

## *From traditional family enterprise to successful niche player*

„The first generation creates it, the second generation spends it and the third generation...“



...but when the sons already ensure that an enterprise not only survives, but adapts flexibly to changing market requirements, then a traditionally grown and managed family business can evolve into a successful and modern enterprise. Unlike the famous saying, the fortunate grandsons will be able to inherit a growth oriented business.

### The Client

- Wullehus-Mode AG, Konolfingen, Switzerland
- Mail-order house for textiles and hard goods, with particular focus on consumers in rural areas and senior citizens
- Number of employees: approx. 50

### The Objective

- Transition from a traditionally grown family business into a professionally managed and modern enterprise
- Develop and implement a strategy that is supported by both management and the shareholders
- Increase profitability
- Concentration on core business

### The Solution

- Replace the organic management structure with a professional management concept, including the incorporation of external executives
- Strengthen the Board of Directors with external, non-family members
- Review and orient the corporate strategy to match the defined target groups
- Controlled withdrawal from the unprofitable stationary trading activities
- Implementation of the cost saving initiative „Challenge“

### The Client Benefits

- The market position in a generally declining mail-order segment has been expanded
- The market performance of the company is clearly oriented towards the defined target groups
- Turnaround was achieved
- The basis for selective growth in the targeted market niche has been established

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