

A Comprehensive E-Business Framework for Luxury Watch Companies

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Management Summary

After years of prosperity and growth, the luxury watch industry is standing on a burning platform. On top of declining exports, increased competition and changing customer habits, a much more fundamental challenge lies ahead. The digitalization disruptively reshapes the way how goods are bought, delivered and marketed worldwide. This means, that the way of purchasing a luxury watch by consumers is increasingly influenced by an organization's digital channels. So far, the traditional watch industry has been very reluctant in adopting to this change. Now, companies are in a situation where they must hurry up. One of the main problems is that there are neither role models nor guidelines that managers could use as an orientation point. In other words: Luxury watch companies are in uncharted waters.

This thesis identified, which parts of the business of a luxury watch company are affected by digitalization. Furthermore, it prioritized and described the constituent parts of an e-business strategy. The results were then combined to provide guidance for managers in form of a comprehensive e-business framework.

In the first part, secondary research was conducted for the elaboration of a theoretical fundament; this resulted in a first version of the e-business framework. It is followed by the empirical part, which comprises four interviews with experts from different industries. This allowed for a more holistic view on digital implications on luxury watch companies. All interviews were conducted on the basis of the theoretical e-business framework, which ensured the final version to be better applicable and relevant for practical use.

Digitalization allows companies to reach billions of potential customers, which makes the segmentation of customers extremely important. This is a radical change for the luxury watch industry, as companies did not have to segment their customers very precisely so far. Such developments also demand a better understanding of the journeys of targeted customers. A clear e-business strategy typically consists of two interconnected areas: the digital channels of an organization and the organizational foundation which supports these channels. The overall goal of improving a customer's experience with the brand is achieved by analyzing data about and from channels (e.g. gender distribution in combination with transaction data). It is suggested to start market pilots with an easy to grasp amount of data. Much more than the selection of channels or whether they are

online or offline, the question is how they are designed and integrated.

New technologies and the generation of digital native customers challenge the traditional mindset and business model of Swiss watch companies. E-business therefore must start at the top and should be organized inter-divisional. Based on a clear picture about a company's target segments, it gives answers to the selection, design and integration of online and offline channels. Luxury watch companies do good in implementing a continuous cycle of learning about consumer's journeys on a never ending mission towards a superior customer experience.

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List of Abbreviations

CEO	Chief Executive Officer
CHF	Swiss Francs
CRM	Customer Relationship Management
E-Business	Electronic Business
E-Channels	Electronic Channels
E-Commerce	Electronic Commerce
E-CRM	Electronic Customer Relationship Management
e.g.	For Example (Latin: “ <i>exempli gratia</i> ”)
et al.	And Others (Latin: “ <i>et alia</i> ”)
etc.	And Other Similar Things (Latin: “ <i>et cetera</i> ”)
FH	Foundation of the Swiss Watch Industry
i.e.	That Is To Say (Latin: “ <i>id est</i> ”)
n.d.	No Date
p.	Page
SML	School of Management and Law
ZHAW	Zürich University of Applied Sciences
360° Experience	360 Degree Customer Experience

1 Introduction

1.1 Situation Analysis

Switzerland is the home of an old and traditional watch industry which is known for its precision, innovation and heritage. Between 1995 and 2010 Swiss watch manufacturers started selling Swiss watches as luxury goods and the share of mechanical luxury watches of the total export value rose from 47.3 to 71.9 per cent with only minor changes in terms of volume. Since then, increasing prices of mechanical watches have been the main driver for the Swiss watch industry. (Donzé, 2014, p. 5) Today, it seems like the golden times for Swiss luxury watch companies are over. The Chinese markets suffered huge drops because of anti-corruption campaigns and the abolition of the gift culture. Exports of luxury watches have been dropping since 2014 and in 2016 they eventually reached the same level as in 2011 (Federation of the Swiss Watch Industry FH, 2017, p. 1).

Despite regressive exports, a much more fundamental challenge lies ahead: The digitalization disruptively reshapes the way how goods are bought, sold and marketed worldwide. With a generated turnover of 14 billion Euros in 2015, which could rise up to 70 billion by 2025, the market for digital luxury becomes increasingly important (Remy, Catena, & Durand-Servoingt, 2015, p. 17). This enormous potential of e-commerce is a huge opportunity. The internet is not only changing the way how luxury watches are distributed but rather how the whole customer experience is set up. This is emphasized by the fact that today out of ten luxury sales, nearly six are influenced by digital touchpoints (Abtan et al., 2016, p. 2). The velocity of digital developments could make this figure reach up to 100 percent by 2025 (Remy et al., 2015, p. 17). Despite obvious growth rates and the need for an integrated online experience, luxury brands seem to have missed out on this trend (Okonkwo, 2010, p. xxiii). If adopted correctly, the enormous momentum of digitalization could help to lead the Swiss luxury watch industry out of its downwards spiral.

1.2 Problem Statement and Relevance

The luxury watch industry is on the verge of a big shift. Many changes, of which some are of a disruptive nature, are forcing companies to rethink the way they have been doing business for the last centuries. A new generation of customers with new expectations and the digitalization are important drivers of change. Luxury watch companies will have to adapt to their new environment. But most of all, they must embrace the digital opportunity and become omni- or multichannel (Remy et al., 2015, p. 17). Setting up a website is a step in the right direction, but it is certainly not enough. Understanding the full extent of the internet is fundamental, meaning that it is not just a channel for communication and retail, but also client services, consumer analysis, and many more (Okonkwo, 2010, p. 21). Embracing the digital opportunity means having a clear e-business strategy that integrates online and offline channels and provides a 360° customer experience (Herhausen, Schögel, & Mrkwicka, 2016, p. 100). Yet, this is easier said than done as luxury watch companies are very traditional and unaccustomed to change. Now they are in a situation, where they are forced to rethink established structures across all business units (Okonkwo, 2010, p. 20). Some producers like Rolex rely on large networks of distribution partners and do not want to cannibalize this important part of their business, while other brands with internal boutiques, seem to migrate more easily (Duma, Hallier-Willi, & Steinmann, 2015, p. 45). Many luxury watch brands have not yet fully adopted to the digital world. However, the question is no longer IF they should become digital but rather HOW they should do it (Remy et al., 2015, p. 5).

1.3 Objective of the Thesis

According to the above stated challenges, the objective of this thesis is to analyze, what factors a holistic e-business strategy contains and how companies should adopt to those factors. The Swiss luxury watch industry is hereby the main context. Target audience of the framework are CEOs, digital managers, consultants and experts in the field of e-business from the luxury watch industry.

In particular, the thesis aims to elaborate an e-business framework which can be used as a guideline or an overview for the digitalization of an organization.

1.4 Methodology

In the first part of the thesis, the theoretical fundament of the e-business framework is developed on the basis of secondary research. The theoretical research comprises literature about the topics of e-business, e-commerce, digitalization, luxury and luxury watchmaking. As there is a lack of information on luxury watches and e-business, analogies are made from comparable luxury industries. An existing e-commerce framework guides as template and is gradually adapted for the elaboration of the theoretical framework.

The empirical part consists of four interviews with experts from different industries (see Appendix). The aim of the interviews is to verify the progress of the framework and to receive complementary inputs. Another important purpose of the interviews is to transfer the findings from a general analysis about luxury goods to the luxury watch industry. The interviews involve diverse personalities with distinct opinions on the matter, which are used to gather a broad pool of information. This allows for the elaboration of a framework that is more applicable and practically relevant. The interviews are recorded, transcribed and summarized. Figure one illustrates the methodological approach.

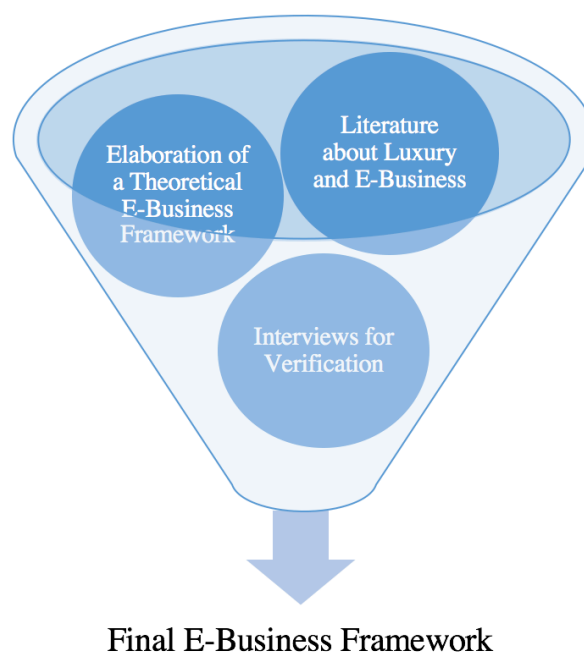


Figure 1: Methodological Approach

1.5 Structure

The thesis is structured into six main chapters which are divided in theory and empirical work. After the introduction in the first chapter, the theoretical part begins with the definition and concept of luxury and watchmaking. In the same section, the current situation of the Swiss and global watch industry is described. The third chapter includes the definition and concept of e-business and the construction of the framework. This part is important for describing the context of the subsequent fourth chapter which encompasses the most relevant aspects of e-business, according to the theoretical research. The fifth chapter, which is the empirical part, begins with the construction of the interviews and the selection of interview-partners. The main part of the empirical chapter is the description, evaluation and further development of the e-business framework. The paper ends with a conclusion and recommendations for further research.

1.6 Limitations

There are three major limitations within the scope of the matter. First, second hand watches are not discussed, although this market is a perfect example of how the digitalization can bring up new business models. High-priced luxury watches are increasingly sold via platforms like Chrono24, which is the world's largest market place for buying and selling second hand watches (Adams, 2013). However, as this business model targets another customer segment, it is considered to be less relevant for the elaboration of the e-business framework. Second, there will be no strict distinction in terms of geography and culture as the goal is the development of a general framework. Although this framework can be applied to any business, there might be some differentiation between specific cases regarding some aspects of the framework. For example, the design of channels or the customer journey can vary depending on business culture or customer habits. But regardless of culture and location, the different channels and the customer journey are still major topics of the framework. Within the framework, the focus will be on information from European (mainly Swiss) and some American literature, as the Chinese is extremely different to the European culture and Chinese customers differentiate significantly from Western ones. However, wherever the paper touches upon cultural implications that could be of relevance, it is noted. Third, e-commerce is not looked at too much in detail. However, as it is still relevant for e-business and luxury watch companies, it will be described and brought up when relevant.

2 Luxury and Watchmaking

The theoretical part has three main purposes. First, to explain the context of the thesis. Second, to analyze the most relevant subjects and topics of e-business. Third, to summarize the derived topics in a theoretical e-business framework.

2.1 Definition of Luxury

Luxury has fascinated people for centuries and occupies an important role in society by helping people express who they want to be (Duma et al., 2015, p. 1). While using the term in everyday life, referring to products, services or experiences, there is always a very individual perception and understanding about the concept of luxury. As there are hundreds of opinions about what luxury is, it is impossible to find a conclusive definition (Kapferer & Bastien, 2012, p. 45). For simplicity, luxury is then often just referred to the high-end segment of an industry (Duma et al., 2015, p. 17). However, as a definition demands for a set of characteristics or attributes, the following approach seems sufficient. The subsequent two definitions were conducted by analyzing attributes from various sources about definitions of luxury.

Duma et al. crystalized the following most common attributes:

Rarity	Limited Availability
Exclusivity	Social Distinction
Communication of Status	High Prices
Exceptional Quality	Relativity

Table 1: Attributes of Luxury (Duma et al., 2015, p. 15)

Kapferer and Bastien crystalized the following most common attributes:

Qualitative Hedonistic Experience	Price That Exceeds Its Functional Value
Heritage, Unique Know-How and Culture	Restricted and Controlled Distribution
Personalized Accompanying Services	Social Marker / Sense of Privilege

Table 2: Attributes of Luxury 2 (Kapferer & Bastien, 2012, p. 47)

The above listed criteria differ according to the type of luxury and individuality. In terms of watchmaking, immense quality, communication of status and high prices are predominant in comparison to limited availability or rarity. Rarity and limited access due to high prices are predominant for luxury, while high prices are justified by immense quality. Luxury expresses status, image and social distinction and depends on a cultural and social context, as well as the norms of that culture. (Duma et al., 2015, p. 17) Luxury and e-business are contradicting in many ways. Therefore, it is crucial to remember these attributes of luxury when setting-up and implementing an e-business strategy.

2.2 The Swiss Watch Industry

After chemicals and machinery, watchmaking is the third largest and one of the most efficient industries in Switzerland (Federation of the Swiss Watch Industry FH, n.d.). First appearing in Geneva in the middle of the 16th century, Swiss watch manufacturers dominated the world markets for four centuries because of their tradition, expertise, technology and innovation. Since then, the industry managed to surpass its own export records gradually and eventually reached a total of 21.8 billion CHF in 2013. (“FH - From the origins to the present day,” n.d.)

2.2.1 Characteristics and History

What is characteristic for the industry are its high quality workforce, industrial fabric, range of products and position in the world markets. Traditionally, the Swiss watch industry is organized in a specialized horizontal structure. Assemblers, called *établisseurs* obtain movements and external parts from suppliers and subcontractors which then are composited into a final timepiece, which the assembler sells on the market. Another structure which can be observed is a vertical structure that is partly integrated in varying degrees. In a vertical structure, a company is in charge of the whole supply chain and production. Those companies are called the manufacture. (Federation of the Swiss Watch Industry FH, n.d.) Fundamental pillar of the industry is its high quality workforce. Due to the economic crisis in the 1970ies, the number of employees shrank significantly from 90'000 to 30'000 in 1984. The success of mechanical watches restored the number of employees up to 57'300 in 2013. Another main asset of the Swiss watch industry is the wide range of products that reaches from sports watches to high-tech ceramic designer watches. (Federation of the Swiss Watch Industry FH, n.d.)

2.2.2 Division of Markets

Figure two illustrates the share of the top five export countries for Swiss luxury watches.

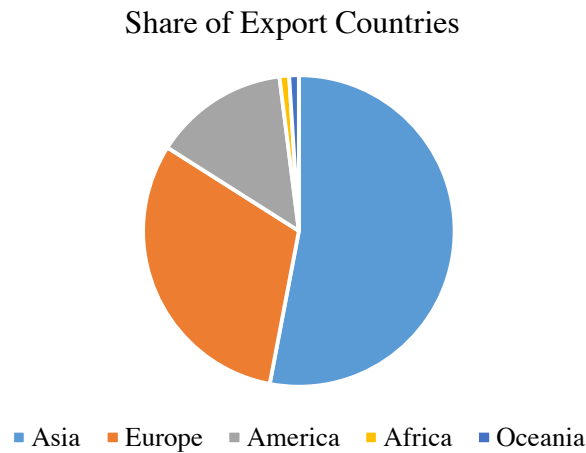


Figure 2: Share of Export Countries (Federation of the Swiss Watch Industry FH, n.d.)

95 percent of all watches produced in Switzerland are being exported. While being present on all five continents, Asia is the greatest recipient of Swiss watches. 80 percent of exports are generated in the top 15 outlet countries alone. Hong Kong, the United States and China are the still the most important markets for the Swiss watch industry.

2.2.3 Definition and Segmentation of Luxury Watches

Figure three shows the price segmentation of the Swiss watch industry according to factory gate prices. Consumer prices are typically factory gate prices times three (Gautschi, 2005, p. 13). There is also a differentiation between accessible and exclusive luxury, which differs in terms of technology. M stands for mechanical movements and Q stands for Quartz movements.

PRICE SEGMENTATION IN THE WATCH MARKET (FACTORY-GATE)			
Price category	Definition	Technology*	Brand examples
Over CHF3,000 (over EUR2,000)	'Exclusive luxury' segment	M	<i>Patek Philippe, Breguet</i>
Between CHF500 and CHF3,000 (between EUR350 and EUR2000)	'Accessible luxury' segment	M/Q	<i>Rado, Zenith, IWC</i>
Between CHF200 and CHF500 (between EUR150 and EUR350)	Mid-priced segment	Q/M	<i>Tissot, Maurice Lacroix</i>
Below CHF200 (below EUR150)	Low-priced segment	Q	<i>The Swatch, Coach</i>

Figure 3: Price Segmentation in the Watch Market (Pictet, FH as cited in Gautschi, 2005, p. 13)

2.3 Overview of the Swiss and World Watch Industries

The Foundation of the Swiss Watch Industry (FH) is monitoring and publishing data about the Swiss and world watch industries. The latest publications about Swiss watch exports from 2016 indicate a clear negative trend in sales volume as seen in figure four. The total exports for 2016 mounted up to 19.4 billion CHF, which was 9.9 percent less than the year before. This massive decline led the industry back to the export level of 2011. (Federation of the Swiss Watch Industry FH, 2017, p. 1)

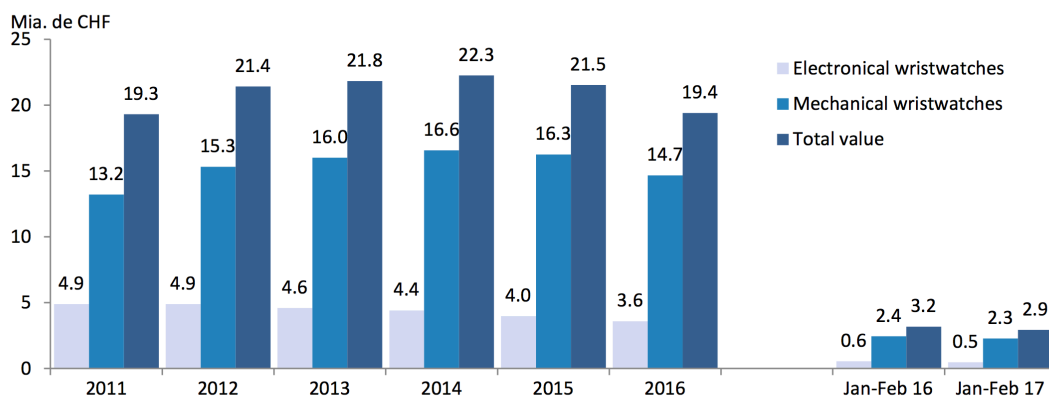


Figure 4: Swiss Watch Exports from 2011-2016 (Federation of the Swiss Watch Industry FH, 2017, p. 1)

From 2015 to 2016 the exports of Swiss watch manufacturers declined about 10 percent. There is no significant difference between the exports of mechanical and electronic watches. Watches with export prices over 3'000 CHF accounted for about 66 percent of the export sales and around 80 percent of the decline in exports was due to watches within this price segment. Watches with prices from 500 to 3'000 CHF contributed less significantly to the declining exports with a reduction in sales of minus 3.9 percent. (Federation of the Swiss Watch Industry FH, 2017, p. 2)

This brief overview of the industry highlights the trends of the global luxury watch industry. It is a further illustration of the burning platform and emphasizes the importance for reinventing the business models of luxury watch producers.

3 E-Business

3.1 Definition and Context

E-business is a broad term that comprises purchasing, selling and exchanging products and services as well as information on the web (Turban & Volonino, 2010, p. 199). E-commerce on the other hand refers to a tool that solely enables the act of purchasing products or services online (Okonkwo, 2010, p. 20). E-commerce is therefore a narrower description of the term e-business which encompasses all aspects of the internet business. Typical subjects of e-business are online communication, branding, website design, social media, consumer relationship management, internet marketing and logistics (Turban & Volonino, 2010, p. 200), (Okonkwo, 2010, p. 343).

In this thesis, e-business is seen as a strategy for becoming digital. Defining what digital exactly means is therefore the first step towards a solution. Dörner and Edelman (2015) define digital as the creation of value at new frontiers, in processes which are responsible for a customer's experience and the development of resources which are supporting organizational structures. Having an e-business strategy means to deal with the development of customer journeys amongst all online and offline channels of an organization with the goal of delivering an outstanding experience across all contact points. The improvement of customer service is backed by the evaluation of data and metrics which drive the decisions in an e-business strategy (Dörner & Edelman, 2015).

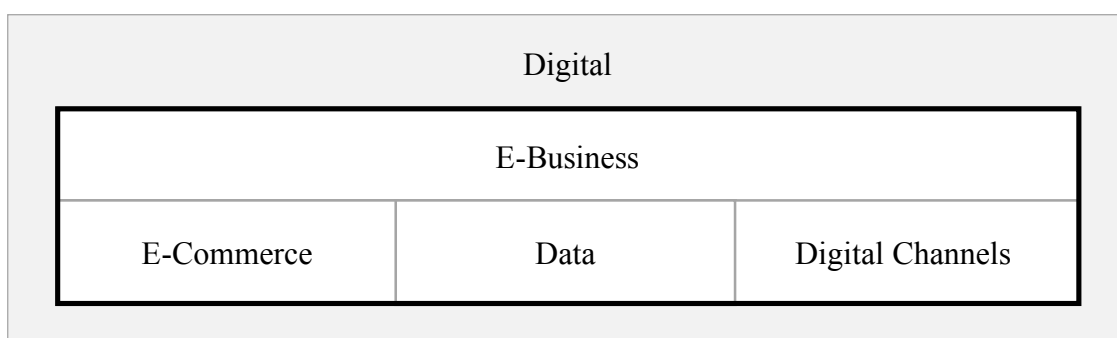


Figure 5: E-Business in the Context of Digital (Created by Author)

To summarize: E-business is the strategy of a company for becoming digital. It incorporates all online activities from digital transactions (e-commerce) and the design of digital channels, to the collection and processing of data. Figure five illustrates the relationship of the most relevant terms for this thesis such as e-business, e-commerce, data and digital channels in the overall context of digital.

3.2 Construction of the E-Business Framework

To help luxury watch brands navigate in the unfamiliar waters of e-business, the framework should provide a comprehensive overview of the e-business landscape. Taking into consideration the definitions of digital and e-business, this overview should include strategic and organizational aspects, relevant channels throughout the customer journey and key resources all based on data and other carefully chosen metrics. Ultimately, the framework is a mix of the e-commerce framework from Turban et al. (figure six), with strategic indications centered around the journey of a luxury watch customer.

The e-commerce framework guides as orientation for two reasons. First, it is an accepted and well-known model for e-commerce. Second, the shape supports a logic construction due to its building-like structure. The model shows e-commerce applications such as online marketing and advertising as well as supporting services. Additionally, it visualizes that the framework relies on hardware-, software- and network-infrastructure. (Turban & Volonino, 2010, p. 205)

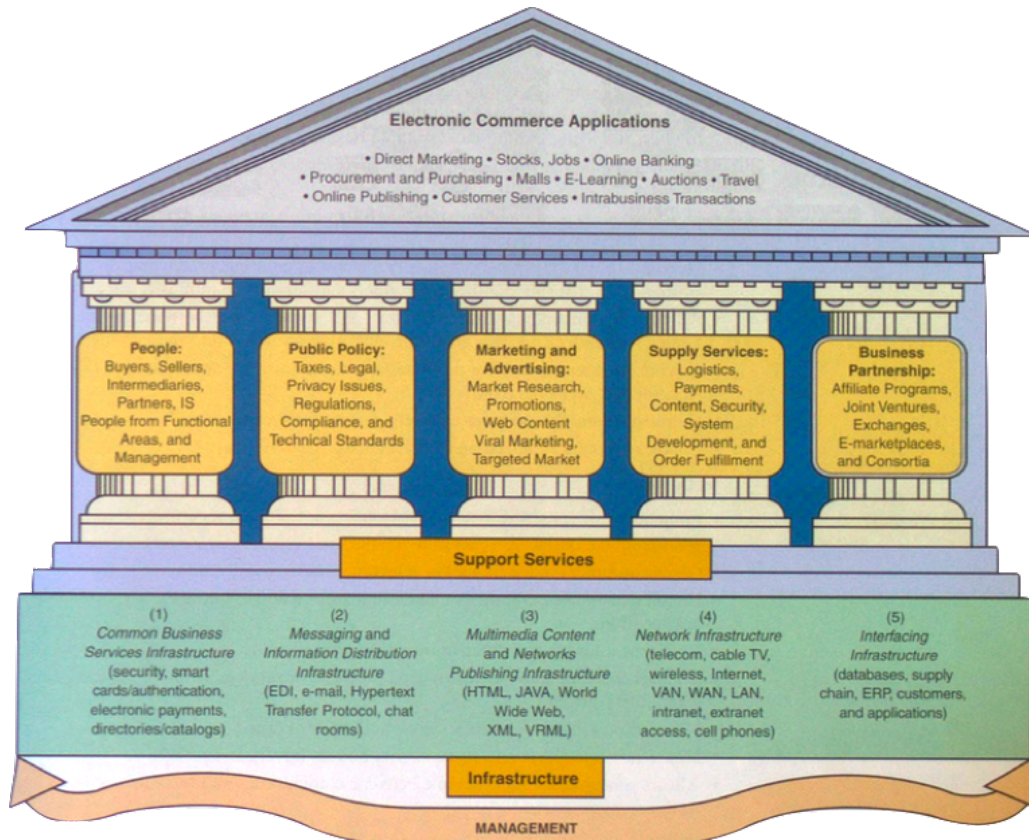


Figure 6: A Framework for E-Commerce (Turban & Volino, 2010, p. 205)

3.2.1 The Roof – Strategic Core Aspects

The goal of the strategic roof is to give clear insights into the kind of strategic decisions and considerations managers have to make when creating an e-business strategy. The task of integrating and designing channels is an organizational and corporate issue. Therefore, the roof of the framework targets strategic and organizational tasks. Business models traditionally consist of nine building blocks from which the following five will be incorporated into the framework: Customer Relationships, Channels, Key Partnerships, Key Resources and Key Activities (Osterwalder & Pigneur, 2010, pp. 16–17).

3.2.2 The Center – Luxury Customer Journey

Having an e-business strategy means to quarrel with the development of customer journeys amongst all online and offline channels of an organization with the goal of delivering an outstanding experience across all touchpoints (Dörner & Edelman, 2015). Delivering such an experience is even more important for luxury watch companies. The framework will therefore be centered around the customer journey. For this cause, the online and offline channels of luxury consumers will be analyzed and a typical luxury customer journey reconstructed.

3.2.3 The Basement – Strategic Key Resources

The improvement of customer service is backed by the evaluation of data and metrics which drive the decisions in an e-business strategy (Dörner & Edelman, 2015). Hence, every e-business relies on a well-functioning IT infrastructure based on customer and product data and the capability of interpreting that data. In terms of channel integration for luxury watch companies, not only IT infrastructures and data, but also store and distribution networks play a vital role.

4 Theoretical Basis of the E-Business Framework

4.1 The Roof – Strategic Core Aspects

The aim of this paragraph is to derive and explain the strategic core aspects of e-business. Because above all, e-business is a strategic topic or as Okonkwo (2010) describes: “it is important to understand that the task of generating an online experience for customers has to be addressed on a strategic level and is not just an issue for the marketing department” (p. 115). This message is of extraordinary importance for luxury watch companies. Because when executives decide to go digital, they must be aware that the entire online strategy needs to be aligned with the company’s overall corporate strategy. This and the current structure within the luxury watch industry means, that many luxury watch companies need to reconsider their distribution strategies.

Before the digitalization, service quality meant local customer advisory service, friendly employees and boutiques which were reflecting upon a brand’s image: in the center was the personal contact between the customer and the vendor (Dethloff et al., 2016, p. 13). Today, the interactions are getting more impersonal via e-mail, telephone or the internet. Customer service in terms of multichannel means clear, structured websites, trustworthy paying conditions and brand marketing (Dethloff et al., 2016, p. 15). However, what are the first topics to address when going digital? There are many suggestions on that question and which strategic issues and topics need to be considered in terms of e-business. In order to enclose the strategic roof, the four subsequent core topics are described in brief:

- . Customer Experience
- . Distribution
- . Internal Organization and Culture
- . Channel Integration

The four strategic core topics are described in brief, as the deeper focus is on the integration of channels as well as the luxury customer journey.

4.1.1 Customer Experience

“The watchword of luxury brand management is ‘experience’, the multisensory total of what is lived and felt at each point of contact with the brand” (Kapferer & Bastien, 2012, pp. 233–234). Building an outstanding customer experience is considered to be one of the major strategic topics for luxury brands, if not the most significant one. The digital evolution demands from brands to provide information and a luxury experience for 24 hours a day and the watch industry is no exception (Kapferer & Bastien, 2012, p. 161).

4.1.1.1 Implications of Customer Experience

In the context of luxury, a customer experience can have two different meanings. First, the experience in form of experiential luxury such as holidays, safaris, time with friends, etc. Due to changing customer patterns, this kind of experience is getting more and more important in maturing markets (Duma et al., 2015, p. 44). Second, the overall experience a customer perceives when buying a physical luxury product like a luxury watch. This type of experience is a prerequisite for luxury and also the topic of this paragraph. Before digital, brands used to deliver this kind of experience through design in stores, exclusive packaging and direct customer interactions (Okonkwo, 2010, p. 112). Although the media for delivering an outstanding customer experience has changed, it is now more important than ever (Abtan et al., 2016, p. 8). In fact, the difficulty to generate a luxury experience online is said to be one of the main reasons why luxury brands are so reluctant in engaging digital sales channels (HavasLuxHub, 2015). Nevertheless, digital advancements are fundamentally changing the way how customer experiences are perceived and brands must somehow adapt to those changes (Remy et al., 2015, p. 17). In practice, most major luxury brands are having a hard time to do so (Okonkwo, 2010, p. 112). However, the digital opportunity should be grasped by luxury watch companies as digital channels can be used to further enhance the customer experience.

4.1.1.2 Changing Customer Patterns

Every customer perceives a brand depending on individual patterns such as preferences, age, cultural background, etc. Despite the personality of customers, there are still some general trends that brands must track in order to meet future demands. Adopting to the digital world being one such a trend. This deliberation is based on the fact that 2.3 billion millennials are heavily differentiating in their digital behavior from today’s customers

(Abtan et al., 2016, p. 7). As they are the customers of tomorrow, this trend must be taken seriously. Another indication how the digital development reshapes the way a customer experience is mediated is the increasing importance of digital touchpoints. This can be seen in a study from the Boston Consulting Group which detected that today, already 58 percent of luxury sales are somehow digitally influenced. The study also stated that 41 percent of the sample group researched online and purchased offline (Abtan et al., 2016, p. 4). It is important to consider that this development will further enhance as millennials and younger generations have other values and put a higher emphasis on experiences than their parents. The conclusion is, that brands must think beyond their products (Abtan et al., 2016, p. 5). This is also emphasized by Duma et al. who are stating that developments in consumer patterns are causing a shift from material to more immaterial luxury in maturing markets (2015, p. 47).

4.1.2 Distribution

A luxury product consists of two components: The product itself and the service that is attached to it. How this service is provided is a matter of the distribution strategy (Kapferer & Bastien, 2012, p. 234). The choice of a distribution strategy is therefore one of the most crucial tasks of any luxury company. Traditionally, the physical store has been the place where a customer entered a brand's universe; here, a brand has full control over the customer experience. Patek Philippe is an outstanding example: A customer does not just buy a Patek Philippe in some store. First, he decides to buy a Patek Philippe, before he enters the store and finally buys his special timepiece (Kapferer & Bastien, 2012, p. 247). However, a brand can choose between a variety of distribution strategies which above all must fit the core identity of a brand (Kapferer & Bastien, 2012, p. 234).

4.1.2.1 Distribution Strategy of Rolex

Rolex managed to become the world's most lucrative and leading watch company by developing a network of exclusive distributors. In fact, Rolex does not even operate their own brand stores. This distribution strategy allows for high flexibility and much lower fix costs. But it also comes with various downsides. The brand is highly dependent on its distributors and not in control of the customer relationship and the quality provided in store. (Kapferer & Bastien, 2012, p. 246)

4.1.2.2 Selling Online or Not?

Today, there is a general tendency towards the use of digital sales channels. Although the pressure amongst luxury brands to follow this trend and to start selling on the web or Social Media platforms is huge, luxury brands should not just follow the mainstream. Although big brands like IWC Schaffhausen or Piaget are selling some of their watches online, this does not imply that having e-commerce as part of an online strategy is a necessity. Nevertheless, a sophisticated and coherent online strategy is still a must. (Kapferer & Bastien, 2012, p. 247) In fact, the internet is even one of the major tools for building brand awareness and extension of the customer experience. Although it is no question whether the internet should be used for advertising and as communication or experiential tool, it is not that clear for the distribution of luxury products (p. 248). The biggest hurdle of online distribution is the loss of personal relationship between a customer and the salesperson (p. 250).

However, there is one circumstance under which a luxury brand can sell products online: For the acquisition of new customers with entry level luxury products. In this case, a brand must ensure that only one product is sold once to the customer (Kapferer & Bastien, 2012, p. 253), making the digital presence more suitable for the acquisition of new customers rather than a sales channel for an e-commerce business. When a luxury brand decides to sell online, two vital aspects need to be considered. First, ensuring that the digital sales channels does not open the door for counterfeit products. This is due to the fact that companies who are not using digital sales channels can declare that no original products can be found on the web. Second, keeping alive the face to face interaction between customer and salesperson. This implies that delivering and packaging must be managed by the brand, and at least at one point in the transaction, a physical store must be involved. These measures make the digital sales channel only a part of the overall shopping experience and guards the status of luxury. (Kapferer & Bastien, 2012, p. 254)

4.1.3 Organization of E-Business

How an e-business strategy is embedded into the organization and is incorporated by the culture can decide over the success of the entire strategy. Every business unit needs to understand that digital is an opportunity and not a threat (Abtan et al., 2016, p. 8). Embracing the digital opportunity demands a transformation effort which includes all employees and business areas of an organization. For this kind of transformation, a top-down orchestration across all business units is needed (Abtan et al., 2016, p. 11). An integrated e-business strategy requires clear organizational structures and delegation of responsibilities. Therefore, the task of internal organization has to be addressed first. (Okonkwo, 2010, p. 115) An example from the Swiss watch industry that illustrates the importance of a sufficient internal organization and culture is the Swatch Group. One of the major success factors of the Swatch Group was a change in their internal organization by reintroducing the family capitalism. Through the greater concentration of power, the management board started operating as a marketing platform that coordinated the globally applied strategy (Donzé, 2014, p. 131). This change proved very fruitful as the Swatch Group was highly successful in their business efforts afterwards.

4.1.4 Managing Channel Integration

Figure seven shows the top five business strategies for Swiss watch producers. It also illustrates that the optimization of sales channels has already been the second most important strategic issue in 2015.

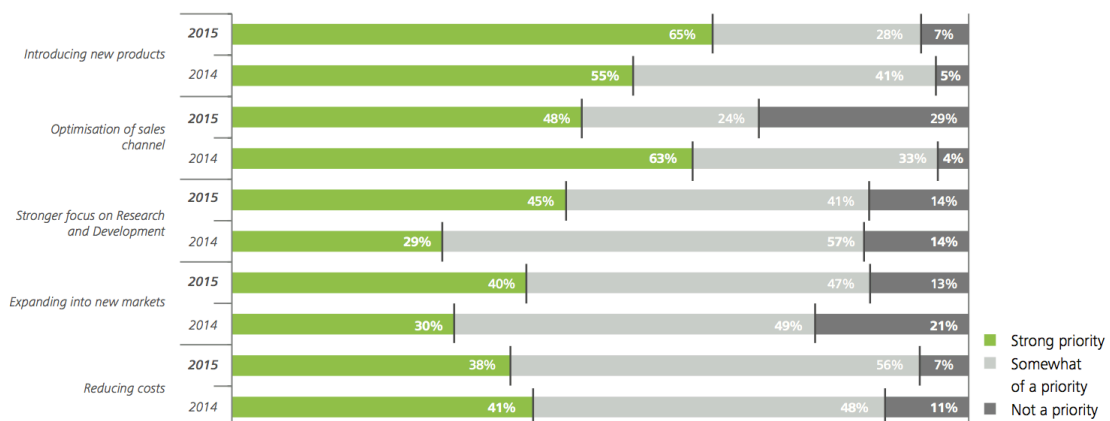


Figure 7: Top five Business Strategies (Deloitte AG, 2015, p. 16)

The task of channel optimization is about the integration of various channels and therefore also the link to the customer journey. When formerly using traditional marketing and face-to-face interactions at the store, brands must now ensure a full integration across all brand's departments (Abtan et al., 2016, p. 5). This is the point where a successful e-business strategy begins. By integrating online and offline-channels to create a holistic brand-experience. If managed right, multichannel companies can acquire competitive advantages by integrating online channels into their stationary business efforts. This is shown by a recent study of the University of St. Gallen. The study states that competitive advantages against pure online companies can only be acquired if all channels are being integrated in the right manner (Herhausen et al., 2016, p. 100 in accordance with Herhausen, Binder, Schögel, & Herrmann, 2015).

4.1.4.1 Challenges

Fixed Structures: A major cause for the lack of integration of distribution channels is due to fixed structures within organizations. Many traditional multichannel organizations rely on stationary distribution channels. (Herhausen et al., 2016, p. 100) One example of such a company in the luxury watch industry is Rolex. The Swiss watch manufacturer relies on large networks of distribution partners and does not want to cannibalize this important asset. This leads to a slow integration of digital distribution channels and the loss of potential competitive advantages. On the other hand, brands with own boutiques seem to migrate more easily (Duma et al., 2015, p. 45).

Isolated Projects: Even though many companies recognize the potential of online-channels, they do not manage to fully integrate the multichannel concept. Isolated projects without the collaboration of representatives from channels often result in internal competition and silo structures (Herhausen et al., 2016, p. 100).

4.1.4.2 Three Strategies to Generate Multichannel-Synergies

With the publication of an article about online and offline channel integration in the highly prestigious *Journal of Retailing*, Prof. Dr. Herhausen, Dr. Jochen Binder, Prof. Dr. Marcus Schögel and Prof. Dr. Andreas Herrmann were awarded with the Rigour & Relevance Research Award 2016 (Farouq, 2016). Their findings encompass the following three strategies of how companies can elaborate multichannel-synergies.

4.1.4.3 Multichannel-Consistency

The strategy aims to unify the content of all distribution channels by reaching consistency throughout all channels in terms of advertisement, product range, design and price. The final choice of channels is left to the customer. The upside of this approach is a constant level of service, although it is very costly. Furthermore, it is harder to allocate specific roles to a channel when contents are unified. (Herhausen et al., 2016, p. 101)

4.1.4.4 Offline-Online Channel Integration

The main advantage of this method is the appreciation of existing stationary channels by integrating the online channels. The aim is therefore the optimization of the in-store experience for customers. In praxis, this can be done by implementing assisted online-terminals or self-service-online-terminals. An example would be to equip the staff of a store with iPads. This strategy can be very costly as it requires investments in technology and the education of employees. Moreover, it is not intended to have an impact on online customers and therefore does not add extra value against pure online players. (Herhausen et al., 2016, p. 101)

4.1.4.5 Online-Offline Channel Integration

This method can be used to target customers who inform themselves on products on the internet. Here, the online channels are integrated in stationary distribution channels. In comparison to the other two strategies it is also relatively cheap. The integration is conducted via a tools like a store locator, online information about the availability of products or local replacements of products bought online. In praxis, there is still uncertainty about this kind of channel integration as executive's fear that it might lead to research shopping or cannibalization of stationary sales channels. In other words, losing customers from offline to online channels. However, studies have shown that this is not the case. In fact, the online-offline channel integration increases the level of service quality which leads to a higher usage of offline channels and probability of purchase. (Herhausen et al., 2016, pp. 101–102)

According to Herhausen et al., (2016), the integration of channels is very lucrative because of the relatively low cost compared to the potential advantages that a company could gain (p. 103).

4.2 The Core – Luxury Customer Journey

This part addresses the luxury customer journey along the collection of touch points between users and organizations. Before purchasing a product, a customer interacts several times with a company, using different channels and passing through many touchpoints. These touchpoints are influencing a customer's purchasing decision and the overall shopping experience (Remy et al., 2015, p. 12). The image of the brand, the company and product is built on the basis of those interactions (Flaherty, 2016 in accordance with HavasLuxHub, 2015). On average, a customer passes through nine different touchpoints before buying a luxury product (Remy et al., 2015, p. 12). The continuous advancement of digital is affecting the customer journey as shown by a study of the Boston Consulting Group in figure eight (Abtan et al., 2016, p. 4).

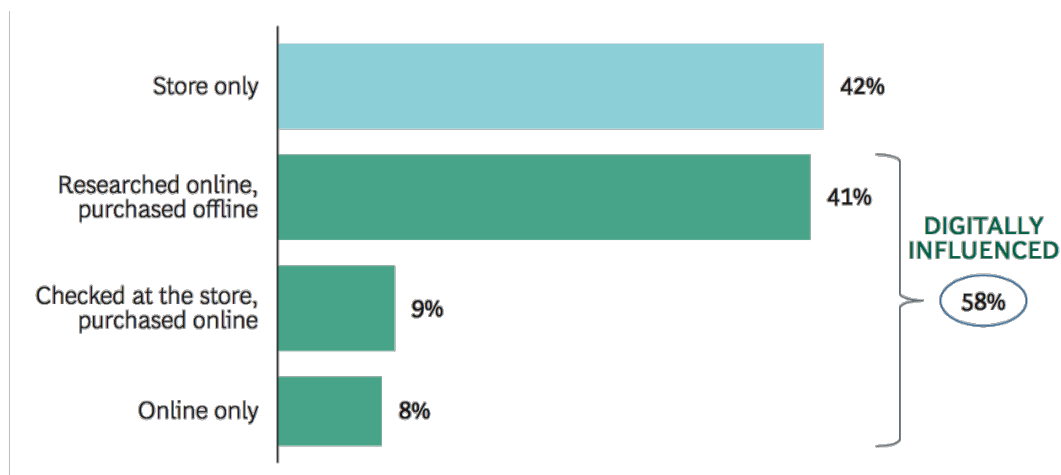


Figure 8: Already, Almost Six out of Ten Luxury Sales Are Digitally Influenced (Abtan et al., 2016, p. 4)

4.2.1 Channels and Consumer Touchpoints

A consumer touchpoint can be defined as the interaction between a customer and an organization, while a channel poses the medium of that interaction (Flaherty, 2016). For instance, a company website is a channel, while gathering specific information on that website reflects a touchpoint. Furthermore, a channel can be either direct or indirect. Direct channels, like a brand's website or a commercial advertisement, can be controlled by the company while indirect touchpoints cannot be controlled (Abtan et al., 2016, p. 3). Channels and touchpoints are often used synonymously. Although for companies it is more reasonable to speak about channels, as one channel facilitates several tasks, respectively several touchpoints.

4.2.2 The Five Phases of Channels

According to the well-known concept of the Business Model Canvas, a journey can typically be split into five distinct phases: Awareness, Evaluation, Purchase, Delivery, and After sales, respectively Loyalty (Osterwalder & Pigneur, 2010, p. 27). This sequence can be found in different variations, depending on industry and customer habits. In the past few years there has been a shift in the first three phases due to new information and sales channels. Throughout his journey, a customer can always choose between three options: to continue his path in the customer journey, step back and choose a new channel or leave the journey (Möller, 2016, p. 69). Figure nine visualizes a customer journey throughout the described phases with the three possible decisions a customer can make.

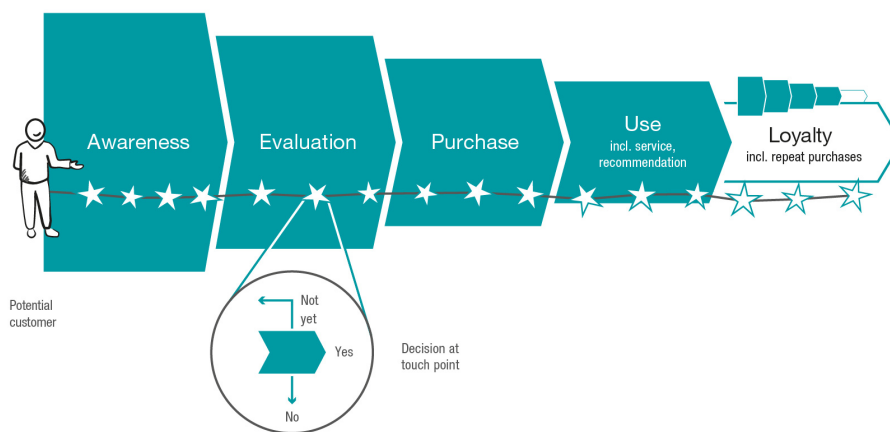


Figure 9: A Customer Journey, From Awareness to Loyalty (Möller, 2016, p. 69)

4.2.3 Relevant Channels

A fundamental step in an e-business strategy is to exactly define a list of channels and the associated processes and responsibilities. This multichannel map guides the e-business strategy and is an important tool for giving a comprehensive overview for all parties involved. This makes it also extremely valuable for the internal collaboration (Möller, 2016, p. 110). This paragraph addresses the most important channels for a luxury watch customer with a focus on direct digital channels. In order to figure out the most important ones, with special regards to the luxury watch industry, the findings from the following studies and reports were analyzed: the Deloitte Swiss Watch Industry Study 2015, McKinsey's Digital Inside Report 2015, the Digital or Die Report 2016 from the Boston Consulting Group, and the HavasLuxHub study 2015.

The subsequent table three concludes the most relevant channels and touchpoints. Luxury brands must meet all customer expectations amongst these touchpoints at any time and any place but depending on country and category, there are different touchpoints and channels to consider (Remy et al., 2015, p. 14).

Deloitte	McKinsey	BCG	Havas LuxHub
Social Media	City Store	Social Media	Boutique
Blogger / Internet Blog	Person to Person Word of Mouth	Application	Boutique Window
Social Community Management and Social Media Monitoring	Online Search	Sales Representative	Official Brand Website
Print Media	Sales People	Chats	“Face to Face” Opinion of Friends and Family
Brand Ambassador	Brand Website	Boutique	Search Engine
Product Placement	Multi-Brand Online Shops	Physical Interaction	Online Luxury Fashion Magazines
Warranty / Club	Special Interest Websites	Order Online	
E-Mail Newsletters	Sponsor / Advertisement During Events	Website	
Radio / Television	Brand Application / TV or Cinema Ad		

Table 3: Consumer Touchpoints and Channels (Deloitte AG, 2015, p. 23 in accordance with Remy et al., 2015, p. 15 in accordance with Abtan et al., 2016, pp. 4–8 in accordance with HavasLuxHub, 2015 in accordance with Dauriz et al., 2014, p. 28)

In accordance with table three, the following direct and digital channels, respectively touchpoints, will be further analyzed: official brand website / social media / blogs and forums / multibrand store or own online shop / other digital touchpoints. Despite being an offline channel, the boutique or city store will still be explained in brief as it is a prerequisite for an integrated e-business strategy.

4.2.4 Boutique or City Store

Unsurprisingly, the physical store of a brand is still the most important point of contact for luxury customers. 80 percent of luxury consumers have regular contact with luxury goods stores. An outstanding in-store experience is therefore a must and digital offers a great opportunity to modernize and further enhance this critical meeting point. (Remy et al., 2015, p. 14) This is also the same result as in a study conducted by HavasLuxHub (2015), which comprised over 4600 consumers and 25 brands in eight markets. According to the study, boutique experience and boutique windows are the two touchpoints with the greatest impact on the sample population. The study also states that luxury e-commerce is still not widespread amongst luxury fashion brands due to the lack of a luxury experience. This further emphasizes that the physical interaction with a product is still vital to the shopping experience. Despite being costly, the physical store has also many advantages. The company is in full control of the customer experience by being able to determine ambiance, product placement, etc. The link between brand and customer is nowhere as strong as in the store. (Kapferer & Bastien, 2012, p. 245)

4.2.5 Official Brand Website

The brand website is probably the most important digital channel that a company is capable to influence directly. According to the HavasLuxHub study (2015), the website is even the third most important touchpoint of all. It is the first step towards an enhanced online presence and one of the most important parts of an integrated e-business strategy (Okonkwo, 2010, p. 115). Despite the importance of a website, it is rather the integration of the online platform into the offline strategy or vice versa that makes it successful (p. 114). However, despite its importance, only 80 percent of international and Swiss luxury brands offer a mobile website (Schögel, Herhausen, & Mrkwicka, 2015, p. 4).

Why not just copy a website? The main goal of a website is the creation of an outstanding online experience (Okonkwo, 2010, p. 111). It would seem easy to deliver an online experience by just copying an existing website. In reality, this would be fairly negative and counter-productive as a website must be tailored to a brand's DNA (Okonkwo, 2010, p. 114). Due to this reason, it would also not make any sense to outsource the creation of a brand website.

4.2.5.1 Website Services

Two things are essential for luxury brands: Having a mobile enhanced website and making it easy to navigate (Remy et al., 2015, p. 14). Despite these must-haves, there are several other services which a brand should offer:

- Mobile enhanced website
- Customization of products
- Store locator
- Appointment scheduling
- Invitation for direct interaction
- Ease of navigation
- Click and collect
- Product availability
- Wish list
- Exchange online bought products in store

What services are important to the customers is varying depending on culture and location. For instance, about 30 percent of customers from America, Europe and the Middle East expect the customization of products on the official brand website. In China it is only about 20 percent. Another example is the demand for click and collect, which means buying a product online and picking it up in the store. While 45 percent of Americans and 42 percent of European customers expect this kind of service, it is only demanded from 29 percent of customers from the Middle East. (HavasLuxHub, 2015) While some services are already common, many luxury brands are still lagging behind in the integration of channels. A positive example in this case is Jaeger-LeCoultre. The brand is managing the integration by offering help when a customer has questions or suggesting appointments in nearby physical stores (Schögel et al., 2015, p. 6).

The Digital Marketing & Sales Channel Monitor published by the Institute for Marketing at the University of St. Gallen regularly checks the integration of distribution channels of luxury brands. Their sample compiles the strongest 100 luxury brands in terms of revenues (Schögel et al., 2015, p. 9). Figure ten shows the latest status on digital services of websites from Swiss and international luxury brands.

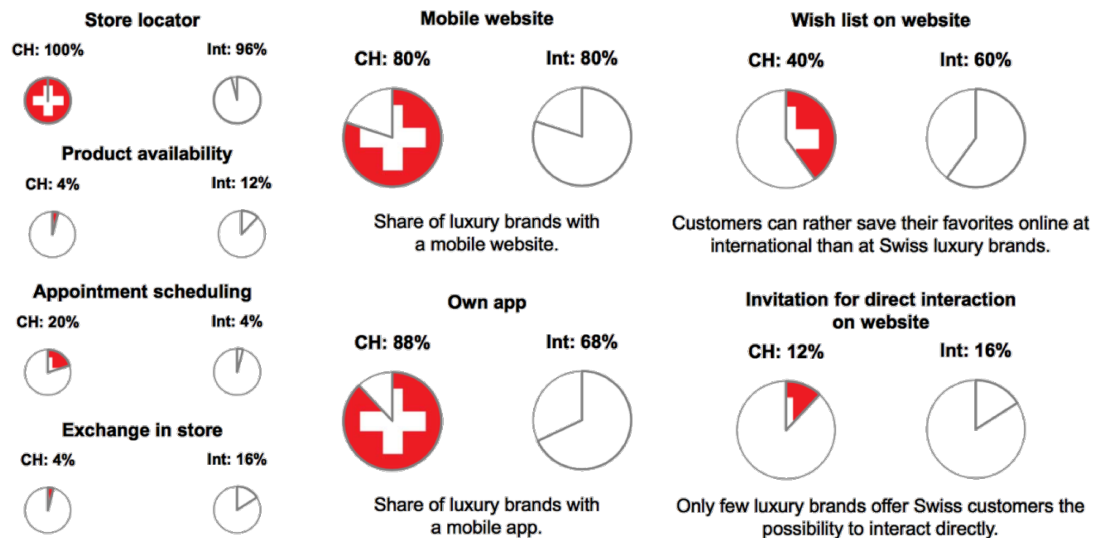


Figure 10: Status of Digital Services from Swiss and International Luxury Brands (Schögel et al., 2015, pp. 2-4)

The Welcome Page – Designing the website begins with the welcome page, the door that guides a customer into the world of the brand. It is the brand’s chance to make a first impression and every luxury brand should have one. While windows are used in a boutique for inviting customers to come in, the doors are never left open. The decision to come in must come from the customer. In analogy to the physical world, the welcome page takes the function of the boutique windows (Okonkwo, 2010, pp. 126–127). The main purpose of a welcome page is to wake the desire of exploring the brand’s digital world. The site should entail: visual displays such as the brand logo, colors and pictures with a high visual impact. Brand signature codes and personalized aspects such as the choice of location, language and content. All these aspects must be in harmony with the brand identity. (Okonkwo, 2010, p. 127)

The Homepage – The homepage must not be confused with the welcome page. It is the vital starting point of the navigational journey. The main purpose of the homepage is to have a high visual impact and reinforce the brand identity. The page must provide a clear navigational menu and if the brand’s latest developments are displayed somewhere, it should be here. Rolex is a role model in the luxury watch industry when it comes to creating a high-impact homepage. (Okonkwo, 2010, p. 128)

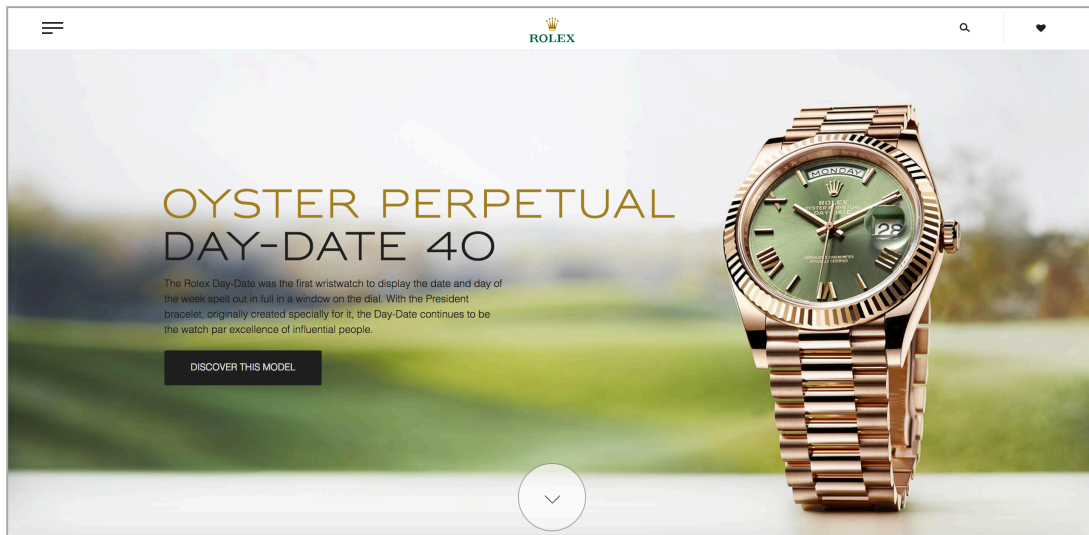


Figure 11: Rolex High-Impact Homepage (Official Website Rolex AG)

Design Concept – For generating a high visual impact, having a good design concept is vital. The concept should contain elements that target the eyes and the mind. As already mentioned, the task of web-design is still often outsourced. This can lead to a website that is not aligned with the brand’s spirit. (Okonkwo, 2010, p. 129)

Mobile Enhanced Website – 75 percent of luxury shoppers own a smartphone and 50 percent own a tablet. This quantity is extremely high and must be taken into consideration when setting up a website. A brand’s website should therefore be easy to navigate and adapted to mobile device use. A website that meets those requirements will generate more traffic than one that does not. (Dauriz et al., 2014, p. 27)

4.2.6 Social Networks

Knowing customers on a personal level is a key issue and social networks therefore an extremely interesting tool for the building of brand communities (Kapferer & Bastien, 2012, p. 252). The findings of the Deloitte Watch Study 2015 state that digital and social media are the most important channels for marketing (p. 3). The ever-growing use of social media, accelerated by advancing mobile applications, makes this channel even more important.

4.2.6.1 Social Media and Social Networks

The terms social media and social networks are often used synonymously although they should not be confused with each other. Social networks are virtual places that allow members to connect with one another based on a person's interest and relationship, rather than focusing on a topic. People in social networks connect on the basis of common interests. This makes it a great tool to share information among like-minded people. (Owyang, 2008) While social networks are platforms which are used to engage with a brand's target segment, social media is used as a one-to-many communication method and refers to the content that is uploaded. However, these two concepts are sometimes overlapping. Examples are Facebook and Twitter which are considered to be tools for uploading content and a way to engage consumers as well. An example for an exclusive social media platform is YouTube. (Burke, 2013)

4.2.6.2 Kinds of Social Media

Luxury shoppers use different networks for various reasons. A successful online strategy adopts the different social networks according to the way, luxury consumers are using them. E.g. Twitter should be used to promote events at the very time they are happening. Facebook should be used for targeted marketing offers. Popular blogs should be used to have an effect on consumers while they are thinking about certain products. (Dauriz, Remy, & Sandri, 2014, pp. 28–29) An example for another interesting kind of social network is A Small World. It is highly exclusive and only accessible for a small but wealthy circle. Discussions about luxury brands within A Small World sometimes reach more than 10'000 responses. This kind of passion, as well as the fact that a high concentration of wealthy users are gathered together to discuss luxury brands, make this kind of network very interesting and potentially lucrative. (Okonkwo, 2010a, p. 95)

4.2.6.3 Challenges

Controlling the content on social media platforms is a huge challenge due to the transparency of the web (Okonkwo, 2010, p. 59). Computer-mediated communication is the merger of planned and unplanned communication on a public platform. Hence, it describes the competition of a brand’s message online versus user-generated content (Duma et al., 2015, p. 52). This must be taken very seriously, as user generated content cannot be controlled (Abtan et al., 2016, p. 3). Another fundamental issue is that vendors of counterfeit watches are increasingly selling their products on social media. The growing importance of this channel for fake watches can be seen in the 2015 statistics of the FH, whereby from over 600’000 withdrawn advertisements, 65 percent are related to social networks. The FH suggests to look at social media as separate entity which needs to be monitored and acted on. (Federation of the Swiss Watch Industry FH, 2015, p. 11)

4.2.6.4 Adopting Social Media

Only a few luxury brands are present on all relevant social media platforms. One of them is Frédérique Constant. The brand actively uses YouTube, Twitter, Facebook, Pinterest, Google+, Watchuseek, own blogs and forums for the communication with customers (Schögel et al., 2015, p. 2,5). The subsequent table visualizes the social media presence of Swiss and international luxury brands.

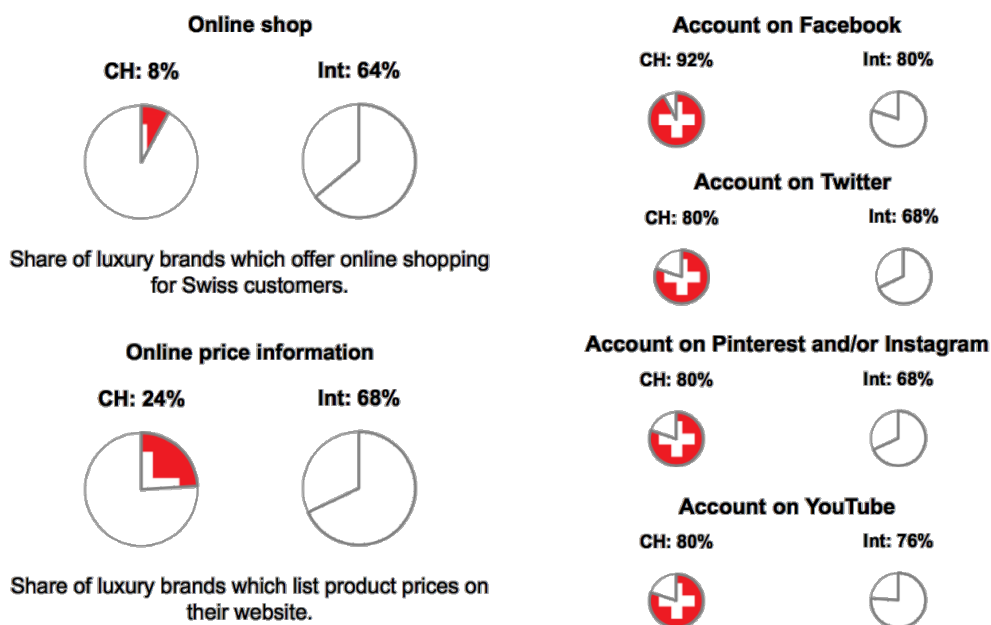


Figure 12: Social Media Presence of Swiss and International Luxury Brands (Schögel et al., 2015, p. 2,5)

Today, the identity of a luxury brand (the brand DNA) **is increasingly built by communities and no longer by consumers** (Kapferer, 2012, p. 135). The adoption of social networks has therefore become inevitable, especially for luxury brands. Although communities and social networks are not the same, communities exist within social networks (Kapferer, 2012, p. 136). Consequently, social networks should be used to build brand awareness and to tailor online communication and advertisements (Okonkwo, 2010, p. 56).

4.2.7 Blogs and Forums

Blogs are virtual social places where a speaker or blogger is in charge of a discussion. The blogger prescribes the topic and if the blog allows to do so, anyone from the audience can contribute to the discussion. In a forum, everyone can start a topic or respond to one on an equal basis. Members of forums can have very different backgrounds and are united only by the topic which is to be discussed (Owyang, 2008). In 2008 there were already 184 million blogs online and 77 percent of all internet users were active blog readers. A research conducted by Technorati further stated that each day 120'000 new blogs are created (Okonkwo, 2010, p. 71). These figures from 2010 illustrate the importance of this channel. A study from Technorati in 2013 indicates that 10 percent of the total digital expenses from brands are spent on social media, with 11 percent of that budget being attributed by blogs and influencers (Technorati, 2014). Despite this low appreciation in terms of financial resources, blogs still have a huge impact on customer's buying decisions. According to the study, they are on the third place just after retail and brand sites. This is especially due to the high trust that consumers have in blogs. In fact, blogs are amongst the top five most trustful touchpoints on the web (Technorati, 2014).

4.2.7.1 Adopting to the Blogosphere

Despite the sense of blogs and forums being important tools on the internet, brands should not participate in blogging at all. Whether it is a blog integrated in the website, an independent blog, or an already existing blog that is provided with content (Okonkwo, 2010, p. 80). Although this seems contradicting, there are several good reasons for this. The main reason is that there needs to be a real and especially neutral person behind a blog. (Okonkwo, 2010, p. 50) Otherwise, people will not participate. A blog should not be run by someone within an organization. When talking about the blogging-strategy of

Coca Cola, Okonkwo (2010) got to the core of this matter: “Participants want their bloggers to be people and not a logo, symbol or brand name. It just does not alter the perception that Coca Cola’s objective is the one to make money” (p. 69). However, a brand must still somehow react to the blogosphere. For that, there are other ways to influence blogs and promote a brand (Okonkwo, 2010, p. 82). Table four suggests how companies can adopt to the blogosphere:

1. Identifying the most relevant blogs for the brand with regards to its brand identity and products.
2. Identifying the most relevant blogs for the brand with regards to its demographic customer segments.
3. Observing and analyzing these blogs.
4. Defining which products could be advertised and communicated through which blogs.
5. Building incentives for employees to participate in relevant blogs. Appointing at least one employee to be responsible for the monitoring of the blogosphere.
6. Advertising products on blogs in which it makes most sense. Popularity of blogs is less important than relevance of brand identity, products and customers.
7. Try going viral by incorporating bloggers and giving them exclusive insights. When bloggers are getting such opportunities, they are very likely to give an unprejudiced statement about a brand.

Table 4: Seven Steps for Adopting the Blogosphere (Okonkwo, 2010, p. 83)

4.2.7.2 Brand Ambassadors

Another great way to make use of social media is appointing brand ambassadors. Brand ambassadors are individuals that raise awareness about a brand amongst their followers (Dauriz et al., 2014, p. 29). Which individuals are suitable for being a brand ambassador can be detected by analyzing social websites. Despite the existence of millions of blogs and forums, only a minority of them is updated on a regular basis. Those active bloggers are the ones which can have an impact on their readers (Okonkwo, 2010, p. 57).

4.2.8 Multibrand Store or Individual Online Shop

E-commerce is rising with an immense speed (Remy et al., 2015, p. 17). Multibrand stores like Net A Porter have proven that customers are ready to buy expensive products online (Dauriz et al., 2014, p. 26). However, the total share of watches and jewelry on global online luxury sales in 2015 was only 4.1 percent (Remy et al., 2015, p. 10). And according to Kapferer and Bastien, luxury products are not yet ready to be sold on the internet until two essential obstacles are overcome. First, a brand needs to be able to identify a customer and then personalize his experience on every single touchpoint. They predict this kind of service to be ready within the next decade (2012, pp. 251-252). A study from the University of St. Gallen in 2013 about the Swiss online retail market states that a lot of consumers are still reluctant to buy online due to the fear of bad data protection, transaction security, and the lack of physical interaction with the product. However, the biggest issue is still the lack of a comprehensive quality assessment followed by personal consultation. (Rudolph, 2013, pp. 84–90) Nevertheless, if a luxury brand decides to sell its products online, it must decide on one of the following two distribution strategies.

Multibrand stores are changing the game because luxury customers are increasingly comparing products on websites of multibrand retailers (Abtan et al., 2016, p. 7). If a luxury watch brand decides to partner up with a multibrand retailer, it must be aware that this kind of strategy must be aligned with the marketing strategy of that product and the positioning of the brand (Dauriz et al., 2014, p. 27). **Company owned online stores** on the other hand are in full control of the shops which means that every aspect from product placement to secure payment can be managed by the brand.

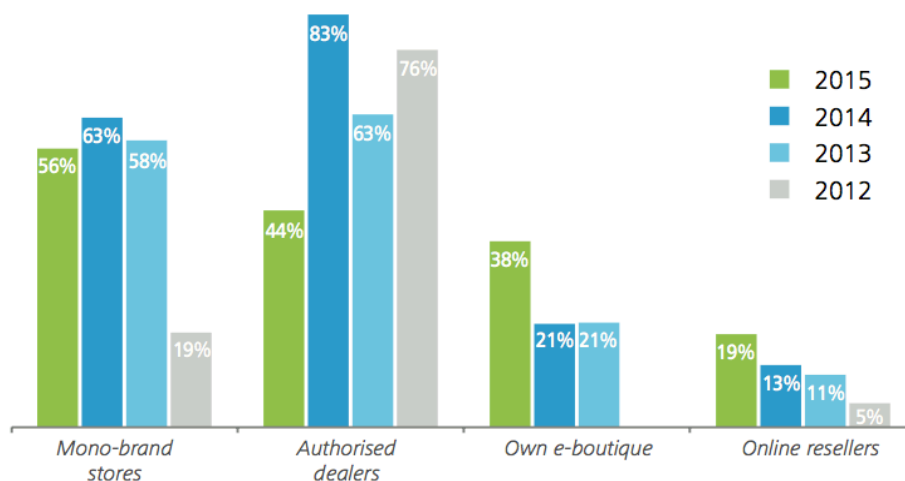


Figure 13: Companies Have Been Increasing Their Emphasis on Generating Own E-Boutiques (Deloitte AG, 2015, p. 22)

According to the Deloitte study of 2015 (figure thirteen) companies have been increasing their emphasis on individual e-boutiques. Furthermore, it states, that the marketing efforts given to authorized dealers are decreasing.

4.2.9 Other Touchpoints

4.2.9.1 Mobile Touchpoints

Every luxury shopper possesses at least one smartphone (Remy et al., 2015, p. 7). This development makes mobile touchpoints increasingly relevant, also for the in-store experience. In China already 40 percent of customers indicated to use their smartphone in store, e.g. for the comparison of prices. In Europe a relatively low 28 percentage of customers is tracked with this behavior (HavasLuxHub, 2015). This insight is very important as the multichannel-strategy of luxury brands must be tailored to the customer habits. A way to make use of this development could be to use smartphones for enhancing the in-store customer experience. **Should brands therefore build mobile applications?** Findings from a study conducted by McKinsey suggest that mobile applications are not worth the invested money. Only a sheer minority of 4 percent from the sample group indicated to have downloaded an application from a luxury brand. The ones who did mentioned, that they prefer apps that offer useful services like easy-to-browse catalogues. (Dauriz et al., 2014, p. 27)

4.2.9.2 Online Search

Companies are paying enormous amounts for physical stores situated in best locations. Since online visibility has become just as important, this issue should also be taken into consideration in terms of budget. Internet companies like Google and Amazon are setting high bars for what consumers expect when they search for products on the internet (Remy et al., 2015, p. 14). This means that funds have to be set aside for search engine optimization so that the company is visible for everyone that wants to buy their products.

4.2.9.3 Sales People

The experience a customer has when interacting with a salesperson impacts the perception of the store and consequently the brand. Digital technologies can help to further enhance these interactions (Remy et al., 2015, p. 14). E.g. the use of iPads can help to make processes even more efficient and reduce waiting times for customers.

4.3 The Basement – Strategic Key Resources

The aim of this chapter is to derive and explain the top strategic key resources of e-businesses. Although there are many that are of relevance, the following three are considered to be most important ones for an e-business strategy:

- . Customer Relationship Management
- . Digital Consumer Touchpoints
- . Brand DNA

4.3.1 Customer Relationship Management

The relationship between brands and customers are crucial for the survival of companies and especially for those in the luxury watch industry. Former and current customers are a company's primary source of growth. (Kapferer, 2012, p. 195) This is why it is indispensable to have a proper system for managing the relationship between them and the organization. Customer Relationship Management (CRM) is an organizational strategy for this kind of management. The final goal of a CRM system is the acquisition and retention of customers by improving the overall customer experience (Turban & Volonino, 2010, p. 383). As this is vital for luxury brands, having an effective CRM system is considered to be one of the main strategic key resources. In contrast to the concept of relationship marketing, which focuses on marketing and sales, a CRM system functions by actively supporting processes across all departments in an organization through gathering and analyzing data about customers (Turban & Volonino, 2010, p. 384).

4.3.1.1 CRM Applications

A typical CRM system includes tools and activities that are assisted by back-office systems. The tools of CRM applications can be separated into the four subsequent categories (Turban & Volonino, 2010, p. 384):

- **Customer-facing applications** – Applications that enable interactions between the customer and an organizational department (e.g. a call center or help desk).
- **Customer-touching applications** – Applications where the customer is only in contact with the application itself (e.g. self-service or e-commerce applications).

- **Customer-centric intelligence applications** – Applications that analyze data from operational processes for improving the CRM system (e.g. data mining).
- **Online networking applications** – Applications that are used for building personal relationships with customers (e.g. chat rooms).

4.3.1.2 Electronic CRM

Digital developments and the rise of electronic channels also had an impact on customer relationship management. This led to the rise of a much more efficient electronic CRM system, also called E-CRM. E-CRM comprises applications and tools that allow to gather and analyze data much faster than traditional systems (Turban & Volonino, 2010, p. 384). This allows a completely new way of customization and therefore an improved online experience. Companies that want to survive have to engage with E-CRM (Turban & Volonino, 2010, p. 385). Typical activities of an E-CRM system are loyalty programs, search and comparison capabilities, information services, product and service customization, status tracking, personalized web pages, chat rooms, live chats, etc. (Turban & Volonino, 2010, pp. 385–387).

4.3.2 Digital Channels

Following is a short overview of the most important consumer touchpoints for the luxury watch industry. Since the consumer touchpoints and channels are already subject to the luxury customer journey (Chapter 4.2.3), they are not described in detail in this paragraph. The subsequent list of touchpoints is in accordance with the findings of the Deloitte Swiss Watch Industry Study 2015, McKinsey's Digital Inside Report 2015, the Digital or Die Report 2016 by the Boston Consulting Group, and the Havas LuxHub Study 2015.

- Official Brand Website
- Social Networks
- Multibrand Stores
- Own Online Shops
- Blogs and Forums
- Brand Ambassadors

Sources: (Deloitte AG, 2015, p. 23 in accordance with Remy et al., 2015, p. 15 in accordance with Abtan et al., 2016, pp. 4–8 in accordance with HavasLuxHub, 2015 in accordance with Dauriz et al., 2014, p. 28)

4.3.3 Brand DNA

There is no doubt that the brand DNA is one of the most essential elements of any luxury company. Nevertheless, it is hard to define what brand DNA exactly is and when customers, researchers and even top executives are asked, they often do not even know the answers themselves. Brand DNA is not a tangible resource but rather the values and dreams of a brand which are reflected in an organizations daily decisions (Kapferer, 2012, p. 168). However, as the DNA of a brand must be considered in all fields of business, it must somehow be captured and managed. The most defining tool for building a brand DNA in the luxury watch industry are a company's watches, although the brand DNA is embedded in the services and distribution process as well (Kapferer, 2012, p. 165).

4.3.3.1 The Brand Platform

A common tool for the purpose of brand management is the so called brand platform. Its purpose is that all departments in a company, including every single employee, knows what the brand stands for. When a luxury watch company decides to go digital, one of the first steps must be the definition of the brand platform. This is a prerequisite for a coherent global and digital brand strategy. There are numerous kinds of brand platforms and despite their design, they are still similar in terms of content. (Kapferer, 2012, p. 171)

Table five suggests the ten steps of which a brand platform consists of:

1.	What is the purpose of the brand's existence?
2.	What is the vision of the brand's future product category?
3.	What effect should the brand have on its customers?
4.	What does the brand stand for at its core?
5.	What makes the brand unique?
6.	Where are the brand's roots?
7.	What products make sense for the brand?
8.	What is the brand's showcase product?
9.	What logo and visual displays best communicate the brand's values?
10.	How should the brand be perceived?

Table 5: Ten Steps of a Brand Platform (Kapferer, 2012, p. 174)

5 Empirical Part

Based on gathered theory, a rough e-business framework has been constructed. The goal of the empirical part is to challenge the framework and further adjust it with regards to the luxury watch industry. For that purpose, four interviews have been conducted, transcribed and analyzed (see appendix). The findings are described in this chapter.

5.1 Expert Interviews

5.1.1 Selection of Interview Partners

The chosen interview partners had to fulfill two preconditions. First, they needed to be able to provide specific information about the topic of e-business and/or the luxury watch industry. Second, they needed to be reliable. As e-business and e-commerce is amongst the top strategic priorities in the luxury watch industry, representatives of luxury watch companies were very reluctant in giving interviews. Nevertheless, enough interesting and relevant insights could be gathered to finalize the e-business framework as anticipated. Subsequently is a chronological list of the interviewed experts.

Carlo Terreni – *Co-Founder, Board Member and General Director of NetComm Suisse; Telephone Interview, March 23, 2017; 10:30 - 11:00*. The broader goal of the interview with Carlo Terreni was to get an overview of the most relevant topics in terms of e-business and e-commerce. His position as General Director of NetComm Suisse, which is the Swiss association for e-commerce, allowed for a general insight in several industries at once. His broad knowledge was also very helpful in finding out the key issues when going digital. Therefore, the questions were more about general issues of e-business, rather than specific questions about the luxury watch industry. Due to his experience with associates from NetComm Suisse he knew about mistakes that luxury brands in other industries have made in the past. This was useful, as this knowledge can be used to build bridges to the luxury watch industry.

Alexandre Wehrlin – *Founder of eBooster and former E-Business Manager at Piaget; Skype Interview, April 5, 2017; 9:00 - 10:00.* The broader goal of the interview with Alexandre Wehrlin was to get to know what the strategic key aspects for luxury watch companies are. During the 11 years he has been working at Piaget, he was able to develop a comprehensive expertise within the field of e-business. When he was first appointed E-Business Manager, the topics of digital and multichannel were pretty much in its infancy. Due to this, he knew exactly what the relevant strategic topics were and how to address them. As he is currently working as consultant in the field of e-business and has experienced more digitally advanced markets, namely China, he was able to give insights about relevant future developments as well. The transcript of this interview is not listed in the appendix, as its content is confidential.

Marko Timar – *Founder and CEO of Shapemedia; Telephone Interview, May 5, 2017; 11:30 - 12:30.* The broader goal of the interview with Marko Timar was to gather more information about which key resources are needed for an e-business strategy. As consultant for digital transformation processes of analog companies, he was able to give a comprehensive overview about strategic decisions that these companies are facing when they want to go digital as well as strategic key resources of an e-business strategy.

Jonathan Möller – *Founder of foryouandyourcustomers and Author of “Multichannel-Leitfaden”; Interview in Person, May 5, 2012; 14:00 - 15:00.* The broader goal of the interview with Jonathan Möller was to gain deeper insight in the customer journey of a luxury watch shopper and the setup of multichannel-strategies. With a broad variety of references, including the multichannel consulting of the Richemont Group, Jonathan Möller has been able to give specific insights about multichannel and what the digital transformation for companies really means. His insights were very helpful for the insertion of a dynamic component into the e-business framework.

5.1.2 Construction of the Interviews

Prior to each interview a guideline was constructed that was tailored to the individual interview partners. The use of guidelines had two major advantages. First, it is used to structure the topic and second it guides as orientation throughout the interview itself (Bogner, Littig, & Menz, 2014, p. 27). The main goal of the interviews and the guidelines was to get the interview partners to talk about predefined topics and not just directly ask them the research question (Bogner et al., 2014, p. 33). In order to convert this, the interviews started with general questions about the interview partners. Once the interviewees began to talk about their experiences, the specific topics were guided more into detail through further questioning. All three guidelines were constructed in the same manner. They consisted of ten to fifteen open questions, beginning with questions about personal experiences then coming to general questions about e-businesses and finally more specific questions. Also part of the preparation was to pretest the interviews to make sure that the interview guidelines could be realized and in the anticipated time schedule (Bogner et al., 2014, p. 34). For retaining as much information as possible, all interviews were recorded (Bogner et al., 2014, p. 39). Taking into consideration the central elements for the introduction phase, the author started the interviews by introducing himself and the research question, namely the elaboration of an e-business framework. (Bogner et al., 2014, p. 60). Additionally, to make sure that all information can be used, the interviewees were asked if the interviews could be recorded, transcribed and used as reference for this thesis. The guidelines of three of the four interviews can be found in the appendix.

5.2 Theoretical E-Business Framework

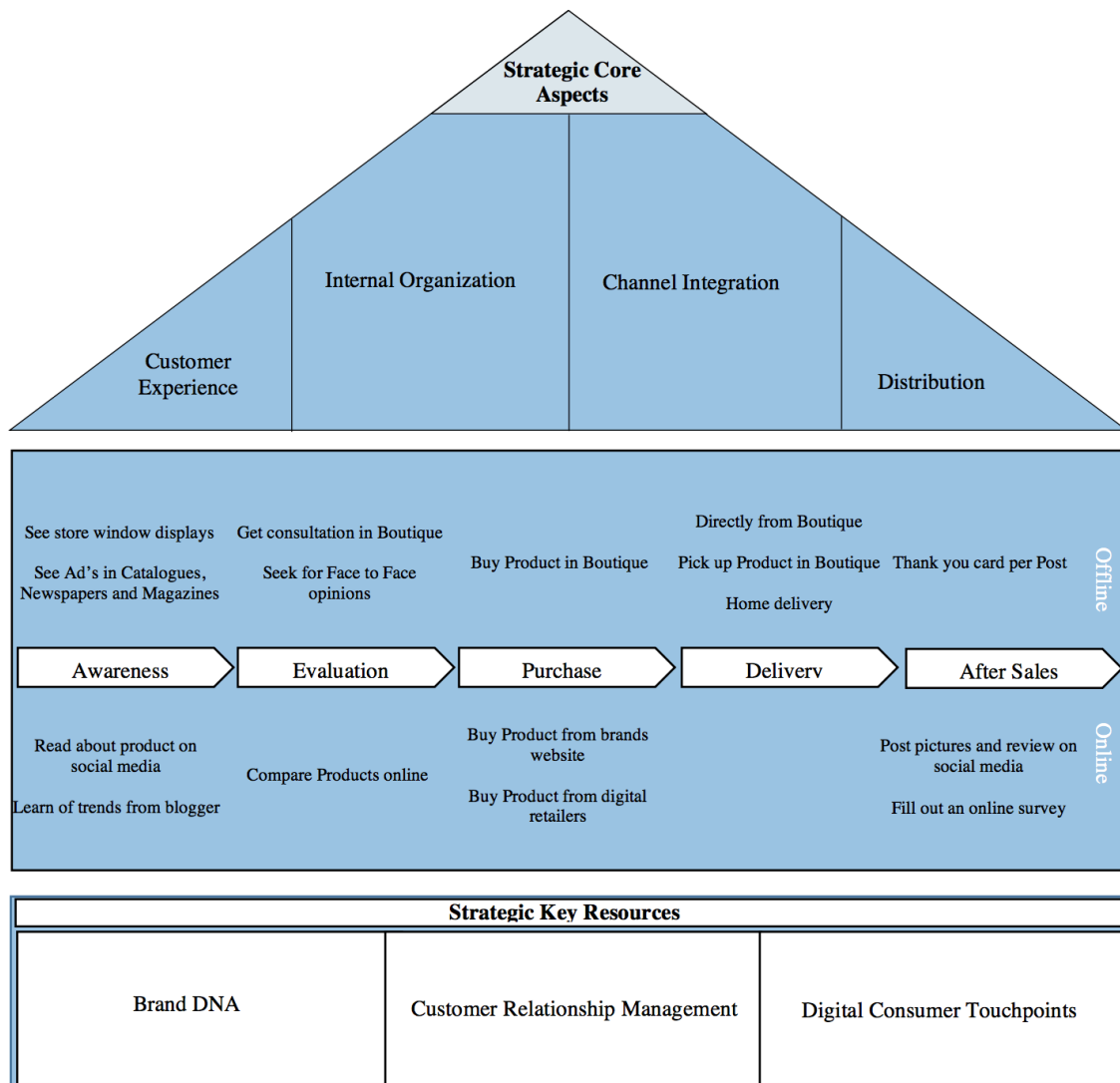


Figure 14: Theoretical E-Business Framework (Created by Author)

Main Sources:

The Roof: Customer Experience (Okonkwo, 2010), (Kapferer & Bastien, 2012), (Abtan et al., 2016) Distribution (Kapferer & Bastien, 2012, pp. 233–255) Internal Organization (Abtan et al., 2016), (Donzé, 2014) Channel Integration (Herhausen et al., 2016, pp. 100–103), (Herhausen et al., 2015)

The Core: Customer Journey (Osterwalder & Pigneur, 2010, p. 27), Digital Consumer Touchpoints (Deloitte AG, 2015, p. 23), (Remy et al., 2015, p. 15), (Abtan et al., 2016, pp. 4–8), (HavasLuxHub, 2015), (Dauriz et al., 2014, p. 28)

The Basement: Consumer Relationship Management (Turban & Volonino, 2010, pp. 383–388) Brand DNA (Kapferer, 2012, pp. 171–176)

5.2.1 Description

The above illustrated e-business framework is the result of the theoretical analysis about the impact of the digitalization on luxury watch companies with a special emphasis on the watch industry. The framework aims to give an overview of organizational tasks, structures and resources that are an essential part of an e-business strategy.

The four strategic core aspects of e-business are the customer experience, internal organization, channel integration and distribution strategy. The task of generating an outstanding customer experience is an organization's overall goal. This is especially true for companies in the luxury watch industry and implies that organizations need to track changing customer patterns. Millennials and digital natives are putting a much greater emphasis on digital touchpoints than today's customers. Therefore, it is essential that executives have a clear strategy moving towards an inclusion of such touchpoints. Furthermore, a company needs to deal with the task of embedding e-business into the organization: Companies must understand that e-business is not just another task, but a strategic topic which requires the collaboration of all departments. This requires for a top down orchestration across all business units. One of the major implications of digitalization and a central task of every e-business strategy is moreover the integration of an organizations channels. In order to do this, companies can choose between three different strategies: Online-Offline Channel Integration, Offline-Online Channel Integration and Multichannel Consistency. Executives must be aware of challenges like fixed structures within organizations and the threat of isolated projects. The fourth strategic aspect is the choice of a distribution strategy which is especially important in terms of luxury. Organizations should choose a distribution strategy which fits the corporate identity of its brand and meets the demands of future customers. Although the trend of e-commerce is not questioned, luxury watch companies should evaluate precisely whether to open an online shop or not. If a company chooses to sell its products via own web shop, it must ensure that at least at one point in the transaction a physical store is involved.

The customer journey is an accumulation of interaction touchpoints between the customer and the organization. It is vital to know which channels typical luxury watch customers are frequently using and which are having an impact on their purchasing decisions. With the rise of digital, there is a whole new variety of channels and

touchpoints which have to be taken into consideration, especially as future customers are more accustomed to use them during their customer journeys. The theoretical research revealed the following channels to have a great impact on luxury customers: boutique or city store, official brand website (with appropriate website services such as a store locator), social networks, blogs and forums as well as brand ambassadors.

The three strategic key resources in terms of e-business are a brand's DNA, customer relationship management and digital consumer touchpoints. Before a manager deals with the choice and design of a company's channels, he must precisely define a brand's DNA. This is vital for a coherent e-business strategy with channels that support a brand's core identity. The brand platform, which is a tool for exactly this purpose, predetermines the frame of an organization's channels. Former and current customers are a company's primary source of growth and consumer touchpoints are becoming increasingly digital. Therefore, companies should implement an E-CRM system which improves the customer experience by enabling fast data processing and the personalization of services.

5.2.2 Critical Evaluation and Further Development

The goal of this chapter is the evaluation of the theoretical e-business framework on the basis of the conducted interviews and to describe why certain aspects should be changed. In this process of evaluation, several new versions of the framework are arisen and eventually result in a final framework. This process is summarized in three steps: The evaluation of the usability and the imagery of the framework, as well as the listed facets of e-business.

5.2.2.1 Evaluation of the Usability

The initial e-business framework is still more of an unexpressive, static construction that does not provide much guidance yet. I.e. it only refers to what issues need to be considered in terms of e-business without any dynamic component which suggest a clear approach.

Implementation of a Circular Flow: As stated in the theoretical part, the goal of an e-business strategy is to improve a customer's experience by optimizing and integrating an organization's channels. This can be achieved by a process of learning and adaption. This idea is also supported by J. Möller, who suggests the implementation of a circular flow, starting with the measurement of channel data which should be understood and used

as a decision basis for projects which are then to roll out (personal communication, May 5, 2017). This dynamic component in form of a circular process is an important modification, as it allows the framework to answer the “how to” in addition to the question of “what”. This question is considered to be even more crucial for relatively inexperienced luxury watch companies. The idea of a circular flow is adopted through the use of steps in the framework. The first three steps are measuring channel data, analyzing the data and then deciding about projects for improving these channels. These steps are reasonable and coherent with the suggestions from J. Möller. The consecutive steps four and five are the transformation of the insights into specific market pilots which then, if successful, are to roll out. Using market pilots is practicable and often the first step of an e-business strategy. This is also emphasized by A. Wehrlin, who states that his first task as an E-Business Manager was to test markets and channels with market pilots that were later rolled out (personal communication, April 5, 2017). M. Timar also describes the same approach. According to him, the process of implementing innovation projects usually starts with the definition of important touchpoints. These are implemented through a minimal viable product in a market pilot with an easy to grasp amount of data (personal communication, May 5, 2017).

To sum up, a circular flow is added to the final e-business framework. The steps within this consecutive process are measuring channel data, analyzing the data, deciding on specific projects, testing these projects in a pilot market, and rolling out the projects onto larger markets. This adjustment makes the framework less static and more feasible.

5.2.2.2 Evaluation of the Imagery

The initial e-business framework is oriented on a building-like structure. Although this allows for a division of topics into three correlating parts, the specific relationships between the listed terms is still too unclear. The interviews help to sense which relationships need to be emphasized and eventually result in major changes in the structure of the final framework.

Externalizing the Customer Journey: A main point of criticism is that the customer journey is originally put in the center of the framework. Considering the fact that a manager cannot control what is happening inside a customer journey, it makes more sense

to put the journey outside of the organization. This idea is suggested by J. Möller, who states that a manager can delegate the tasks within the strategic roof and key resources of the framework but he cannot command a customer to buy a product (personal communication, May 5, 2017). This kind of construction further supports the process of measuring and improving the relationship between an organization and its customers. Externalizing the customer journey has two additional advantages. First, it allows to illustrate the interaction between an organization and its customers. Second, it removes the lack of an external perspective which is criticized by M. Timar (personal communication, May 5, 2017).

Relocation of Channels: The new structure should illustrate that an organization's channels are the medium between the organization and its customers. For this cause, the channels are repositioned at the top of the framework. This notion of using channels as mediums is similar to the concept of J. Möller, who states that there is a customer layer on the surface and behind the surface is a channel layer with a clearly predefined list of channels. Even more revealing is the insight on how a specific list of channels can be defined in practice. The most practical way is to directly approach the targeted customers and to reconstruct a journey with them. Hence, directly asking how they would proceed. This procedure should be repeated on a yearly basis in order to track trends and developments within a segment or channel (personal communication, May 5, 2017). However, it is not just about saying which channels to choose but also how to design these channels. This is also suggested by M. Timar, who emphasizes that quality comes before quantity (personal communication, May 5, 2017).

CRM and Contact Center: The initial framework already describes the important role of CRM and corresponding systems. The interviews further reveal, that in fact CRM is crucial in praxis. Referring to this, one of the experts mentioned the following:

The number one point your framework definitely should contain is a customer relationship center. This can be externalized or internalized. ... And bring that to an internalized platform with staff, that is treated in attention as high as they are in retail. Once again, above all touchpoints is the contact center and after the contact center will be to have a CRM system, that allows you to recognize and gather customer data across all the countries. (A. Wehrlin, personal communication, March 23, 2017)

Furthermore “externalizing the contact center” is described as a first step when entering a foreign market (A. Wehrlin, personal communication, April 5, 2017) and according to C. Terreni, “people are focusing on the further development of CRM, because this is a less radical change from a top management perspective” (personal communication, March 23, 2017). Consequently, the CRM, which implicates having a contact center, is illustrated as a link between an organization’s channels and the organization in the final framework.

Data and Data Structures: The perception that data is the fundament of an e-business strategy is approved during the interviews. It is fundamental, as an organization cannot provide automated and personalized services if it does not have the data and infrastructure to support it (J. Möller, personal communication, May 5, 2017). The importance of data and data structures is also described by A. Wehrlin (personal communication, March 23, 2017). He states that luxury e-business is about providing personalized services and addressing customers on a personal level. For this cause, the company is in need of customer data and a CRM system that allows individualization (A. Wehrlin, personal communication, March 23, 2017). Because of this, the data and back-ends systems, which are supporting the data structures of a CRM system, are a stand-alone fundament in the final e-business framework.

To sum up, the final framework externalizes the customer journey and indicates the relationship between the organization and the customers via an organizations channels. The framework suggests initial channels and indicates that there are much more potential ones that a company can choose from. The illustrated channels are based on the analysis of the theoretical part. It must be clear that channels are the medium between an organization and its customers. In order to make it visually more appealing, the channels are illustrated with icons rather than just being described. Once a company decided which channels are the most important ones, according to their customers and their brand DNA, they should measure the priorities of those channels during the journeys of their customers. Besides using the data within their CRM systems, companies should involve targeted customers into this process as well. Furthermore, CRM is the link between the customers and an organization’s channels. The organization itself is built upon data as a fundament and back-end-systems as a main tool which provides the necessary infrastructure. All these measures make the framework more versatile and customizable.

5.2.2.3 Further Evaluation of Listed Facets of E-Business

The strategic core aspects of the initial framework were customer experience, internal organization, channel integration and distribution. The strategic key resources were brand DNA, CRM and digital consumer touchpoints. This chapter describes the evaluation of these facets of e-business and adds further facets as well.

Customer Segmentation: Two aspects mentioned in the interviews are that the task of customer segmentation is getting more important for luxury watch companies and that luxury brands are usually communicating from an inside out perspective. As stated by C. Terreni, companies should follow the new generation of customers (personal communication, March 23, 2017) and M. Timar observes, that luxury brands are often acting from an inside-out perspective (personal communication, May 5, 2017). Additionally, two of the interviewed experts mention the following:

I am surprised how little segmentation is made in the watch industry. There, they could still profit extremely. But they do not see it this way. They just have a strong brand that attracts its customers. IWC appeals to these customers and Rolex to these. That is why segmentation has not been so important to them in the past. (J. Möller, personal communication, May 5, 2017)

First, it is not in the habit of luxury to put the customer in the center, even if we say so. ... Customized products more or less, but the model of luxury from the past was to be above the people. To be attractive, strong, etc. ... It is still the case. But I think today, to answer this question, you have to be customer centric and you have to see it from the customer point of view. ... And from a customer point of view it is hard to understand that Zalando can provide a certain service and not Piaget or Cartier. (A. Wehrlin, personal communication, April 5, 2017)

The conclusion is that customer segmentation is becoming an increasingly important task for luxury watch companies and that they should begin with a two-way communication in order to adjust to the needs of future customers. That it will be vital to track the behavior of future customers has already been suggested by the theoretical framework. Consequently, these implications are incorporated into the final framework.

Managing Ecosystems and Partnerships: Many luxury watch companies rely on exclusive networks of distributors. These distributors are functioning as channels and therefore touchpoints in the journeys of the company's customers. Depending on the relation between the organization and its distributors, the integration of online channels

means incorporating these distributors into the e-business strategy. According to C. Terreni, major challenges for luxury watch companies in terms of e-business are keeping alive the customer experience and managing “the relation with the direct shops and the distributors” (personal communication, March 23, 2017). Furthermore, relationships with schools, data science labs or external consultants are becoming increasingly important as well. This is due to the lack of internal competences in terms of data collection, processing and interpretation. However, on the long run, companies should establish data science departments within the organization (M. Timar, personal communication, May 5, 2017).

Distribution Strategy: The impression that logistics will be a major future challenge for luxury watch companies has been validated as it was mentioned by several interview partners. The term logistics in the final framework inhabits the distribution strategy, as well as its execution (e.g. delivering a product). Especially when it comes to e-commerce, this will become increasingly important. According to C. Terreni, luxury watch companies can learn from the mistakes of the fashion industry in terms of e-commerce: “This is why, and I think and I hope and I believe, that the luxury watch industry will not repeat this mistake of using external companies to run their own digital presence and e-commerce website” (personal communication, March 23, 2017).

Internal Organization and Culture: The perception of the initial framework that the internal organization is a crucial factor is confirmed by all interviewed experts. According to A. Wehrin, one of the most difficult issues is “exactly this” (personal communication, April 5, 2017) and C. Terreni describes an issue of “fixed structures within organizations” (personal communication, March 23, 2017). According to one of the experts, e-business is often just attached to the marketing or sales department which can lead to undesired silo constructions (M. Timar, personal communication, May 5, 2017). Suggestions on how to organize e-business reach from a strategic meta layer (M. Timar, personal communication, May 5, 2017) to a steering committee and a project involving cross department that guarantees, that “everybody is on the same page” (A. Wehrin, personal communication, March 23, 2017). The central message is that e-business is cross-divisional and should therefore be implemented on a meta layer.

Digital Vision and Mindset: Independent from the internal organization of e-business, there is a further prerequisite for its successful implementation. Companies must develop a digital vision and mindset. This means, having a clear strategy and believing in this strategy (C. Terreni, personal communication, March 23, 2017). This opinion is also shared by M. Timar, who states that a company first needs to have a strategic vision on which it can build upon. This requires companies to start thinking digital (personal communication, May 5, 2017).

E-Commerce: E-commerce will not be listed in the final framework as it is considered to be a channel rather than a strategic topic. This perception is supported by J. Möller, who describes an online shop for luxury watches to be an additional source of information rather than an actual sales channel (personal communication, May 5, 2017). Luxury watch brands which are not in full control of the stores that sell their watches do not have the power to decide whether these stores begin to sell online. However, if a company wants to actively intervene by opening their own online stores they could profit from their brand's credibility. Although a full adoption of e-commerce is expensive and according to J. Möller, the total cost of opening an online shop can easily exceed CHF 10'000'000.- (personal communication, May 5, 2017). Whether companies refuse to sell online, outsource this task or open an own web shop must be individually decided.

That the customer experience should be within the framework is approved by all interview partners. As emphasized by A. Wehrlin, providing a 360° Experience is even an organization's "ultimate goal" (personal communication, April 5, 2017).

5.3 Final E-Business Framework

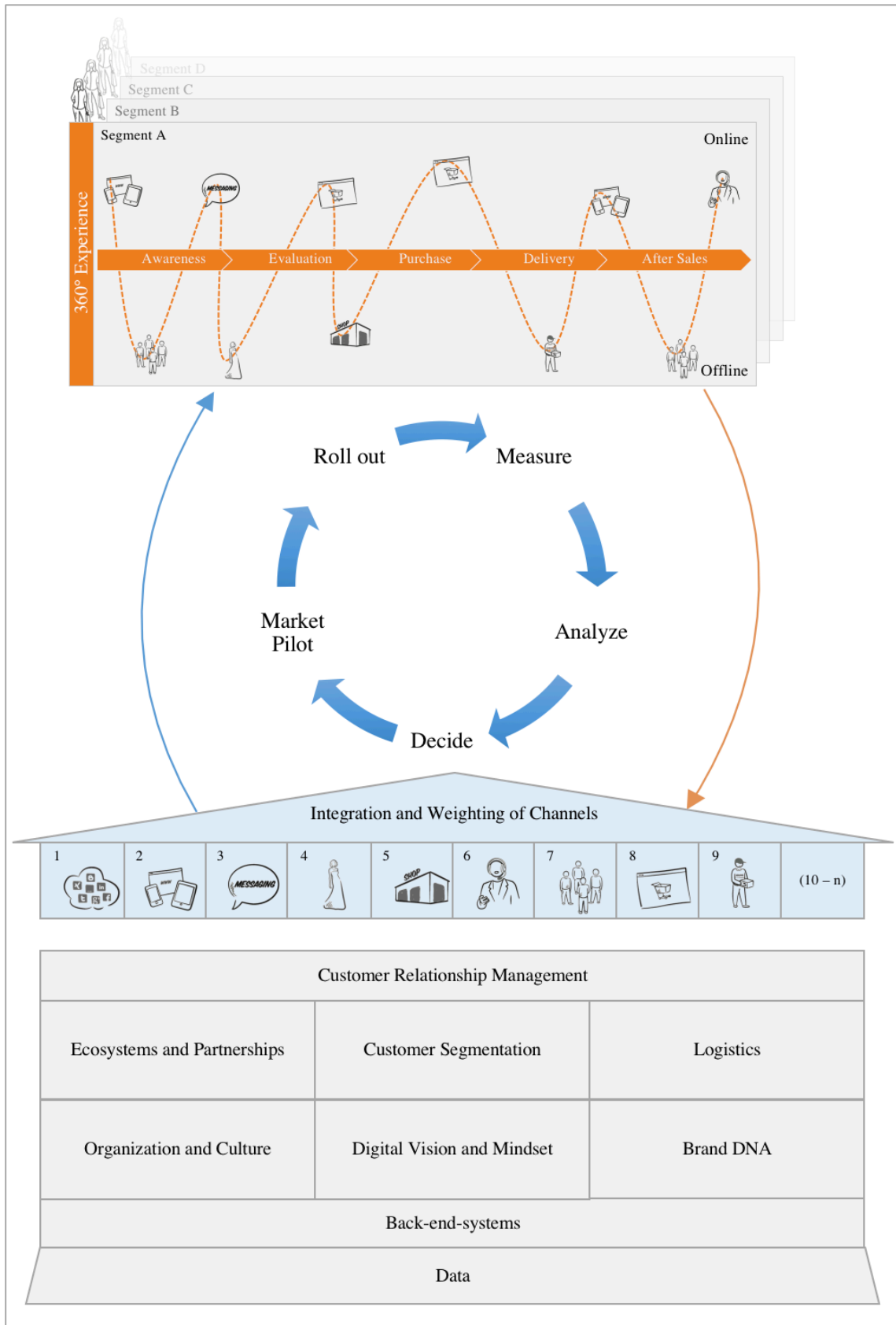


Figure 15: Final E-Business Framework (Created by Author)

5.3.1 Description

The e-business framework can be used as a template for the development and guiding of e-business strategies. The main goal of an e-business strategy is to design, analyze and improve the digital channels of a luxury watch company in a way that ensures an outstanding 360° Experience for the customer.

The progressive occurrence of digital channels and changing customer behaviors demands an increase of segmentation efforts from luxury watch companies. The first step is therefore the definition of the target segments. The second step is then to analyze the customer journeys (figure 16) from people within that segment. This can be made on the basis of product and customer data which are gathered through online channels. Although for an expressive analysis it is still important to discuss the individual journeys directly with corresponding customers. The purpose of this analysis is to come up with a concrete list of prioritized channels. Yet, the design and integration of these channels is equally important for the customer experience as the selection of channels.

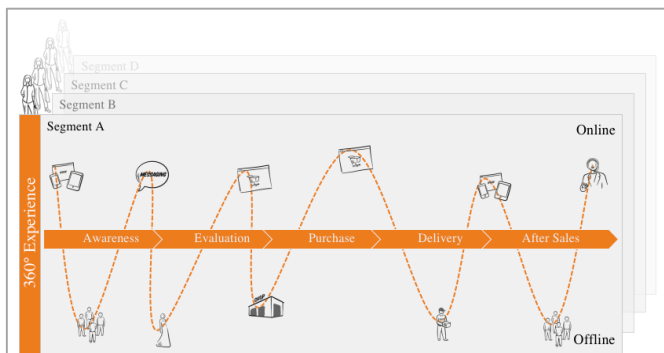


Figure 16: Customer Journey Among a Collection of Channels (Created by Author)

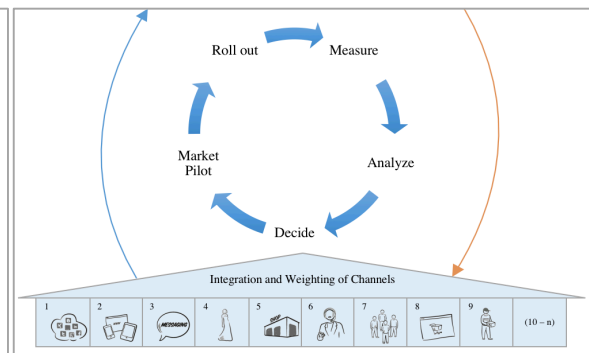


Figure 17: Circular Flow of Improvement (Created by Author)

The circular flow (figure 17) in the middle of the framework illustrates how a company can improve the performance of its channels and consequently the experience of its customers. The process begins with measuring the data of relevant channels and the analysis of the gathered data. Once the data is understood, the person in charge of the e-business strategy has to decide which projects to launch for which channels. The next step is then to start a market pilot in a predefined market with an easy to grasp amount of data. If the market pilot was successful, the project can be rolled out and repeated on a larger scale. This circular flow is a continuous process of learning and understanding the journeys of targeted customers.

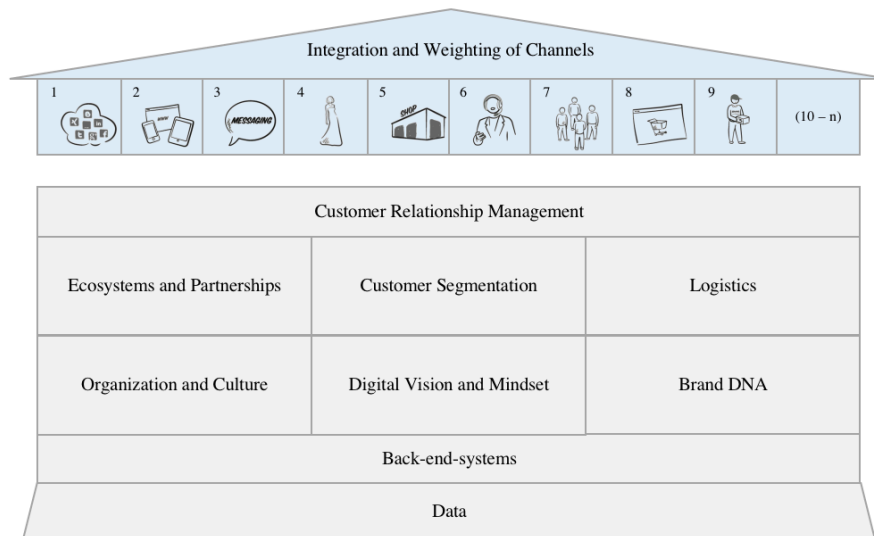


Figure 18: The Building Represents Resources and Organizational Structures Which Support the E-Business Strategy (Created by Author)

Figure 18 illustrates the building part of the e-business framework which comprises the resources and organizational structures of an e-business strategy. Product and customer data (which are managed in the back-end-systems of the organization) build the fundament of the construction. This is because without the data, the CRM, which interferes with the company’s channels, can neither be automated nor personalized. In praxis, companies should begin with the implementation of a contact center even if means to work with external partners in the first place because the contact center is doing the groundwork for the CRM. The boxes depicted in a blue color, show that the customers are only interacting with the company through these channels. The six boxes in the middle of the building are crucial aspects for luxury watch companies that decide to go digital. The increase in luxury e-commerce, also for luxury watches, brings up two major issues for luxury watch companies. First, designing the online distribution strategy. The very high costs of online shops force smaller brands to partner with multibrand retailers like Net-a-Porter, while bigger brands should not risk outsourcing one of their main digital channels. Second, designing a suitable logistics strategy that guarantees a coherent customer experience and is aligned with the brand’s corporate identity. When a company first decides to develop an e-business strategy, it must ensure that the whole organization is on boat, hence having a digital vision and a mindset that allows for such a radical change. In practice, many companies are still hesitant in converting digital plans into actions because of the lack of a digital vision. This is especially true in the very conservative luxury watch industry. E-business concerns everybody in an organization and it must be installed on a meta level that functions across all departments.

6 Closing Part

6.1 Conclusion

The internet allows companies to reach billions of potential customers. The author's primary perception, based on this fact, was that luxury watch companies are missing out on the trend of online sales channels. Although the industry is lagging behind in this area, e-commerce is essentially just the tip of the iceberg. Initial research revealed, that digitalization is further reshaping the interaction between customers and organizations from the first contact until the final purchase of a product. In other words: Customer journeys are changing and they are increasingly influenced by digital touchpoints.

The central implications are that organizations need to segment their target group precisely and adjust the channels through which these are most frequently interacting with. Otherwise they would run but an erratic set of channels which are not aligned with the preferences of their customers. This is also why the developed framework highlights a circular flow of learning and improvement of interactions with customers through channels. In addition, the focus should be more about how channels are designed and integrated, rather than which channels are used or if they are online or offline. As this whole process is very complex, it demands companies to apply their specific, sophisticated e-business strategy. These findings are true not just for luxury watch companies, but for all companies with a focus on customer experience. The elaborated e-business framework provides guidance for this cause.

Besides the above described findings, there is a much more fundamental shift happening. Luxury watch companies are very product centric and have traditionally been communicating with their customers from an inside out perspective. Typically, companies have been using advertising tools which had a limited reach of scope, e.g. the store or print media. Now that digitalization brings the possibility of reaching billions of potential customers, they need to put a much greater emphasis on the segmentation of their target group. Additionally, there is a generation shift and future customers are putting a greater emphasis on digital and individualized content and products. Consequently, the adoption of digital channels is only one first step towards a development which will have implications far beyond. This calls for a fundamental reorientation of mindset and reorganization in the communication models of luxury watch

companies. The e-business framework created and described thoroughly in this paper can be used as a guideline for various organizations to start such a reorganization.

All in all, e-business for luxury watch companies is about having a clear channel-strategy. It is about listening to the customer, the consistency of a brand's strategy and the integration of online and offline touchpoints in a coordinated effort. Luxury selling companies do good to developing e-business strategies, because a new generation of customers is evolving the fundamental communication of watches.

6.2 Recommendation for Further Research

In the previous paragraph, the author described disruptive shifts within the luxury watch industry. Although there are many sources and suggestions on how to handle the topic of multichannel, this shift calls for more than an e-business strategy. Further research could be conducted to find out how luxury watch companies should adopt to these challenges and what this means in terms of change management. This will not only cover e-business strategies, but also affect products, distribution strategies, communication models and even business models.

Another central statement of the thesis is that luxury watch companies must place a greater emphasis on the segmentation of customers. Further research could be conducted to find out which segments feel attracted to which brands and why. The findings of such research would improve the understanding of the overall picture of e-business and help companies to better segment their target group and consequently adjust their channels.

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8 Appendices

8.1 Interview 1 – Carlo Terreni

8.1.1 Interview Guideline

Questions 1-2: Questions about NetComm Suisse

Questions 3-5: General questions about e-commerce and luxury

Questions 6-10: Specific questions about the luxury watch industry

Question 1: Mr. Terreni, you are Co-Founder, General Director and Board Member of NetComm Suisse. On your website it says, that one of your goals is “to help decision makers to exploit the potential of the Swiss and European online market.” What are typical issues to your associates?

Question 2: Some well-known associates are: Nestlé, Post, Oracle, PayPal, PWC, Samsung, UBS, etc. so a wide variety of industries. It is surprising, that there are no associates from within the luxury industry or the high-end watch industry. Why is that so?

Question 3: What is the biggest challenge that companies are faced with, when they decide to go online?

Question 4: In the case of luxury good companies, what are typical mistakes when going online?

Question 5: What are the three most important online consumer touchpoints for luxury brands?

Question 6: In your presentation “From e-Commerce insourcing to new business models for Fashion and Retail” you state, that 63 percent of fashion shoppers expect an omnichannel experience. What channels are must-have’s for sellers of luxury goods? And especially for luxury watches?

Question 7: Should luxury watch companies establish an online shop?

Question 8: What is the biggest e-commerce challenge for luxury watches?

Question 9: In your presentation, there is a slide about the digital maturity of fashion, which is a very present topic at the moment. Is there a company in the high-end watch industry, which you think could count as best-practice?

Question 10: If you had to choose, what are the top 5 e-commerce key success factors for the luxury watch industry?

8.1.2 Transcript

Carlo Terreni, Co-Founder / Board Member / General Director of NetComm Suisse

Interviewing Person Rico Dähler (RD), daehlic@students.zhaw.ch

Interviewed Person Carlo Terreni (CT), carlo.terreni@netcommsuisse.ch

Date and time March 23, 2017; 10:30 - 11:00

Type of Interview Telephone Interview

RD: Thank you for your time Mr. Terreni. May I introduce myself? My Name is Rico Dähler, I'm studying at the ZHAW SML and I'm writing my bachelor thesis about the topic of e-commerce success factors in the luxury watch industry. Is it ok if I record the interview and use it as reference for my thesis?

CT: Yea sure, no problem. Well let's do it like this. To me at the moment it is more about understanding where are you going, how can I help you. It could be, that I give you advice on where to search things or I collect your information and then afterwards I provide you with some feedback. I'm not sure if I can reply to all of your questions. But for sure, let me know what you need and we'll see.

RD: Ok, of course. Well my first question is about; You are Co-founder, general director and board member of NetComm Suisse. You probably have the right definition for the term e-commerce. Because that's actually a very critical part for my thesis. I was thinking about a broader definition, which means the whole online experience for a customer and a narrower definition which is just about the act of buying something online. Do you think a definition like that would be ok or do you have any suggestions?

CT: You know, even for us, the Swiss e-commerce association, it's always very hard to define exactly the meaning for that term. From my personal perspective, e-commerce also includes for example info-commerce and electronic steps towards a payment transaction. For what we consider. Let's say for us, as NetComm Suisse, as e-commerce association, we gather together people in the industry and we don't expect that for example a merchant or an online shop can join the association. Only if you have a transaction online with a credit card, an invoice and so on. Even if you get information, then you send an email and you contact by a phone a person that then does a transaction. That for us, is also e-commerce. So that's how we perceive it and how we want to define it (which is not necessarily the general definition). Like I don't know If you search the references that are on Wikipedia or on the dotcom. Many times, they refer to the transaction itself. To the various different actors. We don't.

RD: *Well, there is no wrong or right definition and I was just thinking about a broader and a narrower definition. And the broader definition will include the whole online experience and even without a direct acquisition online but in terms of multichannel. Only if a customer informs himself online for example, it is already part of the e-commerce experience.*

CT: I would do the same. And also consider the other way around. Going in a shop and maybe, let's talk about fashion for example. Luxury watches I believe is not yet there. But if you go in a shop and you expect to find a yellow t-shirt of Dolce Gabbana because you've seen it online and then you get in the shop and you don't find it, but you find the blue t-shirt. And then the shop assistant with an iPad helps you to basically place an order on the iPad itself to receive it at home. You pay cash. That's not even the e-commerce website, but for me it's still e-commerce. Even this kind of relation, I would include into the omnichannel-commerce experience.

RD: *Let's come to another question. On your website there's written, that especially Swiss companies are in a good position to go online. Why do you think is that so?*

CT: This is actually a quite interesting element. We conducted an extensive research on this topic. All the research's that you find online, I'm happy to share with you for free, no problem. The only thing you have to do is to mention that they are coming from us:

The observatory NetComm Suisse. So generally speaking, when you ask people internationally why they do not shop online. The reason of not shopping is: They always talk about trust towards the merchant, trust towards the payment solution, trust towards what's going to happen with my personal data, trust towards the fact, that the product is fake or not, and/or if I will receive it. So I'm getting into the logistic topic (and the right time in the right place and not broken). Of course then there are many others, like not touching and so on, but the major one for people which are internet-connected are pretty much those. If you think which is the interaction of perception of Switzerland for an Italian, Chinese, or a German, it's always about punctuality, precision, trust and secure account. And we actually done an extended research on this topic, we will present it at the sum at the Swiss online marketing for the second time (the updated version) this year. Where we discover that there is a very high NPS (net promo score). Actually when it gets to luxury watches for example, or luxury in general, this is even more important. Because if you spend a lot online, then the trust, reputation, and the fact that the product is not fake but its real is actually one of the major elements in the decision of purchasing or not. So this is why we consider that there is a very big opportunity, especially in luxury segments, for Suisse merchants. I'm not talking about Swiss producers. I mean even producers, but for here the issue is really about trust towards the merchants which could be a brand and which also could be an online retailer.

RD: So when I've been looking on your website who your associates are, I've seen some names like Nestle, Post, Oracle, PayPal, Samsung, UBS, etc. A lot of industries. But it's interesting to see that there are no luxury or high-end watch producers listed. Why do you think is that so? Because those companies actually need to go online.

CT: Well, this is another topic. This is because of how our association is constituted in the sense that we represent (apart from one that you mention but this is an exception) the industry of providers of services and solutions. Not necessarily the sellers, which could be a luxury brand for watches for example. But we represent those that enable the luxury watches to sell online. That is really not because they don't care. It's really because the association does not allow them to register. We are actually in the process of changing this attitude, we are actually working on a concept of the Suisse safe secure e-commerce plasma, which will be thought and dedicated to merchants and brands. And luxury is one of the first industries we want to support.

RD: When you are talking about watches. In one of your presentations that you recently had (From e-commerce insourcing to new business models for Fashion and Retail) you state, that 68 percent of fashion shoppers expect an omnichannel experience. What channels do you think are must-haves for sellers of luxury goods and especially for luxury watches?

CT: In my opinion, the industry of luxury watches would very much benefit from the industry of fashion and luxury fashion. In the sense, that the industry of fashion and luxury fashion started to get digital and e-commerce already five, seven years ago. There is an article of Bruno Giussani, have a look if you manage to find it, that was interviewing the CEO of Richemont who was saying something like: “Ecommerce is devil, luxury watches will never do e-commerce”. Now, when you get the today's business plan of Richemont and the financials, let's say in the financial part of the company (they always do a let's say a report where they put a number one key for the development of the company commerce). This is really interesting, how five years ago, e-commerce was devil and today it is the strategic decision of development. Getting back to your question: For the Fashion-industry it was pretty much the same seven years ago and then they realized that outsourcing was very easy and that's the way they did. And today they all change their approach, because they know that it's a so important channel. That it doesn't make sense anymore to outsource one of your main strategic communication and sales channels. Getting to the topic of luxury watches: It is really only a very few that are already selling online. For example, Piaget, it was one of the first cases and more and more will come. That's something I'm really, really sure about. Actually I know, because many people are calling me. The budget of investment in digital and e-commerce has already been allocated by many companies in the luxury industry. Money is already there to be spend. They are much more focusing on digital CRM, because it's a less radical change in the distribution channel from the top management perspective. But sooner or later, it will come to invest massively in e-commerce. Their major problem is: How can I keep a top level allure and experience if I put digital into the game. So this is their major challenge. But I think most of them understood that they cannot escape from that.

RD: My next question would have been: What is the biggest e-commerce challenge for luxury watch producers. But would you just say that it is to really keep this experience alive? This is the biggest challenge?

CT: To keep this experience alive and to manage the relation with the direct shops and the distributors. Because - that's another topic - it's quite evident, that luxury watches are closing shops. Because they are no longer profitable. The more shops will be closed in the luxury industry, the more (even from a distribution perspective, not a branding perspective) it will make sense to have e-commerce. And more and more people are, country by country (that depends a lot, like Japan, China und US) willing to spend online big money. But that goes into another topic.

RD: And what do think, in the case of luxury companies and especially for luxury watch producers, are typical mistakes that they could do when going online?

CT: Well, one mistake could be in the organization. One mistake could be internally. Consider a company that has done business very successful and made a lot of money for many years and they have always done it in the same way. They have people that are used to make money in this way. They are used to manage a company in the same way. And this kind of people, this kind of management, have no digital skills. Because they were not having this kind of things. So the first big topic is an organisational one. Is the luxury watch company hiring the right people? Second, do they really have the power in the company to have a radical revolution? Because that's what's going on. Because you could hire the most intelligent person in the world and e-commerce, but then if he does not report directly to the CEO and he wants to change processes that are there for 30, 50 years, he will not come very far. One topic is finding the right people. Second, giving them the right authority and possibility to do their job. Third, is not believing in what they are doing for real. Because this is what will happen now. Just let me give you an example: The luxury watch industry has still been investing a lot of money on paper until one year ago. Even talking about digital marketing was not usual. Not kind of surprising. Anywhere in 2017, consider it's an industry that's very old in this sense, but they know they cannot wait any longer. The good thing that I believe is happening; is that they will not get into the mistake of the fashion industry. Of using outsourcers but trying to do it directly themselves. What I'm not sure that they will do, at least not all of them. Is to really believe in what they are doing. So they might be hiring people right, but not giving them the right power to do what they are hired to do.

RD: *One thing that I heard is that you said that they can learn from other luxury industries and especially from the fashion industry. That they implement an own online shop and not to sell it via other online distributors. Do you think this would be wrong? IWC Schaffhausen for example; They started to sell watches via Mr. Porter/Net a porter. You said that one mistake that the luxury fashion industry made is to sell not via own online stores and that's something that the luxury watch producers might could do better. If I understood it right.*

CT: let me clarify. What I said is that they have been using outsourcing companies, not in retail. What you mentioned to online retailers. And yes, they are also using their own retailers. But what I meant: For example Yoox has a unit called Yoox-Services. If you go on the website Trussardi.com or if you go to Zegna.com one year ago, you had the look and feel that everything was Zegna or everything was Trussardi or Dolce Gabbana (or it is Dolce Gabbana). But in reality you are not shopping from the company, you are shopping from Yoox-Services. And the company itself doesn't own the data or the transaction. It's not managing the website and the communication. It is really a third party outsource service. This is the mistake that they made. They set up their own digital entity using outsourcers that were costing money on transactions. So let's say I am Zegna. I will be selling ten millions, 15 percent or 20 percent of these are given as a revenue share to the outsourcer: Yoox. And the reason why I decided to go for this thing was, because at the very beginning I did not believe that e-commerce was important (seven years ago). And second, because the cost of setting up the structure internally that was able to manage e-commerce was much more expensive than using an outsourcer. And now this is why, and I think and I hope and I believe, that the luxury watch industry will not repeat this mistake of using external companies to run their own digital presence and e-commerce website.

RD: *Do you think that there is a luxury watch company which is actually doing pretty well in terms of e-commerce right now? Which could be considered as a best practice example?*

CT: Well, I think that Piaget was one of the first that was quite successful. I don't have the data of this company, unfortunately. I know for example a company which is called Ace Jewelers which, in this kind, is not directly a brand but is a distributor. That was also

one of the first companies to start selling diamonds and luxury watches online successfully. So successful that actually today, many brands are calling this person, which theoretically is the owner of an online shop, but in reality is becoming a consultant for brands to set up their own e-commerce. Because there are actually only very few experts in the industry. I can give you the name of the e-commerce director. If you want an interview.

RD: That would be very nice, thank you very much. And maybe to come back to your associates and to general e-commerce: What are typical issues of your associates when they go online? What are typical hurdles and issues in the first stage of this process?

CT: Well consider again that my associates in reality are those that are solving the problems of the merchants. This is important. We are a supplier side association. Not an aligned merchant side association. But of course, we deal with a lot of online shops or future online shops. So I rephrase your question on what is your experience on working with those people. Because otherwise I would have to talk about Postfinance or Swisscom and this kind of things. Do you want to talk about the suppliers, like PayPal and so on? That they need to innovate, or you want to talk about the merchants, the ones who would like to sell online?

RD: I would like to talk about the merchants. But this question is more general about going online. Questions like setting up the infrastructure. I think those are problems which also are issues to luxury watch producers.

CT: I tell you the major topic number one is to understand what is e-commerce. They have to understand which kind of implications (organisational and commercial wise) setting up an e-commerce unit actually has on the business. Second is: Okay, we want to do it. We have decided we cannot any longer postpone this decision. And how do we do it? And on the topic of how do we do, we have typical omnichannel problematics. Do I own the shops (physical shops), that I need to integrate in the omnichannel strategy? Are they third parties? Are they resellers? Because according to these 3 different typologies, I have to choose a different approach. If it is my own shop, it's probably the best scenario. Because everything that I decide is easy to implement in the market. If I have a distributor in China, which uses my name but is in reality not me (but is making money on the sales

and perceives my e-commerce website as a competitor), then I have a double problem. Because I have to decide how to do it and how to deal with a dealer and/or distributor. So this is number one, it is really a topic of channels - Channel-Distribution (How do I manage the new distribution that I want to have worldwide?). Second, is to say, ok let's see how to fix all these problematics. And for example, if I want to do a real omnichannel strategy like Click and Collect. I want to order from China but collect it in Italy (because I'm a traveller) and I want to get this product. I pay there and I'm travelling to UK. And you know what? I didn't like it anymore and I want to drop it off in the UK into a store. So this part, fiscally - so I'm talking about fiscal - is a nightmare for a company. Because you made an order in China, with a specific value and a specific taxation, but you pick it up in Italy and you drop it off in the UK. From a fiscal point of view, this thing has an implication which is so complex, that sometimes companies decide not to do an e-commerce project because they don't know how to solve it. The second major topic is really legal and fiscal. How do I do the cross boarder topic? And the third one is always about money. How much should I invest on which technology and solutions.

RD: If I could ask you a last question to summarize: If you had to choose three to five top e-commerce success factors for the luxury watch industry, because this is actually going to be the essence of my thesis, what do you think are those success factors?

CT: I think the benefit could be that you, on the one side, respect the request of your customers. If a customer asks you to do that. And if you don't do that, then you are actually not serving your customer. Which for luxury companies (serving the customers at the best) is actually the mission. In my personal opinion, you are not serving and delighting the customers with the right service. So that's one point. You have to do it. It's a market request. And if you do it, you could expect to have more customers. Because you can also reach a new segmentation of customers. Because we also don't have to forget, who is the decision maker and the buyer. Because it will not be any more someone born in the 40ties that is about to buy this thing. But it will be someone of my age, that is born in the 80ties that in 10 years is going to buy it for his son . You will actually follow the new generation of your buyers. That's the second part. The third part is about ROI (Return on investment). In a situation, where opening shops and having a lot of products inside the shop increases the cost of transaction, cost of productions and cost of distribution, you could manage to be more profitable in the end. And I forgot one thing

that was very important before. One of the major problematics was logistics. Just put it down. Because logistics in luxury watches is a huge topic. The good thing that you have to mention there, is that as the average basket value of sales and luxury watches is so high, that the cost of logistics in percentage is actually quite low. It's a paradox. But somehow its complex to deliver a very nice, fancy luxury experience in delivering the product. Because you don't want to have a DHL guy or a Post guy not be prepared, not clean, not well dressed to deliver your Rolex of CHF 50'000.- So this could be a problem. But at the same time the cost of delivery doesn't impact that much on the margins. Even if you spend CHF 300.- for delivering a Rolex of CHF 50'000.-, you don't really care. Ok, so that was about one of the problematics. I think the benefits that I've mentioned are the major ones.

8.2 Interview 2 – Alexandre Wehrlin

8.2.1 Interview Guideline

Question 1: I've read that you were e-business manager and had to managed the launch of several e-commerce platforms for Piaget. What was the situation when you entered Piaget, and what was your responsibility?

Question 2: How was e-business embedded in the organization, and what experienced did you make in terms of organization?

Question 3: How should companies manage their e-business? (how much of the Budget has gone to e-business?)

Question 4: Was the e-department linked to the stores? Or where they isolated from each other?

Question 5: I want to create a strategic framework around the customer journey of a luxury watch-shopper. The framework should be reduced to ten to fifteen bullet points. What do you think should the framework definitely entail?

Question 6: I read a lot about multichannel and how companies should embrace the integration of online and offline channels. A company like Rolex that relies on a large network of distributors has a high risk of cannibalization. How do you think a company can overcome such an issue? (How generally manage the integration of online and offline channels?)

Question 7: What was the scope of your e-business strategy? What platforms and channels were included?

Question 8: Luxury goods must be rare to be desired. If a product is sold online, its available everywhere. This is contradicting. How can luxury brands manage this issue?

Question 9: Something that's very important in the case of luxury shopping is Follow up contact. How do you think should luxury watch brands manage this issue?

Question 10: What is the biggest challenge that companies are faced with, when they decide to go online?

8.3 Interview 3 – Marko Timar

8.3.1 Transcript

Marko Timar, CEO and Founder of Shape Media AG

Interviewing Person Rico Dähler (RD), daehlic@students.zhaw.ch

Interviewed Person Marko Timar (MT), marko.timar@shapemedia.ch

Date and time May 5, 2017; 11:30 - 12:15

Type of Interview Telephone

RD: *Ist es in Ordnung für Sie, dass ich das Interview aufnehme und transkribiere, sodass ich es später als Quelle verwenden kann?*

MT: Klar, alles gut.

RD: *Sie und Herrn Hoppe arbeiten in zwei Abteilungen. Strategy and user experience und Technology and development. Was sind denn typische Aufträge die Sie von Ihren Kunden erhalten in Bezug auf Strategy and user experience?*

MT: Wir fokussieren uns vor allem auf Innovationsthemen. Wie können Unternehmen in Zukunft wettbewerbsfähiger werden, wie können Sie ihren Markt ausbauen, neue Geschäftsfelder eröffnen, etc. Neben der sehr wichtigen Strategie sind wir aber auch für die direkte Umsetzung der Innovationsprojekte zuständig. Zum Beispiel schauen wir uns mit den Kunden an, welche Touchpoints wichtig sind und setzen diese gleich um. Zum Beispiel mit einem Minimalprodukt, dass man erst mal einen Markttest machen kann.

RD: Die Themen Multichannel und Digitale Touchpoints kommen dann bei Ihnen sicher auch vor oder?

MT: Klar, das ist ein wichtiger Bestandteil. Dadurch, dass wir uns auf digitale Innovationsthemen fokussieren. Also wie kann ein Unternehmen digitale Kanäle nutzbar machen und digitale Geschäftsmodelle erarbeiten; so ist das immer mit dabei.

RD: Wenn ein Unternehmen zu Ihnen kommt und sich in 5 Schritten zum digitalen Unternehmen wandeln möchte, was wären dann die typischen Schritte? Und spezifisch ein Unternehmen das sich auf Luxusuhren spezifiziert hat.

MT: Gerade in der Luxusindustrie ist das speziell, weil es da um starke Brands geht mit einer entsprechenden Aussenwirkung. Auf der einen Seite muss man schauen, dass man den Brand bewahrt und weiterentwickelt. Auf der anderen Seite sind die Kunden nicht mehr bereit zu warten. Ich muss mir also überlegen, habe ich eine interne Kultur, ein digitales Denken, womit ich das überhaupt umsetzen kann. Also das, was ich denke und der Kunde sich wünscht, dass ich das überhaupt umsetzen kann. Dazu braucht es auch Mut und diese digitale Kompetenz. Erst wenn das Verständnis da ist kann man loslegen und man muss das ganze Unternehmen mit auf die Reise nehmen. Alles was mit Technologie zu tun hat kann man lösen. Aber wenn wir mit Kunden auf die Reise gehen, dann ist die Kultur immer ganz wichtig. Es ist aus unsere Sicht nur eine Frage der Zeit, dass alles was sich irgendwie digitalisieren lässt auch digitalisiert wird. Von dem her gibt es auch keine Sachen die abgegrenzt werden sollten, weil am Ende sowieso ein anderer kommt und sagt wir machen das jetzt so. Dann ist man plötzlich in einer Situation in der man reagieren muss und nicht mehr agieren kann. Der erste Schritt ist also dann erreicht, wenn das Unternehmen begreift das es digital denken muss, resp. wenn es beginnt digital zu denken und zwar mehr als ein Lippenbekenntnis. Danach geht es darum, zusammen zu überlegen, was ist dein Marktumfeld und deine Grösse und potentielle Kunden. Es zählt weniger der IST-Zustand, sondern mehr die Zukunft. Wo hat der Kunde das Gefühl sich in 3,4 Jahren zu befinden, unabhängig davon was die anderen machen.

RD: In Bezug auf den Framework; Als Dach sind strategische Kernelemente vorgesehen. Würden sie sagen, dass der oberste Punkt eher eine gemeinsame Vision ist, statt einfach

nur strategische Kernaspekte und wenn sie jetzt zu einem Kunden gehen würden, würde ihnen der Framework dann etwas bringen?

MT: Das ist davon abhängig, mit wem ich rede auf der Kundenseite. Mit einem CEO wäre das eine gute Art um auf das Thema hinzuführen. Ich hätte es wahrscheinlich eher gedreht. Aus unserer Sicht sind diese strategischen Kernaspekte eher das Fundament. Es muss erst mal klar sein was denn die Vision ist für die nächsten 3,4 Jahre. Nach der groben Vision und nach dem diese dann auch digital gedacht ist, kann ich erst darauf aufbauen. Was sind die Kundensegmente? Was ist die Brand DNA? Wie ist meine interne Organisation? Und eben was sie bereits angesprochen habe, wie ist die Kultur? Wenn das alles klar ist, dann kommt die Kanalintegration. Weil erst, wenn ich weiss welche Ziele ich erreichen will, kann ich auch sagen wie ich sie erreichen will. Also warum will ich dahin und dann wie will ich dahin.

RD: Haben Sie zu den Punkten im Framework noch etwas hinzuzufügen?

MT: Im oberen Bereich geht's darum, welchen Level man hat. Corporate Culture und Internal Organization hat sicher Überlappungen. Oder die Kundensegmente, mit der Brand zusammen. Man muss einfach ein paar Kernthemen festlegen. Das kann man so machen. Ich würde noch das ganze Marktumfeld reinnehmen. Nicht nur die Innensicht, sondern auch die Aussensicht mit reinbringen. Das wäre aus meiner Sicht noch ganz wichtig.

RD: Sie haben die Kultur und Organisation angesprochen. Wie wird das bei ihren Kunden gelöst? Wie ist e-Business in die Unternehmung eingebettet?

MT: Das ganze Thema hat sich so entwickelt, dass e-Business das Anhängsel von Marketing war oder später auch zu Sales. Aber es ist dann im Silo von dieser Business Unit betrieben. Jetzt ist die grosse Herausforderung e-Business auf ein anderes Level zu bringen. Wie so eine Art Meta-Ebene, weil das sowieso alle betrifft. Von HR über Sales, Marketing, Business Intelligence. Also braucht es auch eine Verantwortlichkeit für diesen Bereich. Das gibt's nach wie vor viel zu selten und es ist nach wie vor ein grosses Problem die Leute von den verschiedenen Units an einen Tisch zu bekommen.

RD: Was sind denn generell die grössten Probleme, wenn ein Unternehmen beschliesst digital zu werden?

MT: Das Grundproblem ist die Angst vor Veränderung. Unternehmen denen es einigermaßen gut geht und die sehen, dass sie etwas machen müssen sind in diesem Zwiespalt zwischen sollen wir uns ändern oder nicht? Also, was machen wir jetzt? Aus unserer Sicht wird häufig zu lange gewartet. Der zweite Punkt ist dann die Entscheidungsschwäche. Es werden dann 100 Meetings abgehalten und es wird besprochen und besprochen aber bis etwas passiert sind bereits 3,4 Startups vorbeigezogen. Diese Geschwindigkeit wird einfach viel zu oft falsch eingeschätzt. Man muss halt einfach oft mit weniger Informationen Entscheidungen treffen. Das ist in vielen Unternehmen auch noch nicht angekommen. Das Thema Logistik ist auch sehr wichtig. Amazon und Zalando haben riesigen Erfolg gerade deswegen. Gerade in der Luxusindustrie lagern viele die Logistik aus. Dabei geht es darum, dass der Kunde schnell zu seinem Produkt kommt. Da sind auch grosse Probleme.

RD: Wenn sie die Luxusindustrie ansprechen; Da ist Logistik ja ein riesen Thema. Der allgemeine Konsens ist ja das Luxusuhren nicht online verkauft werden sollten und wenn, dann höchstens per Click-and-Collect. Also online bezahlen und im Store abholen. Die Distribution funktioniert dann also immer noch über die Stores. Meinen Sie, dass man eine Uhr für CHF 50'000.- bestellen kann, die dann per Post geliefert wird? Wird's das geben?

MT: Wenn der Kunde das wünscht (und dazu gibt's ja diverse Studien), dann ist es strategisch sehr schlecht, wenn man das nicht anbietet. Wenn ich ein Tesla kaufe, dann gebe ich auch CHF 180'000.- für ein Fahrzeug aus und habe vielleicht im schlimmsten Fall das Fahrzeug noch nie gesehen. Das heisst, es geht nicht so sehr um den Betrag, sondern darum, dass wenn ich das Produkt jetzt kaufen möchte, dann möchte ich das online machen. Ich habe keine Lust bis nach Zürich zu fahren und mich zum zehnten Mal beraten zu lassen, weil ich habe mich ja vorher sowieso schon online informiert. Ich geh jetzt mal von der Generation aus die so vorgeht. Das heisst es ist sehr schlecht, wenn ich als Unternehmen das nicht anbiete. Aus meiner Sicht ist klar, dass es möglich sein muss ein Luxusprodukt online kaufen zu können. Das Zweite ist dann der Versand, Logistik. Das muss einfach gelöst werden können. UPS macht auch schon Werttransporte. Bei so

einem hohen Preisniveau gibt es dann vielleicht sogar eine Persönliche Lieferung. Und bei einer Uhr für CHF 50'000.- kommt vielleicht noch einer und legt sie am Kunden an oder so. Das sind ja dann nur noch Detailfragen, die man lösen kann.

RD: Unabhängig von der Distribution; Wo sehen sie für die Luxusuhren Industrie strategische Hürden bezüglich Digitalisierung?

MT: Ich habe vorher als Geschäftsführer in einer Agentur gearbeitet und was ich beobachtet habe ist, dass Luxus Brands sehr oft aus der Innensicht herausgearbeitet haben. Das hat dann Einfluss auf das digitale Marketing genommen. Es war also weniger ein Dialog als vielmehr Monolog (Wir sind die tollsten, du kannst auch der Tollste sein, wenn du ein Produkt von uns kaufst). Da sehe ich noch Schwierigkeiten von der Markenidentität. Wie soll sich ein Brand wie z.B. IWC online positionieren und was hat das für einen Einfluss aufs digitale Marketing, auf Partner mit denen man zusammenarbeitet etc.? Die ganze interne Kompetenz im Sinne von Data Since; kann ich Kundendaten analysieren und was mache ich dann damit? Wie unterstütz ich den Kunden in seinen Entscheidungen? Also alles was bei grossen Retailern wie Amazon oder Zalando heute normal ist und auch von den Kunden erwartet wird, dass können die noch gar nicht liefern. Wir sehen das als grosses Problem. Von einem Luxusunternehmen wird eigentlich sogar noch mehr erwartet, weil das Produkt ja noch viel teurer ist. Aber die Luxusfirma kann das gar nicht liefern, weil das so extrem teuer ist.

RD: Was ist denn genau so teuer daran? Was sind die Kostentreiber?

MT: Der Luxusanbieter muss den Kunden sehr gut kennen, verstehen und sozusagen Wünsche ablesen. Wenn wir dann von der ganzen Kette anfangen, dann haben die Unternehmen die nicht so gross sind, oft ziemlich lange abgewartet mit der Digitalisierung. Demzufolge haben diese Firmen viele veraltete Systeme. Also das ERP wo die ganzen Daten drin sind, das CRM, Kunden und Partnermanagement, die ganzen Onlinekanäle, wie die gepflegt werden, CMS, Logistiksysteme, Aftersales Kontakt mit den Kunden. Das ist alles ziemlich verstaubt und das muss sich jetzt ziemlich schnell ändern. Deswegen ist es teuer. Aus meiner Sicht kann man da nicht einfach sagen: So jetzt machen wir einen schönen Transport mit einer Schleife dran und schicken dann die

Uhr für CHF 50'000.-, nein. Es muss ja das ganze Erlebnis angepasst sein. Damit dass dann funktioniert, braucht man die passenden Systeme, die viel Geld kosten.

RD: Sie haben mich auf zwei Aspekte aufmerksam gemacht. Erstens in Bezug auf die digitalen Kernressourcen. Das Customer Relationship System und die Ecosystems and Partnerships, die find ich schon mal einleuchtend. Ich habe neu auch noch Smart Data mit reingenommen. Sehen sie da noch weitere Aspekte, die ein Unternehmen in Bezug auf die Digitalisierung auf den aktuellsten Stand bringen sollte?

MT: Also diese technische Kompetenz und das Verständnis wie mit den Daten umgegangen werden soll, damit ich den Kunden besser verstehe und besser beraten kann. Er kauft z.B. alle vier Jahre eine neue Uhr von der und der Marke. Damit ich viel mehr schon weiss und vorher schon gewisse Aussagen treffen kann mit einer gewissen Wahrscheinlichkeit. Das ist ja so dieses Smart Data Thema. Das ich auch Strukturen erkenne, wie kann ich die Marke weiterentwickeln und besser verkaufen. Das fehlt aus unserer Sicht. Die IT-Infrastruktur ist dann natürlich auch noch ein grosses Thema. Was wir bei vielen Unternehmen gesehen haben ist, dass sie vor 10 Jahren mal etwas angeschafft haben und das dann immer ein bisschen aktualisiert wurde. Jetzt kommen sie aber langsam an Ihre Grenzen, weil sie mit den Daten nicht mehr so schnell ihre Preise ändern und neue Produkte auf anderen Kanälen publizieren können. Man kann aus unserer Sicht nicht einfach sagen, du musst jetzt den einen Hebel verändern und dann wird's gut, sondern es sind viele verschiedene Kernressourcen die angepasst werden müssen. Das schlimme daran ist, dass es sich hierbei um einen Teufelskreis handelt. Das sehen mittlerweile auch die CEOs so und dann ist die Abwehrhaltung noch viel grösser. Weil die dann merken, das mittlerweile so viel angepasst werden muss, dass das sehr teuer wird und sehr lange dauert.

RD: Ihr Bereich ist ja Strategy and Experience. Ich merke auch immer mehr, dass am Ende des Tages, gerade im Bereich Luxusuhren, die Customer Experience im Zentrum steht. Würden sie sagen, dass die Experience dementsprechend nicht nur zu den strategischen Aspekten gehört, sondern denen allen übergeordnet ist? Was ist denn essenziell um diese Customer Experience zu gewährleisten?

MT: Am Schluss geht's ja darum, gerade im Luxusbereich, auf Qualitätsführerschaft zu setzen um ein einzigartiges oder zumindest ein extrem positives Erlebnis zu bieten. Das ist das Ziel der Interaktion mit der Marke. Das ist eigentlich die ganze Customer Experience. Also egal ob ich mal vor drei oder fünf Jahren eine Rolex gekauft habe und jetzt in irgendeinen Luxusladen gehe, ich muss immer gut bedient werden. Egal ob ich einfach eine Mail schreibe mit einem Foto. Ich muss dann einfach ein super Feedback haben, ansonsten kann ich auch zum Discounter gehen oder irgendwas Preisgünstiges kaufen. Die Customer Experience gehört also überall mit dazu und das Zweite ist, dass man durch Apple etc. an bestimmte Interaktionen und Möglichkeiten gewöhnt ist. Wenn ich dann bestimmte Luxusmarken mit Apple vergleiche, dann hinken die Luxusmarken immer noch weit hinterher. Dann frage ich mich ob dieser Preis dann überhaupt berechtigt ist.

RD: *In Bezug auf diese Experience. Um diese zu gewährleisten ist es ja wichtig, dass die verschiedenen Channel miteinander integriert werden. Dabei ist es ja sehr wichtig, gerade im Bereich Luxus, dass die Corporate Identity überall gleich ist und dass die überall gleich kommuniziert wird. Wie wird das in der Praxis umgesetzt? Gibt es da eine Abteilung, die dafür zuständig ist?*

MT: Wir sehen das von zwei Seiten. Oft gibt es in grösseren Unternehmen die Unit Branding und die Unit sagt dann immer das muss genau so sein und das muss genau so sein. Das ist extrem wichtig, damit man die Brand nicht gefährdet. Auf der anderen Seite, und das ist dann die Herausforderung, muss so ein Unternehmen mittlerweile auch bereit sein, schneller zu sein und zu experimentieren. Und das ist nicht immer 100 Prozent übereinstimmend mit dem wie die Corporate Identity oder die Brand einmal war. Wir sehen, dass sich das verändert und es aber noch kein strategisches Gerüst dafür gibt wie sich die Brand jetzt verändert. Wie die Brand schneller, besser, experimentierfreudiger werden will. Dazu habe ich auch noch nicht die Antwort gefunden und das sehen wir häufig als Problem.

RD: *Gibt es denn Bereiche wo Sie sagen, die darf eine Unternehmung in der Luxusuhren Industrie nicht anfassen, die dürfen sie nicht verändern?*

MT: Für uns ist diese perfekte Qualität vom Content elementar. Wenn ich mit einer Luxusbrand interagiere, dann will ich eine perfekte Kommunikation. Egal, ob ich eine E-Mail schreibe, ob ich Informationen auf der Website aufrufe, mich beraten lasse oder explorativ neue Produkte vom Unternehmen anschau. Der Content muss einfach perfekt sein und natürlich auch authentisch. Aus unserer Sicht ist diese klassische Hochglanzbroschüre Vergangenheit. Das heisst, die Perfektion von der Qualität vom Content muss ich gut auf die digitalen Kanäle übertragen. Erfahrungsgemäss kostet das aber Zeit und Geld und ist sehr schwierig. Aber das ist für uns ein Must-Have. Dann kommt noch das ganze Logistik Thema. Als Luxusfirma muss ich mindestens so gut sein wie Amazon, Zalando, Apple, etc. Apple hat das phänomenal gelöst. Ich habe gerade eine Apple Watch bestellt und dann habe ich genau dann eine SMS bekommen mit Informationen wann ich was wie wo machen kann. Das ist für mich einfach so ein Must-Have. Aus meiner Sicht bringt es auch nichts, die Kanäle gegeneinander auszuspielen wie es noch vor 2,3 Jahren der Fall war. Wir müssen in die Boutique investieren und man darf das dann nicht online kaufen. Diese Zeiten sind vorbei. Wer heute noch so argumentiert der kann sein Laden gleich zu machen.

RD: *Gerade im Bereich Uhrenindustrie, bei Rolex z.B.: Die Boutiquen die Rolex vertreiben gehören ja nicht Rolex selber, sondern einem exklusiven Netzwerk von Distributoren. Das ist ja ein riesen Problem, weil Rolex nicht einfach damit beginnen kann online zu verkaufen, weil das ein Konkurrenzkampf zwischen Rolex und den Distributoren auslösen würde. Wie könnte man das lösen?*

MT: Es haben natürlich viele Unternehmen im Consumer Bereich das auch schon probiert. Consumer Marken wie Adidas und Nike haben es gut vorgemacht. Man kann einen Schuh im Laden kaufen, aber auch im online Store bestellen. Ich glaube den unternehmen bleibt auch gar nichts anderes übrig als das anzubieten. Wie will das Geschäft in Zukunft Wachstum realisieren, wenn nicht online? Klar muss man dann die Boutiquen auch mit integrieren. Aber auch da: Warum verkauft Tesla die Autos online? Sie wollen sich nicht abhängig machen von irgendwelchen externen Händlern. Sie wollen mehr Kontrolle. Dann sind wir wieder beim Thema Ecosystems. Warum kann ich Apple Produkte online kaufen über die Apple Website aber auch bei Digitec oder auch in der Migros im Melectronics? Das ist heute einfach normal. Das wird vom Kunden erwartet und dann ist es am Unternehmen das zu lösen. Es gibt kein Patentrezept dafür. Das wird

schon noch ein sehr schmerzvoller Weg sein aber es führt nichts daran vorbei, weil das die Erwartung vom Kunden sind. Und wir sehen da schon die Verschiebung. Derjenige, der vielleicht früher die IWC gekauft hat und die heute nicht online kaufen könnte, der schaut dann vielleicht auf anderen Kanälen von kleinen individuellen Marken, die sich nur den direkten Vertrieb leisten können. Wenn er das Produkt da online bekommt, dann kauft er es halt dort ein. Also auch diese Markentreue ist gar nicht mehr so hoch.

RD: Das bestätigt mich in meinem bisherigen Fazit. Es ist friss oder stirbt, man muss sich anpassen. Zum Stichwort Touchpoints. Sie haben mir gesagt, dass es wichtig ist, dass die Kanäle nicht miteinander konkurrieren und dass es immer wichtiger wird die online Channel optimal zu nutzen. Was sind denn die Must-Have online Channel, die eine Luxusuhren Brand haben muss?

MT: Eigentlich alles, wo man auch digital personalisieren kann. Beim Luxusbrand oder bei bestimmten anderen Unternehmen ist diese digitale Persönlichkeit ein wichtiger Aspekt und alles was da irgendwie mit zusammenhängt, sehen wir als wichtig an. Im klassischen e-Commerce sagen wir z.B. jeder Newsletter verkauft. Das ist aber im Bereich Luxus aus unserer Sicht einfach nicht so wichtig. Da geht es eher um die ein-zu-eins Kommunikation. Vielleicht auch wie kann ich online zu offline Events einladen und alles was die Marke stärkt. Da gibt es dann zwei Varianten. Das eine ist die persönliche Kommunikation z.B. Messaging Dienste oder E-Mail, etc. und das andere ist dann das Marken-Image über Facebook, Instagram, etc. Aber auch da glaube ich geht Qualität über Quantität. Wir sehen diese Personalisierung so; was kann man da für Kanäle nutzen.

RD: Im Rahmen meiner Arbeit habe ich aufgrund mehrerer Studien die wichtigsten Touchpoints herausgesucht. Die Brand Website wird oft als wichtigster Channel genannt, gleich nach den sozialen Medien und den online Retailern. Würden Sie das unterschreiben?

MT: Ich weiss nicht wie es im Luxusbereich ist, aber mittlerweile fangen in Deutschland über die Hälfte aller Onlineeinkäufe bei Amazon an. Allein um sich über das Angebot, etc. zu informieren. Deswegen würde ich den Retailer weiter vorne ansetzen. Aber nicht den klassischen Retailer, sondern die Plattform über die ich mich dann wirklich über

Luxusartikel informieren und die dann auch kaufen kann. Es gibt ja auch Plattformen wie Chorno24, die verkaufen ja online Luxusuhren. Die haben mit Gebrauchten gestartet und verkaufen mittlerweile auch Neue. Die Brandwebsite ist schon auch noch wichtig, weil man sich da halt von der Brand direkt informieren kann. Aber dann kommt relative früh das ganze Retail, online Partner, etc.

RD: Um auf Smart Data zurückzukommen. Wie wichtig ist das heute bereits? Und was braucht es um das zu implementieren?

MT: Aus einem konkreten Beispiel: Wir beraten auch Versicherungen, was ein total trockenes und sehr datenlastiges Business ist. Wenn ich da aber nur 1% besser Bescheid weiss, wie sich der Kunde verhält, dann hat das einen enormen Impact auf Promogestaltungen, Angebote, Zusatzservices, etc. Von dem her ist Smart Data für die Markenentwicklung und für die Marktausbauung enorm wichtig. Man braucht natürlich auch die Kompetenz um das umzusetzen. Was wir dann anbieten sind kleine Piloten, wo man schnell experimentiert. Man kann das ja nicht alles von null auf jetzt aufbauen. Also macht man bewusst ein kleines Marktexperiment startet mit einem überschaubaren Datengerüst und überschaubaren Datenmenge und dann mit denen versucht was aufzubauen. Dann kann man schauen was funktioniert und was nicht. Man nimmt dann vielleicht noch die Kunden mit dazu und fragt sie direkt was ihnen noch wichtig wäre. Also das man auch mehr mit dem Kunden zusammen etwas Neues entwickelt. In einem kleineren Rahmen und das dann grösser aufsetzt.

RD: Gerade bei grösseren Unternehmungen wird da eine eigene Abteilung dafür erstellt oder arbeiten die eher mit externen Consultants?

MT: Meistens läuft das über Partnerschaften, da es natürlich schwer ist kurzfristig solche Konstrukte aufzubauen. Aber man braucht natürlich auch die Daten von den Unternehmen. Data Science ist so ein Bereich, der in Unternehmen jetzt aufgebaut wird. Dann gibt es noch Partnerschaften mit Hochschulen wie z.B. der ETH oder ZHAW, wo eben solche Labs entstehen wo man solche Studien und grosse Datenmengen verarbeitet. Die dritte Variante ist dann natürlich das Unternehmen mit externen Dienstleistern wie uns zusammenzuarbeiten. Aber die Unternehmungen sind natürlich bestrebt, das intern aufzubauen, weil das in Zukunft eine sehr wichtige Kernkompetenz sein wird.

RD: Stichwort Partnerschaften; Was sind denn wichtige Partnerschaften, die gerade im Bereich Digitalisierung auf Unternehmen zukommen? Für Unternehmen, die früher Analog waren und jetzt beschliessen Digital zu werden?

MT: Auf jeden Fall externes Challengen von Ideen. Externe Innovation und dabei zu schauen, was gibt's für Möglichkeiten. Als Unternehmen braucht man einen Sparringspartner, der einem Feedback gibt und der die Aussensicht mitbringt. Früher war das der typische McKinsey Berater, der dann vor allem aufs Wirtschaftliche geschaut hat. Mittlerweile sind das schon eher die Innovationsberater oder auch Agenturen in dem Umfeld. Damit die Unternehmen getriggert werden digital zu denken. Dass sich das Mindset ändert. Das Zweite ist dann natürlich alles was das Unternehmen sich nicht selber leisten kann. Alles über Logistik, Vermarktung, Vertriebskanäle, dann aber auch Partner für andere Services, dass man z.B. in Kombination ein anderes Angebot liefern kann. Das sehen wir auch noch nicht richtig.

RD: Wenn Sie jetzt den Framework anschauen, gibt es da etwas, dass Ihrer Meinung nach noch rein oder raus muss oder etwas das geändert werden muss?

MT: Also die Trennung von offline und online ist jetzt halt schon sehr im Detail. Ich weiss nicht ob das ein CEO so versteht. Der Prozess von Awareness bis After Sales ist für mich auch nicht ein linearer Prozess, sondern mittlerweile eigentlich eher einen Loop. Heute ist es nicht mehr so klassisch im Sinne von; Ich schaffe Awareness, dann gibt's die Evaluationsphase, dann kauf ich und benutze Es und dann kauf ich etwas Neues. Mittlerweile gibt's da auch ganz viele neue Punkte, gerade in der Nutzungsphase, wo sich dann auch einen neuen Loop ergibt. Für uns ist es also nicht so sehr dieser lineare Prozess, sondern eher einen Loop.

RD: In Bezug auf die strategischen Kernaspekte und Kernressourcen; sind das die Wichtigsten?

MT: Vielleicht dass man statt Website von Digital Media redet. Dass man sich da nicht nur auf die Website beschränkt, sondern sagt egal wo auch immer die Brand online präsent ist. Dann noch das ganze Infrastruktur Thema ist klar das ist ein grösserer Bereich.

8.4 Interview 4 – Jonathan Möller

8.4.1 Interview Guideline

Begrüssung

Guten Tag Herr Möller. Vielen Dank, dass Sie sich die Zeit nehmen. Darf ich mich kurz vorstellen? Ich bin Rico Dähler, 23, Studiere Wirtschaft an der ZHAW in Winterthur und bin gerade dabei meine Bachelor-Arbeit fertigzustellen. Dafür habe ich einen e-Business Framework entworfen (im Kontext der Luxusuhren-Industrie), den ich heute gerne mit Ihnen besprechen würde.

- Ist es in Ordnung für Sie, wenn das Interview aufgenommen und transkribiert und dann als Quelle verwendet wird? -> Vertraulichkeitserklärung

Ablauf

Zuerst möchte ich über Multichannel und E-Business im Allgemeinen sprechen und danach über den Framework. Dazu habe ich noch eine zweite Version mitgebracht. Anschliessend würde ich gerne über strategische Aspekte sprechen, Kernressourcen und strategisch übergeordnete Themen. Der Fokus geht dann auf den Kern, den Customer Journey.

Allgemeine Fragen zum Thema Multichannel und E-Business:

Worin liegt die grösste Herausforderung bei der Integration der verschiedenen Channels einer Unternehmung?

Wo sehen Sie neben der Channel Integration andere Herausforderung in Bezug auf e-Business/Digitalisierung für die Luxusuhren Branche?

Die Kunden die Sie haben, wie ist e-Business innerhalb derer Unternehmen organisiert? Gibt es kulturelle Probleme?

Ein Unternehmen das Luxus Uhren verkauft, will sich in 3 bis 5 Schritten zum digitalen Unternehmen wandeln. Welche Schritte wären das?

Mein Eindruck ist, dass die 360° Experience die Hauptaufgabe für Multichannel ist.

Sehen Sie das auch so?

Was ist Ihrer Meinung nach essentiell um eine Customer Experience zu gewährleisten (vor allem in Bezug auf Luxusuhren)?

Inwiefern verändert sich die Strategie, wenn ein Unternehmen beschliesst digital zu werden. Was sind strategische Aspekte einer E-Business Strategie?

Ein sehr wichtiger Aspekt ist ja wie e-Business in der Unternehmung eingebettet ist. Was machen Sie hier für Erfahrungen bei Ihren Kunden? Was tun Sie um die Corporate Identity zu bewahren?

Immer wieder lese ich, wie wichtig es ist die verschiedenen Channel miteinander zu integrieren und gerade in Bezug auf die Uhrenindustrie ist es doch sehr wichtig, dass alle Channels mit der gleichen Corporate Identity gestaltet werden. Wie wird das in der Praxis umgesetzt? Wo sind typische Probleme?

Kann man gewisse Touchpoints auch outsourcen?

Fragen zum Framework:

Wenn Sie zu einem Kunden gehen, glauben Sie, dass der Framework dann nützlich sein könnte?

Beim Vergleich der beiden Frameworks, welchen finden Sie besser?

Was müsste Ihrer Meinung nach noch drauf sein? (Bezug auf Uhrenindustrie)

Was sind Ihrer Meinung nach die wichtigsten Kernressourcen in Bezug auf e-Business?

Haben Sie zu denen, die ich herausgesucht habe etwas anzumerken?

Was sind die wichtigsten Partnerships, die ein Unternehmen eingehen muss, wenn es online gehen will?

Big Data resp. Smart Data ist ja die Auswertung von Kundendaten, um relevante Kundeninfos zu bekommen. Diese helfen das Verständnis des Kunden über die Kanäle hinweg zu verbessern und hilft zu verstehen, warum der Kunde was, wann und wo einkauft, etc. Was braucht es für eine Infrastruktur um Smart Data einzuführen?

Customer Relationship Management: gibt es da eine eigene Abteilung oder wie muss man sich das vorstellen?

Fragen zum Customer Journey:

Sie haben viel mit Digitalen Consumer Touchpoints zu tun. Im Bereich Luxus und vor allem Uhren, was sind da die wichtigsten Touchpoints?

Gibt es Touchpoints, die eine Firma wie z.B. Rolex oder IWC besser unberührt lassen?

Der wichtigste Schritt im Customer Journey ist der Kaufabschluss. Denken Sie, dass Luxusuhren Ihre Produkte online verkaufen sollten? Und wenn ja, wie sollte dann die Lieferung aussehen? Per Post oder Click and Collect?

Was sind Ihrer Meinung nach die wichtigsten Aspekte, wenn ein Unternehmen beschliesst Digital zu werden? (Es ist egal, falls Sie sich wiederholen)

8.4.2 Transcript

Jonathan Möller, Founder of Foryouandyourcustomers

Interviewing Person Rico Dähler (RD), daehlic@students.zhaw.ch

Interviewed Person Jonathan Möller (JM), jom@foryouandyourcustomers.com

Date and time May 5, 2017; 14:00 - 15:00

Type of Interview Face-to-Face

JM: Der Kunde nutzt gewisse Kanäle regelmässig. Weil er TV schaut oder im Internet auf die IWC Website geht, etc. und gewisse Kanäle sind bekannt aber die nutzt er noch

nicht. Er war z.B. noch nie auf der Facebook Seite oder dem YouTube Channel und er hat die App noch nicht installiert aber er hat es schon gesehen. Aber die meisten Kanäle von diesem Uhrenhersteller kennt er logischerweise nicht. Unten kommt dann der Channel Layer, das ist dann die Unternehmung. Das sind alle Kanäle, die das Unternehmen hat. Und da gibt's eine ganz konkrete Liste, wo jeder Kanal abgebildet ist. Und dann kommt unterhalb der Business Layer und das sind Menschen, Teams, die für den Kanal verantwortlich sind oder auch für den Kunden. Das ist normalerweise Asia Pacific, America und Europe. Und dann innerhalb hast du verschiedene Teams in allen drei Weltregionen. I.E. Social Media Teams, usw.

RD: Das heisst dann, das sie z.B. ein Service Center haben für alle zusammen, aber z.B. die lokalen Infocenter sind dann pro Region.

JM: Genau, in diesem Beispiel sind jetzt alle zusammen, bei IWC ist es jetzt so, dass Nordamerika getrennt ist von der Schweiz resp. Europa. Unterhalb vom Business Layer kommt dann der Solution Layer und das sind dann Teams, die nicht direkten Kundenkontakt haben, sondern am Business das Geschäftsmodell ermöglichen. Z.B. das Website Team, das die Website baut weltweit aber befüllt wird von den lokalen Marketing Teams, weil das Team in Schaffhausen kein Chinesisch kann. Unter dem Solution Layer kommt dann der System Layer, also IT und technische Systeme, CRM, Analytics, Content Marketing etc.

RD: Das wären jetzt bei mir die Kernressourcen.

JM: Genau und dann hast du dahinter den Data Layer. Weil der Data Layer ist absolut elementar, weil Daten die du nicht hast und Datenstrukturen die du nicht abbildest, kannst du auch Oben nicht abbilden.

RD: Also Big Data zu Smart Data.

JM: Genau also, wenn du z.B. nicht in der Lage bist einem Produktnamen einen Kundennamen anzuhängen, dann kannst du oben nicht personalisieren. Also wenn das Datenmodell unten gewisse Sachen nicht vorsieht, dann kannst du diese Oben nicht automatisieren. Also z.B. bei IWC ist es im Moment nicht möglich, Nachfolgeprodukte

digital festzulegen. Das heisst, wenn du eine Big Pilot Watch hast und du willst das Nachfolgemodell, dann sind sie noch nicht in der Lage das auf der Website abzubilden. Du musst es noch manuell über die Website suchen. Aber wenn das in der Produktdatenbank abgebildet wäre, dann könntest du das im System haben, jemand könnte das pflegen, jemand könnte das übersetzen und im Katalog abbilden und der Kunde könnte das nutzen. Das heisst der Data Layer ist die absolute Basis und das Fundament und wenn du das nicht hast, dann kannst du oben auch nichts machen und dieses Modell hilft unseren Kunden enorm.

RD: Aber gibt es nicht auch Touchpoints die unabhängig von denen (Datenlayer) funktionieren?

JM: Natürlich, ein Event z.B. Der Event findet statt, ob Daten unten sind oder nichts. Aber wenn du dann die Einladungen verschickst, an die wichtigsten Kunden, dann brauchst du wieder Daten. Ein Store funktioniert auch ohne das, aber wenn du Jemandem der eine Uhr kauft einen verbesserten Service bieten willst, z.B. die Garantie von diesem Laufwerk 3,4 Jahre verlängern dann zahlst du einmalig so und so viel. Dann musst du die Kontaktdaten aufnehmen und die müssen dann wieder in den Data Layer.

RD: Das ist wirklich sehr gut zusammengefasst. Aber wenn man das jetzt von einer Organisationsperspektive anschaut, wie ist das in die Organisation integriert? Eine Organisation sieht ja nicht so aus, die ist ja typischerweise Top-Down organisiert mit Divisionen, etc. