine eigenen Ansichten, Deine persoenliche Erfahrung mit Marken Turnarounds? Welche Marken oder Firmen und wann war das und in welcher Position? #00:01:17#

EX6: Gut, das war bei COMPANY D. In der Position als Leiter Marketing Fachhandel und zuvor war ich in der Vertriebssteuerung taetig fuer den Konzern, also fuer COMPANY D und Weltmann, Company L und Company K. Wie gesagt, die letzten drei Jahre als Marketingleiter fuer den Fachhandel verantwortlich und dann natuerlich einige, einige Sachen erlebt oder auch Richtung Turnaround - damals zur Eurocucina 2010, wo man wirklich die Marke, vor allem COMPANY D dann auf Vordermann gebracht hat und mit einem Eyecatcher der Marecucina, dann auch wieder ein Gesicht der Marke gegeben hat. #00:02:05#

T.K.: Jetzt weiß ich ja aus persoenlicher Erfahrung mit COMPANY D, es gab ja schon viele, viele Versuche vorher. Zumindest Ansaetze, vielleicht aus meiner Sicht zumindest. Siehst Du das auch so, dass man das auch vorher schon versucht hat und wenn ja oder wenn nein warum oder warum nicht? #00:02:21#

EX6: Ja, es gelang aber nie, weil es keinen Eyecatcher, glaube ich, gab. Oder kein Gesicht, die fuer die Marke stand. #00:02:34#

T.K.: Das heißt, fuer Dich war wichtig dann auch aus dem Produkt heraus zu kommen? #00:02:38#

EX6: Aus dem Produkt. Ein Bild oder dem Endverbraucher, glaube ich, zu geben. Das die Marke glaube ich nicht verblasst und da glaube ich die letzten Jahre waren Kuechen, ja, haben sich immer wieder geaehnelt oder bei jedem Wettbewerber dann auch. Wo alles dann eigentlich sehr aehnlich aussah und dass man sich da dann ein bisschen unterscheidet, auch vom Wettbewerb und einfach mal was anderes bringen muss und zeigen muss. #00:02:59#

T.K.: Also Differenzierung als Stichwort? #00:03:10#

EX6: Differenzierung, genau. Also ich glaube das ist das A und O und ich glaube COMPANY D als fuenfundachtzigjaehrige Marke kann man ja wirklich sagen hat, hat eine gewisse Tradition, hat glaube ich, so Marken-Kernwerte, die glaube ich geschaffen werden muessen, wie Tradition, Innovation und Designanspruch, glaube ich, wo hier ja... ja... vor allem eine Rolle gespielt haben. #00:03:38#

T.K.: Warum gerade diese Werte? Also Tradition, Innovation, Design hast Du jetzt angesprochen. Warum hast Du jetzt gerade diese genannt? Und nicht was anderes. Kommt..., also ist das fuer eine Marke wichtig, Tradition zu haben? #00:03:53#

EX6: Noe, ich glaube weil man die Markenwerte muss man glaube ich... ja, sich anschauen muss und gucken muss, was es ist und ich glaube fuer COMPANY D zaehlt eben Tradition, Innovation und Design als Markenwert. #00:04:15#

T.K.: Und Innovation? Das heißt, Du hast angesprochen Eurocucina 2010, als diese Marecucina herauskam. War vorher keine Innovation sozusagen vorhanden oder hat man das nicht gut vermarktet vielleicht? #00:04:28#

EX6: Es gab vorher schon Innovation, wie die Edition Fly oder ... Es gab ein paar Themen, selbstverstaendlich, aber jetzt nie irgendwelche... Wenn ich jetzt mal 10 Jahre zurueck denke, da gab es dann Hundenapf und Kochtische als Innovation.

Also nie irgendwas bedeutendes, wo auch fuer den Endverbraucher eine große Rolle gespielt haette. Und von daher, Edition Fly war ein Anfang, glaube ich, damals 2008, wenn ich noch richtig weiß. Ja, als erstes, allererstes Thema, glaube ich und dann hat die Marecucina dann... Es sind ja auch Bestandteile der Marecucina, die Edition Fly, also wirklich ein rundes Paket nachher geschaffen wurde. Und wo ein Eyecatcher dabei raus kam. #00:05:23#

T.K.: Koenntest Du noch mal so generell, also jetzt nicht nur auf Marken bezogen, noch mal generell die Situation der Firma COMPANY D oder der Marke COMPANY D vor 2010 beschreiben und vergleichen mit der nach 2010. Was hat sich da vielleicht veraendert aus Deiner Sicht? Was waren so die drei wichtigsten Punkte, sag ich mal, so vorher, nachher, wo Du einen großen Unterschied darstellst. #00:05:46#

EX6: Vorher hat die Marke kein Gesicht mehr gehabt die letzten Jahre, weil sie zunehmend beim, beim Endverbraucher nicht mehr wahrgenommen worden ist. Also wirklich, es war zwar immer noch eine große Bekanntheit, aber man hat nicht mehr wirklich irgendetwas dafuer getan, dass es der Endverbraucher auch weiß. Das war vor 2010 auf jeden Fall der Fall. Dass die Marke eher verblasst, wie dass sie noch wahrgenommen wird. Weiterhin natuerlich durch das, dass man eine Aktiengesellschaft ist, vielleicht dann auch das Thema, dass man nicht wirklich mehr das Vertrauen hatte aufgrund immer wieder Verlusten und Veroeffentlichungen, die nicht unbedingt, ja, fuer positives Echo gesorgt haben. Nach 2010 glaube ich, ja, Eurocucina als Start und dann wirklich immer weiter die Differenzierung dann nachher auch mit weiteren Dingen, wie Glas, Keramik... solchen Themen, wo man dann wirklich die Marke wieder ein bisschen in den Vordergrund gerueckt hat. #00:07:01#

T.K.: Okay. Das sind natuerlich jetzt so sehr unterschiedliche Sachen. Also Glas, Keramik ist dann wieder Produktorientiert, dann Aktiengesellschaft – Habt ihr da aber nicht immer noch das gleiche Problem, sag ich mal, das also vor 2010 und nach 2010 diese Veroeffentlichungspflicht, die Euch manchmal... vielleicht gut ist fuer Euch oder hat sie da auch positive Themen transportieren koennen natuerlich, aber wer gerade in so einem Turnaround sitzt, der betont ja eher die negativen

Sachen. Oder dann, oder hat sich da wirklich viel veraendert? Vorher und nachher, was dieses Aktiengesellschafts-Thema angeht. #00:07:33#

EX6: Ne, Aktiengesellschaft, das glaube ich recht wenig, weil es eigentlich eher 2012 war, als da auch eines der schlechtesten Jahre, kurz vor der Insolvenz stehend...das war kein Thema, aber ich glaube seit 2002 haben wir keine Werbekampagne, zum Beispiel, mehr gemacht. Also keine groeßeren mehr, wo dem Endverbraucher dann relevant war, B2B war dann sehr lastig, sag ich jetzt mal, 2008, 2009, 2010. Und erst 2012 dann wieder Richtung Endverbraucher-orientiert, wieder nach draußen gegangen. #00:08:15#

T.K.: Du weißt, dass ich, meine Doktorarbeit ist ja sehr auf den Marken-Turnaround fokussiert, also wie kriege ich die Marke wieder flott. Wie wuerdest Du selber einen Unterschied sehen oder siehst Du ueberhaupt einen Unterschied zwischen einem Marken-Turnaround und einem generellen Turnaround einer Firma? Oder ist es fuer Dich, haengt das zusammen? #00:08:36#

EX6: Bei Firmen, die keine Marke sind, da sehe ich es jetzt, haengt es nicht zusammen eigentlich, nicht? Also es sind zwei unterschiedliche Themen. #00:08:50#

T.K.: Also differenzierst Du schon? #00:08:52#

EX6: Ja. #00:08:53#

T.K.: Du hast ja, wie Du sagst, eigentlich nur bei COMPANY D bisher Deine Erfahrungen gesammelt. Wuerdest Du sagen - aber dafuer sehr lange - und hast Du oft viele, wie ich weiß, viele Manager gehabt, unter denen Du gearbeitet und gelernt hast. Wuerdest Du sagen, so wie dieser Turnaround funktioniert hat ueber die letzten Jahre, ist das, war das ein guter Turnaround oder sagst Du: "Mensch, ich haette es mir noch anders oder besser oder andersartig vorgestellt oder gewuenscht"? Wie siehst Du selber diese letzten Jahre bei COMPANY D? #00:09:32#

