

Return to growth impetus

Regained competitive edge thanks to rigorous cost optimisation and market orientation

büro-fürrer

Nowadays, any company must be capable of responding to economic turbulence. Such challenges can only be met successfully by maintaining a complete overview that reflects both the sales and cost aspects. Key success factors in this process are relentless uncovering of all potentials and the resolute determination to bring about change.

The Client

- Büro Furrer AG, CH-Zurich, Switzerland
- Switzerland's leading distribution and furnishing business, active in the sectors of contract stationery, coffee and office equipment supplies (Swiss market leader)
- Net sales 2004: CHF 136 mio., number of employees: 300
- Range of office supplies: 10'000 items, approx. 550'000 orders, of which 70% are processed via e-commerce, highly automated logistics centre

The Objective

- Create the parameters for future growth: product range, prices, processes, structures
- Optimise costs resulting from a weak growth phase

The Solution

- Focus the organisation and its marketing activities on the two business units Office (SMEs) and Contracting (key accounts).
- Streamline the product range and introduce a real-cost pricing system (order volume and service conditions).
- Process re-engineering along the entire value creation chain; elimination of unnecessary activities, interfaces and duplications of effort.
- Establish strategic purchasing, a new collaboration concept with key suppliers and optimised inventory management.

The Client Benefit

- Tailor-made operation in specific customer segments.
- Price conditions are both economically viable and attractive for customers.
- Efficient and transparent processes result in better account management and customer care.
- Annual cost savings in excess of CHF 2 mio.
- Market position is strengthened and new customers won.