EX6: Ja, also ich bin seit 13 Jahren bei COMPANY D und, ja, hab schon, schon mehrere Hoch's und Tief's eigentlich erlebt und in diesen Jahren, also immer mal wieder war 2 Jahre alles gut, dann war eher bergab. Personalentlassungen etc. Wie gesagt, jetzt gerade sehe ich es positiv durch, durch einen starken Vorstand auch, der jetzt mal ein bisschen laenger schon das Ruder, am Ruder ist und selber auch ziemlich viel manifestiert hat und doch auch, glaube ich, ja, bisschen Rueckhalt oder so, oder dass man merkt, dass er eigentlich wie ein Inhaber fungiert. Das gab es halt die letzten Jahre, also sagen wir mal seit 2000 eigentlich nicht. Also einen Manager nach dem anderen und der ein und andere schon gekommen und gegangen ist und von daher sieht man jetzt schon irgendwie, dass jetzt eine Trendwende, glaube ich, bevor steht. #00:10:31#

T.K.: Schoen. Okay. Gut. Kommen wir zum naechsten Thema, Themenblock eigentlich. Das ist mehr so diese Modelle oder Frameworks, wie wir auch sagen. Die eigentliche Frage da, auf englisch erst einmal: Are you experienced with any kinds of models or frameworks for brand turnarounds? If yes, which ones? Also: gib es irgendwelche Markenturnarounds / Modelle, die Du dir mal angeschaut hast, wo Du sagst, okay, so muesste das vielleicht laut Lehrbuch funktionieren oder kommt... also hast Du da irgendwelche Erfahrungen in dem Bereich? #00:11:08#

EX6: Noe, also Erfahrung nicht, aber ich glaube das ein oder andere guckt man sich auch an oder interessiert einen dann auch. Wenn ich jetzt zum Beispiel Audi anguck: Audi, wo in den Achtziger, Neunziger Jahre wirklich eine Marke war, wo man glaube ich nicht wirklich als Marke wahrgenommen hat, sondern eher als, ja, auch verblasste Marke, wo keiner eigentlich, oder ein verblasstes Automobilunternehmen, wo glaube ich keiner gerne fahren wollte oder nicht wirklich begehrt war. Und da sieht man dann schon, dass das Ganze glaube ich ueber Jahre aus funktioniert und nicht von, von jetzt auf gleich eigentlich so ein Turnaround machbar ist. Und, ja, Audi hat es halt geschafft, glaube ich, innerhalb von zehn, zwanzig Jahren, glaube ich das ganze zu machen. Und nicht, innerhalb von ein bis zwei Jahren. #00:12:01#

T.K.: Ja, nee, das stimmt. Okay. #00:12:05#

EX6: Also das finde ich so interessantest, dass der Turnaround, wo eigentlich so passiert ist. Und was jetzt so in der Markenwelt passierte. Und wenn man sieht heute, heut ist ein Audi sehr begehrt. Und moechte eigentlich auch gern von jedem, eigentlich von jedem gern gefahren werden. #00:12:24#

T.K.: Ja. Ja, das ist gut, weil das waere eigentlich die naechste Frage auch gewesen: Do you see certain similarities between Turnarbunds, which you experienced or see in the present and the past? Glaubst Du, es gibt, Du hast jetzt Audi benannt, als ein Beispiel, Du hast Deine eigene Erfahrung mit COMPANY D. Vielleicht hast Du noch ein paar andere Cases Dir angeschaut, ein paar andere Faelle. Glaubst Du, dass die irgendwo alle einer gewissen Rule of Thumb, also dass sie immer nach demselben Muster ablaufen vielleicht auch? Oder glaubst Du, nee das ist doch immer sehr spezifisch und unterschiedlich, oder siehst Du schon irgendwelche Muster, Parallelen, die Dir da auffallen, manchmal? #00:13:02#

EX6: Nee, sehe ich eigentlich weniger. Also Parallelen nicht, aber ich glaube das allerwichtigste in der Hinsicht ist Kontinuitaet. Und ich glaube, wenn man eine Richtung verfolgt, dass man dann auch an der festhalten muss und nicht nach kurzer Zeit wieder, wieder von links nach rechts drehen muss. Das ist wichtig. #00:13:23#

T.K.: Ja, das ist einer der Erfolgsfaktoren oder der wichtigste Erfolgsfaktor #00:13:25#

EX6: Der wichtigste Erfolgsfaktor. #00:13:26#

T.K.: Der wichtigste. Okay. Das ist interessant. Das waere auch wieder die naechste Frage gewesen: Which specific action... als haettest Du das schon gelesen hier... would you categorise as important in brand turnaround. Also: das waere fuer Dich das wichtigste: Kontinuitaet. Das heißt, wenn Du vielleicht mal verantwortlich sein solltest fuer einen neuen Turnaround, was ja sein kann, wuerdest Du das auch als, sag ich mal, als Maßstab ansehen, dass heißt, wuerdest Du nur zu einer Firma wechseln, wo Du sagst, okay, hier kann ich auch einen Turnaround langfristig durchfuehren, indem Du Kontinuitaet hast. Oder wie passt das zusammen?



Kontinuitaet gegenueber einer Turnaround Situation. Weil, wenn Du irgendwo rein kommst, Turnaround Situation ist, Du hast kein Geld, keine Leute und kaum Zeit. Wie schaffst Du es da, Kontinuitaet rein zu bringen? Wie wuerdest Du das machen in einer, ich sag mal... stell Dir das mal vor. #00:14:25#

EX6: Heißt jetzt glaube ich nicht... Kontinuitaet heißt bei mir, wenn ich ein Thema angefangen hab, also gerade, wenn ich Richtung Turnaround was Neues bringen, dass ich auch an dem festhalte fuer die naechsten Jahre. #00:14:37#

T.K.: Langfristig #00:14:38#

EX6: Wenn wir jetzt zum Beispiel eine Anzeigen machen, dass die Azeige dann nicht morgen wieder komplett anders aussieht, wie wir sie jetzt eigentlich gestartet haben. Das muss wirklich ueber Jahre gehen, damit sich das auch einpraegt. Und das Bild nach außen dann auch, dass das das Gleiche ist und nicht verzerrt wird. #00:14:57#

T.K.: Okay. Ja. Ich mach mir nur mal nebenbei Notizen hier, wenn das okay ist. #00:15:04#

EX6: Nee. #00:15:05# [beide lachen]

T.K.: Mist. Okay. Dann kommen wir doch mal so ein bisschen zurueck wieder auf, auf COMPANY D, auf Deinen jetzigen Case. Glaubst Du, dass die Firma auch getrieben ist von außen und wenn ja, was sind diese Faktoren, diese externen Faktoren, external factors? #00:15:29#

EX6: Im finanziellen Bereich? #00:15:30#

T.K.: Nee, auf Dein Marketing bezogen, auf Deinen Marken Turnaround bezogen, also was influenced, sag ich mal, was begleitet Dich noch von außen, was vielleicht auch den Marken Turnaround in positive oder auch negative Weise beeinflussen kann. Aber von außen. Was sind da Punkte, die Dir, wo Du sagst, wenn das so und so und so und so ist, oder manchmal passiert das und das von außen. Also nicht

intern bezogen auf COMPANY D, sondern was sind externe Faktoren, die Du siehst, die positiv oder negativ das ganze Thema begleiten? #00:15:57#

EX6: Kann man da Haendler auch schon mit einbeziehen? #00:16:00#

T.K.: Ja. Klar. #00:16:01#

EX6: Also Haendler ist bei mir das Ausschlaggebende, weil ja eigentlich der Verkaefer dann zur anderen, anderen Wettbewerbern vielleicht umschwenkt und ja, nicht der Endverbraucher nachher sagt, ich moechte eine COMPANY D. Das ist ja eigentlich Ziel in einer Endverbraucher-Kampagne so zu sagen, ich moechte eine COMPANY D, wenn ich in den Laden rein gehe und keine NOBILIA oder NOLTE oder SCHUELLER, sondern ich moechte eine COMPANY D und das ist ja das Ziel. Kontinuitaet natuerlich, dann wieder den Endverbraucher dahin kriegen zu sagen ich, moechte eine COMPANY D und keine NOBILIA. Und da ist halt das Thema halt, dass der Verkaefer das Ganze noch steuert und auch sagen kann auer NOBILIA macht es ein bisschen guentiger vielleicht und hat da anders... aber... Darum muss man glaube ich immer wieder das Thema so lange treiben, dass irgendwann der Punkt kommt, wo der Endverbraucher sagt: Jo, COMPANY D ist so beehrlich, die moechte ich haben, wie, wie ein iPhone oder sonst irgendwas. Also die Beehrlichkeit danach erwecken, dass der Kunde sagt: Jo, ich moechte eine COMPANY D. #00:17:06#

T.K.: Jetzt hast Du vorhin gesagt, ihr macht endlich wieder Werbung, was auch wichtig war. Also Endverbraucher hast Du mit als Erstes genannt. Kein Gesicht der Marke – Endverbraucher. Jetzt sagst Du, extern ist Dir noch wichtig, dieser, die Haendlerschaft. Siehst Du da einen Wichtigkeitsfaktor? Sind beide gleichwertig oder was ist fuer Dich wichtiger? Persoenlich. #00:17:24#

EX6: Fuer mich persoenlich ist der Endverbraucher wichtiger. #00:17:29#

T.K.: Endverbraucher?! Okay. Ja. #00:17:30#

EX6: Wobei man den Haendler nicht vernachlaessigen kann. Ganz im Gegenteil. Aber der Endverbraucher... man muss langfristig, glaube ich, daran denken und langfristig, glaube ich, daran arbeiten, dass man, dass man den Endverbraucher wieder dazu bekommt zu sagen: Jo, es ist so begehrt, das moechte ich haben. Und Haendler ist natuerlich genauso... Ich kann es jetzt nicht sagen, mehr oder weniger, glaube ich, der eine wichtiger, der andere unwichtiger. Wenn, wenn ein Haendler nur oder der Verkaeufers schlussendlich dann nur, ja, auf Wettbewerber abzielt, dann muss man den natuerlich genauso irgendwie bringen, dass, dass COMPANY D einen Anreiz fuer ihn bietet. #00:18:13#

T.K.: Jetzt waren wir so im externen Bereich. Intern. Wenn Du dir jetzt so die Firma intern noch mal anschaut: was sind da vielleicht noch mal interne Faktoren, die das ganze Thema Marken-Turnaround stark beeinflussen koennen? Aus Deiner Sicht. Oder was beeinflusst es gerade ueberhaupt bei COMPANY D? #00:18:30#

EX6: Hauptaktionaere. #00:18:31#

T.K.: Okay. Ja. #00:18:32#

EX6: Ja, kann man sagen. COMPANY D hat BAUKNECHT, noch ein paar kleinere, die dann oder Aufsichtsrat nachher, die dann schon Wuensche aeueBern, die, die man umsetzen kann oder muss oder darf. Und nicht braucht. #00:18:52#

T.K.: Ja. Okay. Verstanden. Sehr gut. Ja. Ja. Das heiBt, das sind auch Themen, die teilweise dann Deine Arbeit eigentlich negativ beeinflussen auch ein bisschen, weil sie aufhalten, oder... #00:19:05#

EX6: Mhm. Aufhalten dann eher. Oder genauso viele Management-Wechsel. Aber das sind ja auch Themen der letzten Jahre. Ich bin jetzt beim sechzehnten Chef. Es... schon schwierig, wenn jeder eine andere Richtung verfolgt. #00:19:23#

T.K.: Ja, was dann wieder der Kontinuitaet entgegen spricht. #00:19:25#

EX6: Genau. #00:19:25#

T.K.: Wenn Du jetzt noch mal Dir so die letzten, Du sagst ja selber, 2010 war dann auch ungefaehr, als Du reinkamst ins Marketing. Ja?! Wenn Du Dir noch mal die letzten drei Jahre vor Augen fuehrst so ein bisschen und so einen kleinen Film, okay, was eigentlich, so gemessen, die Zeit, die Du da gemacht hast. Was siehst Du als wichtigste Aktionen an? Nenn mir mal drei Aktionen, die fuer Dich so, ja, sag ich mal so, steps irgendwo, Schritte, wo Du sagst, okay, das war ein guter Schritt hin zu dieser Kontinuitaet, hin zu einem erfolgreichen Marken-Turnaround. Was sind so die drei Wichtigsten vielleicht? #00:20:05#

EX6: Mareucina auf der Eurocucina, Mailand 2010. In 2011 die LivingKitchen in Koeln. Auch noch mal ein sehr gutes. Und, ich glaube ja, die Endverbraucher-Kampagne seit Mitte 2012. Die drei Themen sind in jedem Fall die relevantesten. #00:20:30#

T.K.: Okay. Ja. #00:20:32#

EX6: Also jetzt ohne dass ich jetzt Richtung Produkt, glaube ich, gehe. Weil Produkt ist ja auch noch ein Thema, wenn man... Aber natuerlich viel, viel gemacht hat. Weiß nicht, ob Du da jetzt naeher darauf... #00:20:47#

T.K.: Ja gut, aber das sind ja jetzt schon... sag ich mal, also sehr stark Messe-fokussiert auch. Warum gerade diese Themen? Also warum, vielleicht noch mal ins Detail gehen bisschen. Warum gerade diese Messen? Was war bei diesen Messen das Besondere? Warum sagst Du da, das hat viel der Marke gebracht. Oder diese Aktion #00:21:10#

EX6: Eurocucina auf jeden Fall, weil hat der Marke COMPANY D wieder ein Gesicht gegeben. Mit der Mareucina ein Eyecatcher gesetzt, wieder ein neues Thema im Kuechenmarkt eigentlich platziert. Das kein anderer so hat. Dann 2011 die Messe in Koeln, wo wir dann wirklich auch, wenn ich jetzt mal weiter denke, nicht nur COMPANY D, sondern auch COMPANY J, COMPANY L, COMPANY K, ESPRIT damals noch, wo man wirklich so das Ganze Portfolio das COMPANY D eigentlich bietet und gezeigt hat. Weil man mit einem neuen Raster ESPRIT als

neue, neue Marke, COMPANY L als schnelle Keuche, COMPANY D dann noch mal Richtung Glas voran getrieben. War dann schon ein Thema 2011, da wo ich den Auftritt sehr stark auch wahrgenommen hat, auch den Endverbraucher, den man sehr stark mit einbezogen hat jetzt in Koeln. Ja. Und Endverbraucher-Kampagne, ja, wie gesagt, seit zehn Jahren nichts mehr gelaufen und dass das halt mal wieder in den Fokus gerueckt wird, finde ich sehr gut. #00:22:22#

T.K.: War das schwer durchzusetzen intern, oder war es sogar gewuenscht?  
#00:22:25#

EX6: Das war gewuenscht, also vom Vorstandvorsitzenden war es gewuenscht. Der steht da auch voll und ganz dahinter und da, ja. #00:20:39#

T.K.: Okay. Super. Jetzt ist ja COMPANY D immer noch irgendwo vielleicht... oder siehst Du das COMPANY D immer noch im Marken-Turnaround ist, oder ist der Prozess schon beendet?  
#00:22:51#

EX6: Ist immer noch. #00:22:53#

T.K.: Und was denkst Du, wie lange wird der dauern? Was ist Deine Schaetzung?  
#00:22:56#

EX6: Immer noch ein bis zwei Jahre auf jeden Fall. #00:23:00#

T.K.: Und warum meinst Du jetzt gerade diese Zeit? Warum ein bis zwei Jahre, warum nicht fuenf Jahre? Warum... #00:23:05#

EX6: Das kommt darauf an, was man definiert als "wann ist der Turnaround vorbei?". #00:23:08#

T.K.: Wie wuerdest Du es denn definieren? #00:23:11#

EX6: Ich glaube, wenn, wenn wieder positive Gewinne erzielt werden, wenn alles in einem ruhigeren Fahrwasser wieder, in Normalitaet uebergegangen ist.

#00:23:22#

T.K.: Also dann siehst Du schon den Marken-Turnaround als Teil des großen Turnarounds der Firma, der noch mal, wo auch Finanzen mit rein spielen etc.

#00:23:27#

EX6: Komplet #00:23:28#

T.K.: Komplet. Okay. Lass mich gerade mal schauen, die naechste Frage mal anschauen...Glaubst Du, dass... Wenn Du Dir jetzt was wuenschen koenntest und Du alles Geld der Welt haettest. Was waere so ein Punkt, wo Du sagen wuerdest, das wuerde uns noch vielleicht sechs Monate verkuerzen das Ganze oder ein Jahr. Anstatt zwei Jahre, Du hast gesagt, ein bis zwei Jahre. Anstatt zwei Jahre, wo Du sagen koenntest, wenn ich das haette, dann wuerde es nur ein Jahr dauern oder sechs Monate. Was, was waere das? Egal in welcher Form. #00:24:07#

EX6: Schwierig. Schwierig. Also zum Einen mehr Auftraege. Also so....

#00:24:17#

T.K.: Also Vertriebserfolg. #00:24:20#

EX6: Vertriebserfolg auf jeden Fall. Also das ist so das Ausschlaggebende , dass die Auslastung wieder zu hundert Prozent da ist. Mindestens. #00:24:30#

T.K.: Sie, sie... Ja. Okay. #00:24:31#

EX6: Ja. Ja. #00:24:32#

T.K.: Siehst Du Vertrieb und Marketing gleichwertig bei euch im Unternehmen?

#00:24:37#

EX6: Nein. #00:24:38#

T.K.: Nicht? #00:24:38#

EX6: Nein. #00:24:38#

T.K.: Wer ist denn, wer hat mehr Wert? #00:24:41#

EX6: Vertrieb. #00:24:42#

T.K.: Warum? Meinst Du ist das so? #00:24:44#

EX6: Ja, ich glaube es ist alles sehr vertriebslastig, noch von..., vor... komplett. Also, naja. Mehr Bedeutung. Marketing gibt nur das Geld aus, Vertrieb guckt natuerlich nach dem Geld. #00:25:10#

T.K.: Okay. Ja. #00:25:11#

EX6: Der Vertrieb bringt dann das Geld rein. Dann ist Marketing natuerlich immer eher so ein Randschicksal. #00:25:17#

T.K.: Okay. Ja. Meinst Du dann eine Gleichwertigkeit waere besser fuer einen Turnaround oder, also... Wenn jetzt Marketing den gleichen Stellenwert haette innerhalb der Firma, koennte das helfen, diesen Marken-Turnaround zu verbessern, zu verschnellern... #00:25:33#

EX6: Ja. #00:25:32#

T.K.: Ja? #00:25:33#

EX6: Ja. #00:25:34#

T.K.: Okay. Gut. Was wuerde vielleicht noch helfen, um diesen Turnaround, wenn er jetzt vielleicht mal in ein, zwei Jahren beendet ist. Was koennte helfen, dass das nicht noch mal passiert. Was meinst Du, waere dann, noch mal Erfolgsfaktoren,

Kontinuitaet jetzt mal ausgeschlossen, weil ich weiß, das wuerdest Du wahrscheinlich gleich antworten. Was waeren noch Punkte, die Du sagen wuerdest, das wuerde helfen? #00:26:01#

EX6: Die finanzielle Basis, die passt. Auf jeden Fall. Ja. Und ein... ja... Management, das... ja... kontinuierlich da ist. #00:26:20#

T.K.: Ja, gut. Ja. #00:26:21#

EX6: Und an einem Strang zieht und in die gleiche Richtung laeuft. #00:26:28#

T.K.: Okay. Wuerdest Du sagen, dass COMPANY D's Probleme hausgemacht sind dann? Wenn Du ja gerade so von finanzieller Basis sprichst? Ist ja viel mit Cash-Flow oder hat viel mit Cash-Flow zu tun. Kontinuitaet hat sehr viel mit HR zu tun. Gleiche Richtung hat auch was mit Strategie zu tun. Also, meinst Du die Probleme sind auch intern einfach nur. Gar nicht extern? #00:26:48#

EX6: Ja. #00:26:47#

T.K.: Ja. Sagst Du klar ja. Okay. #00:26:52#

EX6: Nur intern. #00:26:52#

T.K.: Nur intern, sogar. Okay. Gut. Ja. Schade, traurig... (lacht). Okay. #00:26:58#

EX6: Aber es ist so. #00:26:58#

T.K.: Ja. Ja. Okay. Gut. Wunderbar. Kommen wir so ein bisschen zu den naechsten Themen auch. Wuerdest Du sagen, Du hast vorhin angedeutet, ich schau gerade noch mal nach... Marke. Da hat Du gesagt, also Tradition, Innovation, Design. Tradition hat auch viel mit..., vielleicht, sag ich mal, mit einer legendaeren Marke zu tun. Was wuerdest Du, also ich sag es mal auf Englisch: What is the characteristic of legacy brands and would you argue that your company is a legacy brand. Also, was siehst Du als legendaere Marke, was sind Charakteristiken einer



legendaeren Marke, und wuerdest Du sagen, dass COMPANY D eine legendaere Marke ist? #00:27:44#

EX6: Was meinst Du jetzt mit legendaer? #00:27:48#

T.K.: Das Wort „legendaer“. Also eine Legende darstellt. Stellt COMPANY D als Marke eine Legende dar? Ist es fuer Dich eine Legende? #00:27:59#

EX6: Ja, irgendwie schon. #00:28:03#

T.K.: Und was sind die Charakteristiken von COMPANY D beziehungsweise generell. Wie wuerdest Du definieren: legendaere oder eine Legende als Marke? #00:28:12#

EX6: Einen hohen Bekanntheitsgrad oder dann in dieser Richtung dann, ne. #00:28:21#

T.K.: Hat es was mit Geschichte zu tun fuer Dich? #00:28:23#

EX6: Ist geschichtlich, ja. Traditionsreich. Hat Innovation, hat einen, ja... war auf jeden Fall schon mal sehr begehrt. Auch wenn's schon lange Zeit her ist. #00:28:36#

T.K.: Was war da fuer Dich der Ausschlag? Was meinst Du? Warum war die Marke so bekannt? Also ich erinnere mich persoendlich, als Beispiel, noch mal, es gab Anzeigen, immer wieder Wohnungsanzeigen, auch heute teilweise noch, wo extra reingeschrieben wird: mit COMPANY D Kueche. Was ja nicht jeder hat. Schreibt ja heute keiner dran ich hab eine COMPANY K Kueche. #00:28:55#

EX6: Nee, ich glaube, weil die Qualitaet damals in den fuenfziger, sechziger Jahren und das Preis-Leistungs-Verhaeltnis damals, ich sag jetzt mal, Volksmarke, wirklich Begehrlichkeit vorhanden war und da auch, ja, der Bekanntheitsgrad merkt man da auch ist halt heute bei den fuenfzig-, sechzig-, siebzig-Jaehrigen wirklich

unglaublich hoch. Und das ist halt, ja, schon eine lange Zeit her. Von daher sehe ich das schon als legendaere Marke. #00:29:29#

T.K.: Okay. Ja. Ja. Danke. Dann: Wuerdest Du sagen, wie wichtig ist fuer eine Firma der historische Erfolg? Ist das sehr wichtig? Oder koenntest Du auch ohne diese Historie leben? #00:29:50#

EX6: Es gibt auch andere Firmen, die nicht die Historie haben und, glaube ich auch, einen unglaublichen Erfolg haben. Ob man Zalando oder sonst irgendwie ein, ein... Ist ja auch irgendeine Firma, die es nicht vor zehn Jahren, oder die Mordshistorie hat, aber einfach, glaube ich, ja, ein paar, ein paar, durch ein paar Marketing-Experimente sag ich jetzt mal, glaube ich, zum Erfolg geworden ist. #00:30:20#

T.K.: Okay. Aber wuerdest Du denn sagen, dass gerade auch wieder auf Dich dann vielleicht bezogen mit COMPANY D: Koennte die Historie oder diese Legende einer Marke eine sag ich mal, Chance sein, fuer einen erfolgreichen Turnaround? #00:30:34#

EX6: Ja. #00:30:34#

T.K.: Oder vielleicht auch eine Last? Also ist es Burden oder Chance? #00:30:39#

EX6: Na fuer COMPANY D ist es, glaube ich, keine Last, sondern eher eine Chance, dass sie diese Tradition hat von den letzten fuenfundachtzig Jahren. #00:30:49#

T.K.: Ja. Wuerdest Du sagen das Thema habt ihr auch gut angewandt - diese Tradition? Also auch: Nutzt ihr dieses Pfund, was Du glaube ich auch als Pfund siehst. Nutzt ihr das auch, oder... #00:31:02#

EX6: Nein, wir, wir nutzen das Pfund in der Kommunikation, in unseren Anzeigen, Journalen, am POS und wirklich in allen Facetten auch, die, die Markenwerte, glaube ich, in der Kommunikation auch vorhanden. #00:31:20#

T.K.: Okay. Gut. Wenn wir uns jetzt so generell noch mal die Turnarounds anschauen, Du hast vorhin auch wieder AUDI genannt, COMPANY D natuerlich selber auch. Du weißt, dass ich mir viele angeguckt habe. Glaubst Du dass es in Zukunft, in den naechsten Jahre, mehr Turnarounds geben wird oder weniger Turnarounds, aufgrund der wirtschaftlichen Situation vielleicht. Glaubst Du, Deutschland geht es natuerlich auch gut. Aber wenn Du das jetzt anguckst und deine eigene Erfahrung. Ist das vielleicht auch ein Thema, was Dich vielleicht interessiert? Glaubst Du es gibt mehr Turnarounds in Zukunft oder weniger? #00:31:57#

EX6: Ich glaube eher weniger. #00:32:02#

T.K.: Warum? #00:32:02#

EX6: Also ich sehe, ich glaube eher weniger und die umso erfolgreicher. Ja. #00:32:13#

T.K.: Warum? #00:32:13#

EX6: Ich kanns jetzt nicht... #00:32:14#

T.K.: ... umso erfolgreicher? Was meinst Du, was...? Warum gibt es, gibt es bessere Manager oder gibt es bessere Wirtschaftslage, oder... mehr Erfahrung damit? #00:32:30#

EX6: Die Erfahrung und dass ... ja, geb ich Dir Recht. Erfahrung, wo man nicht so... ja... die, die, die Experten dann auch vorhanden sind. Also ich glaube nicht, dass es, dass es mehrere oder das ganze sich erhoehen wuerde oder... ich glaube eher weniger. #00:32:55#

T.K.: Okay. Siehst Du irgendwo den... also man sagt so: Would you see a need for academic models and / or frameworks to increase the success of business turnarounds? Glaubst Du, dass akademische Modelle oder irgendwelche, sag ich

mal, ja, Strukturen vielleicht, Frameworks, Richtlinien, helfen koennten in einem Turnaround? Wuerde es Dich auch interessieren, wenn es da was gaebe? Die dir sagen, okay, wenn Du diese fuef steps verfolgst, dann muesste es klappen. Oder siehst Du es eher so: interessiert mich ehrlich gesagt nicht so. #00:33:30#

EX6: Ich glaube, dass jeder Turnaround ist unterschiedlich. Und individuell. Und ich glaube nicht, dass da ein System helfen kann und das fuer alle angewandt werden kann. Also wenn dann individuell. #00:33:47#

T.K.: Okay. Ja. Gut. Okay. Kommen wir jetzt ein bisschen mehr in die strategischen Management Skills gegenueber des, sag ich mal, des Bauchgefuehls, was man vielleicht hat. Was glaubst Du sind die wichtigsten Requirements, also die wichtigsten Bedingungen und Anforderungen vor allem im Bereich persönlichen Eigenschaften... also Human Resources. Also was ist so im Personalbereich das Wichtigste fuer Dich? Auf was achtest Du, wenn Du Leute einstellst? Du sagst denen, okay, so ist die Situation der Firma, die ist noch nicht perfekt. Worauf achtest Du dann in dieser Lage der Firma, was ist Dir wichtig, was die Leute an Persoenlichkeit mitbringen muessen oder welche Skills? #00:34:40#

EX6: Eigeniiii... Eigeninitiative. Eine gewisse Motivation, die voraus gesetzt wird, ein Interesse an, an, ja, hohes Interesse an der Firma. Selbststaendigkeit. Das sehe ich als wichtigste Voraussetzungen. #00:34:58#

T.K.: Warum? #00:34:58#

EX6: Und auch... Ja, Eigeninitiative, um wirklich eigene Ideen auch einbringen zu koennen und diese selbststaendig auch nach vorne zu bringen. Natuerlich dann auch das Thema mit dem Team. Als sowohl selbststaendig, als auch im Team faehig sind, das dann umzusetzen . #00:35:22#

T.K.: Gehoert auch Leidensfaehigkeit dazu? #00:35:23#

EX6: Gewissermaßen ja. Im gewissen Rahmen. #00:35:32#

T.K.: Okay. Jawohl. Gut. Ist es fuer Dich generell, glaubst Du, dass generell diese wichtigen Eigenschaften, die Du gerade genannt hast, also ich wiederhole noch mal, Eigeninitiative, Motivation und Interesse, Selbststaendigkeit – diese vier Punkte, ist das bei allen Turnarounds das Gleiche? Meinst Du, dass das immer helfen koennte? Oder Du hast jetzt gerade gesagt, jeder Turnaround ist anders. Oder meinst Du: "Mensch diese vier, die sind schon wichtig und wahrscheinlich auch uebergreifend" oder wuerdest Du es anders sagen? #00:36:04#

EX6: Nee, ich glaube, wuerde es jetzt wohl eher anders sagen, andere Schwerpunkte. Es ist jetzt eine persoenliche Meinung von mir. Ich glaube jeder, jede Firma ist anders, die da... ja... Beim naechsten brauche ich innovative Ideen, wie auch immer. Ich brauche Mitarbeiter, die eher im Kreativbereich... andere..., andere Ansaetze haben, sag ich jetzt mal. Von daher sehe ich es auch je nach Firma unterschiedlich. #00:36:33#

T.K.: Wuerdest Du selber noch mal gerne in einer Firma arbeiten, die einen Turnaround macht? Oder was sagt Dir deine eigene Erfahrung jetzt mit COMPANY D? #00:36:41#

EX6: Gerne. Also ich wuerde auch gerne meine Erfahrung mit einbringen, ja. Wuerde mich aber auch freuen, wenn es ein bisschen ruhiger mal zugehen wuerde (lacht). #00:36:53#

T.K.: Okay. Ja. Wenn man Dich... #00:36:56#

EX6: Also nicht das ganze Leben lang. Entschuldigung. #00:36:58#

T.K.: Ja. Ja. Schon gut. #00:36:59#

EX6: Also wie gesagt, ich kann es mir noch mal gut vorstellen, aber dass ich nur bei Turnaround-Firmen arbeiten moechte, das, das glaube ich nicht #00:37:09#

T.K.: Das nicht. #00:37:08#

T.K.: Okay. Was glaubst Du denn, wenn man jetzt weißt, okay das ist eine Firma, die sucht eigentlich einen Turnaround-Manager. Was wuerdest Du denen sagen, was fuer persoenliche Skills muesste man haben? Was braeuchte man? Wenn jetzt jemand sagt: Mensch, Tobi, wir haben hier eine Situation, Turnaround, das ist richtig hart, wir haben kein Geld, wir sind, unsere Haendler wollen uns nicht mehr sehen und die Endverbraucher kennen uns gar nicht mehr, wir suchen jemanden, der eine Turnaround macht und zwar fuer die Marke. Was wuerdest Du ihnen denn als Rat geben? Was, wonach sollte er suchen? Was fuer Persoenlichkeiten?  
#00:37:43#

EX6: Also, Ausdauer auf jeden Fall. Ja, willensstark sag ich jetzt mal, das man auch seine, seine Ideen einbringen kann und umsetzen kann. #00:37:54#

T.K.: Gehoert dazu Freiheit? #00:37:56#

EX6: (Ueberlegt) Ja. #00:38:00#

T.K.: Mhm. Okay. Ja. Was noch vielleicht? #00:38:10#

EX6: Naja, ausschlaggebend ist eine gewissen Staerke auch hat und dass man sich auch durchzusetzen bei, bei Kollegen, wie auch immer mit neuen Ansaetzen, um nachher auch voran zu kommen. #00:38:30#

T.K.: Das sind alles sehr persoenliche Eigenschaften, die man haben muss. Glaubst Du es waere noch wichtig, dass in irgendeiner Form eine akademische Ausbildung hat auch? Glaubst Du an so was oder sagst Du Dir: muss man nicht unbedingt.  
#00:38:43#

EX6: Ich sag mal, muss man nicht unbedingt. Also ich glaube auch, dass es genu(...), genuegend Menschen gibt, die, glaube ich, aufgrund ihrer Erfahrung solche Sachen voran treiben koennen. Und einen Turnaround auch machen koennen. #00:39:04#

T.K.: Okay. Du hast ja auch, da war ich ja auch noch teilweise dabei, als neue Leute auch eingestellt wurden. Zum Beispiel Sebastian Lewe. Wuerdest Du sagen, dass diese Person das oder dem Profil entsprechen, wie Du es gerade gesagt hast? Also die Leute, die da vielleicht frisch angefangen haben, entsprechen die diesem Typus? Haben die Dir geholfen? Nehmen wir jetzt mal als Beispiel Sebastian Lewe. #00:39:49#

EX6: Glaube schon, ja. Also so eine Eigenmotivation, dann selbststaendiges Arbeiten, glaube ich und glaube neue Ideen auch rein zu bringen. Das war / hat da sehr gut funktioniert. Ich glaube auf der einen Seite muss man Mitarbeiter schaeetzen, die das seit Jahren machen, ja. Und glaub die auch die Erfahrung damit einbringen, was vielleicht schon die letzten Jahre gut oder schlecht gelaufen ist. Auf der anderen Seite braucht man natuerlich auch neue Ideen und neue Mitarbeiter, die mit neuen, kreativen Ansaetzen da neue Sachen vorantreiben. #00:40:30#

T.K.: Okay. Gut. Am Anfang hast Du gesagt, was eine Marke auch ausmachen muss ist diese Innovation. Ja, Tradition, Innovation, Design hast Du gesagt. Innovation war ein Stichwort dort. Jetzt hast Du hier gesagt bei den Persoenlichkeiten, sag ich mal, was hast Du noch mal gesagt, das war.... Ich guck gerade noch mal... Interesse und Eigeninitiative, eigene Ideen einbringen hast Du jetzt gesagt. Das passt ja irgendwo zusammen. Ideen, Innovation,... et cetera. Das ist ja schon irgendwo so ein kleiner roter Faden, den ich hier zumindest sehe, finde ich. Glaubst Du, dass das auch mit Kreativitaet zusammenhaengt? #00:41:07#

EX6: Kommt jetzt auch aber auf die Firma drauf an. Also wenn ich jetzt fuer COMPANY D spreche, dann ja. Also da muss glaube ich ein bisschen Kreativitaet mit rein, wenn ich an das Thema Innovation denke. Spricht aber glaube ich jetzt nicht fuer jede Firma. Also sicherlich gibt es auch Firmen, wo wirklich am Produkt, denke ich mal, nichts machbar ist, wo aber trotzdem ein Turnaround irgendwie machen muessen und das wird dann eher schwieriger da mit Kreativitaet zu punkten. Also fuer COMPANY D ja, fuer andere Firmen sehe ich es jetzt nicht unbedingt. #00:41:43#

T.K.: Okay. Was Ist mit Bauchgefuehl? Intuition als Stichwort. #00:41:49#

EX6: Das ist ein wichtiges Kriterium. #00:41:51#

T.K.: Okay. Koenntest Du mal so ein Beispiel geben fuer Kreativitaet oder Bauchgefuehl. Mal so ein, zwei Beispiele gerne fuer das Management, was darauf basiert. Wo man sagt, ist mir egal, was mit Zahlen ist, Kreativitaet und Intuition war da vielleicht wichtiger und vielleicht auch erfolgreicher, um die Firma voran zu bringen im Turnaround. #00:42:12#

EX6: Ja, wir haben letztes Jahr so ein, eine Design-Studie eingefuehrt, die COMPANY D-MESA, als so ein Atelier, Kochtisch wirklich so eine, eine, so eine neue Art von Kueche mit offenen Faechern, Regalen, neuen, neuen Sachen. Aber ja, wie gesagt, es stockt gerade noch an, an der Einfuehrung. Ist aber, ja, wie gesagt, seit, seit Januar in Koeln eigentlich gezeigt. Man weiss nicht, fuehrt man es naechstes Jahr ein, oder nicht? Weil es wirklich, ja, die einen finden es toll, die anderen finden es nicht toll. Dem einen Kunden gefaellt es, dem anderen nicht. Weil es ist wirklich noch in so, in so einer Phase, glaube ich, da helfen weder Zahlen, noch sonst irgendwas. Ich glaube da, da muss man irgendwann mal sagen, „jo, wir machen es“. Oder „nein, wir lassen es bleiben“. Und da kann man an Hand von Zahlen recht wenig bewirken. #00:43:08#

T.K.: Also Du wuerdest es forcieren, deinem Bauchgefuehl vertrauend, oder... #00:43:12#

EX6: Ich wuerde es forcieren, weil es halt auch mal wieder was anderes ist. Es ist eine Innovation. Ist was, was nicht alle anderen Wettbewerber auch haben. Auch wieder einzigartig, Alleinstellungsmerkmal fuer COMPANY D waere. Und das waere jetzt was, wo ich sagen wuerde: „jo, sollten wir tun“. #00:43:31#

T.K.: Vielleicht noch ein anderes Beispiel, wo ihr es... Weil das ist, Du stehst jetzt vor einer Entscheidung. Kannst Du mir noch mal ein Beispiel geben vielleicht fuer eine Sache, wo wirklich die Entscheidung gefallen ist, aber basierend auf Bauchgefuehl und Intuition, Kreativitaet? #00:43:45#



EX6: In Richtung Produkt? #00:43:50#

T.K.: Egal. Ganz egal. Ob ihr einen neuen Kanal... Vertriebskanal gefunden habt oder keine Ahnung, was. Wo Du sagst aber, das war schon wichtig und das war gar nicht Faktenbasiert vielleicht. #00:44:02#

EX6: Ich muss mal kurz nachdenken (ueberlegt). #00:44:07#

T.K.: Lass Dir Zeit. Ich trinke meine Cola zwischendurch (beide lachen). So fuer das Mikro hier mal zwischendurch. War die Marecucina, hast Du vorhin angesprochen. War die... #00:44:26#

EX6: Ich kann jetzt da auch ein anderes Beispiel nennen, wo jetzt nicht gerade, glaube ich unbedingt Produktbasierend waere. Richtung POS-Abwicklung. Abwicklung Werbematerial, wo man verlagert hat und da ein ziemlich großes Desaster war, wo glaube ich, ja, ja vielleicht ein bisschen guenstiger war dann nachher. Aber wo man eine Verlagerung gemacht hat ohne, glaube ich, auf Zahlen nachher zu schauen, weil man wirklich der Qualitaet, ja... #00:45:00#

T.K.: ... schuldend #00:45:00#

EX6: ... schuldend ist es auf jeden Fall so, weil man versucht hat das Ganze wieder durch einen Anbieter zu machen, der es in Perfektion eigentlich bis heute auch tut. Und da, das Ganze wieder, wieder rund laeuft. Ohne Beschwerden, ohne irgendwas. Kostet jetzt vielleicht fuef Euro mehr, ist aber was, wo wir, wo wir, glaube ich, ja, im Bauchgefuehl entscheidet aufgrund von Beschwerden desastroesen Ereignissen. Und von daher ist das, ja, muss man ab und zu auf jeden Fall tun, glaube ich, weil wenn, wenn, wenn eine Marke guckt ja auch immer auf Qualitaet und egal glaube ich in welchem Bereich. Ob es vom Produkt her ist oder von, von POS-Artikeln (???), von Journalen, Verkaufshandbuechern. Das sind alles Themen, wo, wo Qualitaet auch eine Rolle spielt und da muss das Bauchgefuehl eben ab und zu ein bisschen entscheiden. #00:46:07#

T.K.: Okay. Diese sechzehn Manager, die Du angesprochen hast, in der Vergangenheit, waren die mehr, aus Deiner Sicht, mehr Bauchgefuehl fokussiert, oder strategisch? #00:46:19#

EX6: Sowohl, als auch. Also ich glaube, da war alles da... an, an, an Persoenlichkeiten dabei. Wie gesagt durch, es war halt keine Kontinuitaet, sondern in einem anderthalb-, zwei-Jahres-Rhythmus eine komplett neue Richtung eingeschlagen und ob Profit-Center-Strukturen, oder Konzern-Strukturen, es ging hin und her. Es war halt immer komplett B2B-fokussiert, dann wieder Endkunden-fokussiert, es waren komplett andere Ansaetze und ich glaube nicht, dass da Strategie irgendwie eine große Rolle gespielt hat. Also es war schon eher, eher ein Bauchgefuehl, sagen wir mal zu 80 Prozent. Es waren natuerlich ein paar strategische Themen, wo man entscheiden musste, also jetzt gerade Richtung Produkt, Richtung Eyecatcher, Marecucina. Es ist ja ein strategisches Thema in welche Richtung gehe ich vor. Aber trotzdem, ich glaube die Richtung, die man eingeschlagen hat, war eher Bauchgefuehl. #00:47:31#

T.K.: Wie entscheidest Du denn? Vertraust Du Deinem Bauch mehr als dem Verstand sozusagen, oder, wenn Du jetzt, sag ich mal, nicht die taegliche Sache machst, aber wo Du schon langfristiger denken musst bei irgendwelchen Entscheidungen, worauf vertraust Du bei deinen Entscheidungen? #00:47:47#

EX6: Also zu meinen Auf-, Auf-, Erf-, Erfahrungen wurden in den letzten Jahren, glaube ich, alle moeglichen Themen schon ziemlich viel, oder ziemlich oft angesprochen. Es gibt, glaube ich, zu allen Maßnahmen irgendwas, irgendwo in einer Schublade. Es ist einmal Erfahrung, weil man es halt meistens schon mal irgendwie in die Richtung gedacht hat. Es ist, glaube ich, nicht so, dass das Rad irgendwo neu erfunden wird, sondern schon irgendwo sich, wenn man sich glaube ich fuer irgendeine Richtung dann naja, fokussiert hat, oder eingeschlagen hat, dass man dann natuerlich auch, ja, die Themen sicherlich schon mal irgendwann die letzten Jahre auch schon mal angesprochen hat. Von daher sehe ich das Thema Erfahrung eigentlich... #00:48:39#

T.K.: ... als wichtiges Kriterium bei einer Entscheidung. #00:48:43#

EX6: Genau. #00:48:43#

T.K.: Okay. Gut. Dann gehen wir mal einen Schritt weiter. Da jetzt ein bisschen mal gerade ein paar persönliche Punkte: Welche akademische Ausbildung hast Du? Oder was hast Du im akademischen Bereich gemacht? #00:49:00#

EX6: Ich hab eigentlich nur ein Studium gemacht. #00:49:03#

T.K.: Was heißt da nur? #00:49:04#

EX6: Nur. Mit Abschluss staatlich geprüfter Betriebswirt, Fachrichtung Möbelhandel. #00:49:10#

T.K.: Ja, okay. Wie alt bist Du und wie viele Jahre bist Du schon im Geschäft? #00:49:15#

EX6: Ich bin neunundzwanzig und bin dreizehn Jahre im Geschäft #00:49:20#

T.K.: (lacht) okay. Und wenn Du jetzt wieder zurückguckst noch mal, wie lange siehst Du innerhalb dieser letzten Jahre, gerade auch bei COMPANY D halt, dass Du schon im Turnaround-Geschäft bist, sag ich jetzt mal vorsichtig so, also wie lange prozediert da COMPANY D schon im Turnaround? Seit wann ist das der Fall? #00:49:44#

EX6: Also die ersten Versuche waren ja schon zweitausendzwei, ja. Eigentlich dann, ja? Ist halt jetzt auch das Thema, kommt alle ein bis zwei Jahre auf, aber es war wirklich bis zweitausendzehn nie, nie ein größeres Thema, weil man halt Produktmäßig oder ja, nicht, nicht, nicht irgendwie, ja, glänzen konnte, sag ich jetzt mal. Ja. Und weil keine Kontinuität da war, sondern wirklich auch in allen Managementbereichen mindestens ein jährlicher Wechsel da war. #00:50:22#

T.K.: Ja. Und Du bist seit zwanzig zehn im Marketing, ist das richtig? #00:50:25#

EX6: Genau. #00:50:25#

T.K.: Seit drei Jahren jetzt eigentlich genau. Okay. Gut. Dann kommen wir jetzt auch mal noch ein bisschen weiter, auch gerade, was so die Erfahrung dann selber wieder betrifft. Also bisschen so auch die Wichtigkeit vom Marketing noch mal. Wichtigkeit des Marketing Teams, Head of Marketing. Was glaubst Du sind die, die Erfolgsfaktoren eines erfolgreichen Marketing Teams? Fuer ein erfolgreiches Marketing Team? #00:50:52#

EX6: Das man zusammen an einem Strang zieht und zusammen in eine Richtung laeuft. Und wenn es darauf ankommt, dass wirklich alle im Team, ja, zusammenhalten und den Weg verfolgen. #00:51:09#

T.K.: Okay. Ist das auch das wichtigste Kriterium dann wiederum fuer den Turnaround? Dass der klappt? Fuer Dich persoendlich, innerhalb Deiner eigenen Abteilung? #00:51:20#

EX6: Das wichtigste fuer mich ja. #00:51:22#

T.K.: Ja, dass ihr an einem Strang zieht? #00:51:23#

EX6: Ja. #00:51:23#

T.K.: Gut. Okay. Was siehst Du als Staerken und Schwaechen an, innerhalb Deines Teams? Was ist da, wenn Du es Dir anschaust mit Deinen ganzen Kollegen, die Du hast? #00:51:34#

EX6: Als Staerken sehe ich... Ich fang mal an mit den Schwaechen, das ist glaube ich einfacher. Die Standortuebergreifende Kommunikation. Also wirklich, dass ein Informationsfluss auch an vier Standorten gegeben sein muss und dass wirklich ein jeder auf dem gleichen Stand ist, das sehe ich als, eher, eher schwaches Kriterium an. Stark finde ich, wie gesagt, wenn ein großes Thema ansteht, dass dann wirklich alle an einem Strang ziehen und alle mitziehen. Und das ist da A und O und da muss man auch sagen, da hat, was, ja, aus der Vergangenheit bei COMPANY D

kommt, es, es der eine eine fruehe COMPANY D-Denke hat und der andere hat die COMPANY J-Denke und der naechste hat die COMPANY L-Denke und wirklich jeder denkt fuer seine Marke und seinen Standort. Ich glaube, dass man es so geschafft hat, diese standortuebergreifende Marketinggeschichte, dass wirklich jeder im Konzern denkt und, ist ja auch Dein Verdienst... #00:52:50#

T.K.: Okay. Danke. #00:52:50#

EX6: Muss man ja auch sagen. Von daher ist es mittlerweile wirklich egal, wer an welchem Standort was fuer welche Marke tut. Sondern wirklich, man beschaeftigt sich mit Themen und die Themen werden dann egal wo fuer alle vier, oder fuer die jeweilige Firma dann nachher gemacht. #00:53:13#

T.K.: Ja. Okay. Das war die Schwaeche. Staerke? #00:53:17#

EX6: Ne, das war die Staerke gerade. #00:53:19#

T.K.: Achso. Oh ja gut das stimmt. #00:53:20#

EX6: Aber ich kann noch mehr. Willst Du noch mehr hoeren? #00:53:23#

T.K.: Bitte. Ein bisschen mehr. #00:53:25#

EX6: Nee, also alle sind motiviert in einer Richtung, weil, weil COMPANY D natuerlich auch vom Bekanntheitsgrad eine, eine Marke ist, wo, glaube ich, beim Mitarbeiter schon, schon, ja, angenehm ist, da ist zu arbeiten. Oder, oder, erleb ich zumindest so. Wo man sagt, COMPANY D zieht irgendwas magisches an oder irgendwas, wo man, ja, Spaß daran hat. #00:53:55#

T.K.: Okay. Ja, nee ist in Ordnung. Wie wichtig siehst Du die Funktion des Marketing-Chefs, Marketing-Manager? #00:54:07#

EX6: Wie? #00:54:10#

T.K.: Deine eigenen oder Du hast ja auch noch jemanden ueber Dir auch. Aber wie wichtig ist, wenn Du jetzt, ist egal, aus Deiner oder seiner Sicht, wie wichtig siehst Du das Marketing-Chef innerhalb des Unternehmens? Wie wichtig ist diese Funktion? #00:54:23#

EX6: Die sehe ich als sehr wichtig an. Ich faende es auch ganz gut, wenn der Marketing-Chef im Vorstand waere, genauso berechtigt, wie ein Vertriebs-Vorstand, wie vorher auch schon angesprochen, dass da eine, eine gleiche Ebene sein muss. Und ja, Marketing eigentlich gleichgewichtig, wie der Vertrieb auch. #00:54:49#

T.K.: Ja. Okay. Koennte das helfen im Brand-Turnaround? #00:54:52#

EX6: Ja. (beide lachen) #00:54:56#

T.K.: Okay. Okay gut. Warum koennte das helfen? Jetzt, wo Du naeher am Mikrofon sitzt? #00:55:11#

EX6: Warum? Um einfach die Interessen von Vertrieb und Marketing gleich zu behandeln und zu beurteilen und nicht... #00:55:23#

T.K.: Was sind die denn? So differenzierend? So auseinander gehend? #00:55:27#

EX6: Ja. #00:55:27#

T.K.: Beschreib das mal #00:55:28#

EX6: Also teilweise schon. Also ich kann jetzt mal ein Beispiel nennen. Es gibt ja bei uns auch ziemlich viele Handelsmarken mittlerweile im Konzern. Der Vertrieb sagt natuerlich er moechte fuer den Kunden einen eigenen Journal, ich moechte fuer den einen eigenen Clip, fuer das eigene Muster. Jeder moechte, ich sag jetzt mal, das geht dann wirklich in Dutzende unterschiedliche Varianten. Aus Marketingsicht natuerlich fatal. Wir moechten natuerlich auch am Liebsten, dass ja, COMPANY D oder COMPANY J oder wen auch immer so wirklich drauuen am

Markt auch existiert. Und nicht unter, ja, siebenundachtzigtausend, ja, privat labels und da geht natuerlich eine Meinung von Vertrieb und Marketing stark auseinander. Anderes Beispiel ist eine Wurfprospektgestaltung, habe ich gerade auch erst erlebt. COMPANY D muss natuerlich gucken, dass man die Marke ein bisschen in einem Wurfprospekt dann natuerlich... #00:56:30#

T.K.: ... forciert. #00:56:30#

EX6: ... forciert. Wo vom Vertrieb dann eher die Wuensche kommen, ja da muss der Preis ziemlich groß drauf und am Liebsten noch ein Durchstreich-Preis und da klafft es natuerlich ein bisschen auseinander. #00:56:45#

T.K.: Ja. Stimmt. Okay. Glaubst Du also daher, jetzt hast Du Vertrieb schon angesprochen, dass da die Interessen vielleicht auch auseinander gehen, dass es fuer mich eine Stakeholder-Group, einer Gruppe, innerhalb der Firma, die anscheinend wichtig ist und auch nicht immer gleich am Strang zieht, wenn ich Deine Worte nutze. Gibt es auch andere Gruppen, die diesen Turnaround auch sehr stark beeinflussen? Du hattest vorhin auch noch mal gesprochen ueber Vorstandsvorsitzenden, hast Du angesprochen. Aber gibt es da noch weitere Gruppen vielleicht noch, die Du siehst? Vertrieb hab ich jetzt gehoert, Vorstand hab ich gehoert. #00:57:27#

EX6: Produktentwicklung ist ein großes Thema. Also ich sehe Vertrieb, Produktentwicklung, Marketing, sehe ich so als wichtigste Bausteine an. #00:57:40#

T.K.: Okay. Ja. #00:57:41#

EX6: Diese Teilung. #00:57:41#

T.K.: Okay. Banken? Kreditoren? Auch wichtig? #00:57:50#

EX6: Kommt jetzt aber auf das Unternehmen darauf an. Sprechen wir jetzt von COMPANY D, oder? #00:57:53#

T.K.: Ist egal. Generell auch gern. Also... #00:57:57#

EX6: Wenn es dem Unternehmen gut geht, dann oder finanziell, finanzielle Möglichkeiten hat, spielt eine Bank oder Kredite oder sonstige Themen glaube ich keine Rolle. Im Fall von COMPANY D schon. #00:58:12#

T.K.: Okay. Wenn Du in ein bis zwei Jahren vielleicht, ich wuerde es Dir wuenschen, diesen Turnaround beendet hast und es im ruhigen Fahrwasser ist, finanziell gerettet, sagen wir mal vorsichtig, meinst Du Deine Rolle, deine funktionale Rolle aendert sich dann auch irgendwie in irgendeiner Form und wie? Wenn ja, wie? Wie koennte, was wuerde das fuer Dich im taeglichen doing bedeuten, wenn es da ruhiger waere? #00:58:42#

EX6: Ich glaube, ruhiger wird es nicht unbedingt. #00:58:46#

T.K.: Okay. #00:58:46#

EX6: Es gibt nur andere Themen danach dann halt, ja. Ich glaube man fokussiert sich dann auf andere Themen, wie Internationalitaet oder andere, andere Sachen, wo man jetzt, glaube ich, nicht angegangen ist, aber dann eher, eher strategische Themen. Und nicht im operativen doing. #00:59:08#

T.K.: Das heißt ihr seid jetzt nicht so strategisch unterwegs momentan? #00:58:11#

EX6: Ne. #00:58:11#

T.K.: Warum? Nochmal auch darauf. #00:58:14#

EX6: Warum? #00:58:14#

T.K.: Ja. #00:58:14#



EX6: Weil es, ja, zum einen einmal das Geld, glaube ich, ein großes Thema sein koennte. Die Manpower ein großes Thema ist. Also es sind wirklich, glaube ich, fuer, fuer eine Konzern-Marketing-Abteilung sehr wenig Leute, was eine Internationalitaet nicht wirklich voran treibt. Und, ich glaube... #00:59:48#

T.K.: Waert ihr geruestet dafuer? Fuer Internationalitaet, fuer mehr Internationalitaet? #00:59:52#

EX6: Ich glaube geruestet waere man, aber die Manpower braeuchte man. #00:59:56#

T.K.: Okay. Ja. Okay. Gut. #00:59:59#

EX6: Und, das noetige Kleingeld. #01:00:02#

T.K.: Okay, Ja. #01:00:02#

EX6: Was wollte ich jetzt noch sagen? #01:00:05#

T.K.: Nee, das passt. Wenn Du meinst? #01:00:07#

EX6: Wollte noch was sagen. Nee und das man einfach zurzeit noch an zu vielen operativen Themen dran ist. Wo man an solche Themen sich gar nicht dran wagt, weil eher noch ein, ja, Fahrwasser ist, was nicht so gut ist. #01:00:30#

T.K.: Ja. Okay. Beschreib noch mal Deine sozusagen Beziehung zum CEO bitte noch mal. Also zum Vorstandsvorsitzenden. Den hast Du ja vorhin angesprochen auch. Siehst Du ihn als wichtigsten Stakeholder in der Firma oder als einen wichtigen? #01:00:49#

EX6: Nee, als wichtigsten. #01:00:50#

T.K.: Als wichtigsten. #01:00:51#

EX6: Ja, also ich hab eine sehr gute Beziehung, muss ich sagen, wirklich ziemlich viel im Kontakt auch mit ihm. Aber ich sehe ihn in der Richtung wirklich als, als die wichtigste Person, weil er seit, seit Jahren der erste CEO ist, der mal wieder wie ein Unternehmer auftritt und wie ein, wie ein, ja, wie ein Inhaber von, von diesem Unternehmen und das haben seine Vorgaenger leider nie so... #01:01:22#

T.K.: ... gemacht. #01:01:22#

EX6: ... so wahrgenommen. Und kam bei der Belegschaft auch nicht so an, dass es so wahrgenommen wurde. Genauso wenig bei Kunden oder Lieferanten. Ja. #01:01:33#

T.K.: Ja. Glaubst Du, dass er sich selber auch als Head of Marketing vielleicht auch manchmal sieht, oder nein, er sieht sich wirklich als CEO. Also nimmt er dieses, hat er so ein Marketing-Gen fuer Dich oder nicht? #01:01:50#

EX6: Er hat, er hat, seine, seine Interessen, ja. Er hat seine, seine, wie jetzt Richtung Kampagne und seine Vorstellung. Aber er sieht sich schon eher als CEO, wie jetzt als großen Marketing-Experten, glaube ich. #01:02:07#

T.K.: Also er vertraut auch seinem Team da? #01:02:10#

EX6: Ja. #01:02:10#

T.K.: Okay. Jetzt weiß ich, da kam ja natuerlich auch noch mal jetzt sogar eine zweite Person eigentlich vom Layout, einmal zwischen Dir und dem Vorstandsvorsitzenden, also es gibt einen Chef, dem Du reportest und der Chef muss jetzt noch mal einem Marketing-Chef noch mal neu reporten. Gibt das Probleme, generell gesagt? Oder spezieller Art? Ist das gut oder, oder schlecht fuer einen Turnaround? #01:02:39#

EX6: Wenn alle an einem Strang ziehen, ist es gut. Wenn nicht, gibt es eher Probleme. Also ich sehe es jetzt beziehungsweise wenn die Aufgaben klar sind, klar definiert sind, dann kann es sicherlich gut gehen und wenn der eine sich um

strategische Aufgaben kümmert, der andere um, um operative Kommunikationsthemen et cetera beziehungsweise Tratte Marketing-Dinge, dann sehe ich das als voellig okay an. Aber es kann durchaus Probleme geben, wenn man sich nicht einig ist, in welche Richtung man laeuft und wie das Zusammenspiel sein soll. #01:03:20#

T.K.: Gut. Wo siehst Du die Firma beziehungsweise die Marke COMPANY D, die Marke COMPANY D in fuenf Jahren? #01:03:29#

EX6: Ich sehe sie eigentlich wieder als begehrliche Marke. Das wuerde ich mir wuenschen. #01:03:38#

T.K.: Siehst Du, nee aber, wuenschen ist das eine, siehst Du das auch in fuenf Jahren? #01:03:42#

EX6: Schwer. Also, wie gesagt, da muss man, glaube ich, noch ein paar Sachen, wenn ein paar Sachen vorhanden sind, wenn, ich glaube, noch ein bisschen Marketing investiert wird, in ein paar, paar Themen, die, glaube ich, gemacht werden muessen. Neue Kundenaquise... Es sind wirklich noch ein paar offene Themen, wo, wo, ich hab es vorhin ja schon ein paar mal gesagt, Endkunde zum einen, Verkaeufer. Wie gesagt, wenn da wirklich alle, weil wenn der Verkaeufer erkennt, dass COMPANY D ein super Produkt ist, dann der Endkunde es merkt, COMPANY D ist ein top Produkt et cetera. Wenn die finanzielle Basis stimmt, wenn die Themen alle, alle vorhanden sind, dann sehe ich COMPANY D schon in fuenf Jahren wieder als, ja, Leuchtturm im Markt. #01:04:40#

T.K.: Aber jetzt noch mal, Du hast jetzt viele „wenn’s“ rein gepackt. Siehst Du die Marke in fuenf Jahren wieder als begehrswert an, ja oder nein? #01:04:47#

EX6: Ja. #01:04:49#

T.K.: Gut. Okay. Wunderbar. Das war es eigentlich. Damit waeren wir schon am Schluss eigentlich. Lieben Dank, herzlichen Dank. #01:05:07#

EX6: Gerne. #01:05:07#

T.K.: Und, ja, war sehr, sehr interessant fuer mich und ich denke mal an dieser Stelle koennen wir auch das Mikrofon ausmachen. Also Dankeschoen. #01:05:15#

EX6: Ich bin stolz auf meinen Ex-Chef. #01:05:18#

T.K.: (lacht) Das hast Du nur fuer das Mikro gesagt. Genau ja. Danke Dir. Gut, also super. #01:05:35#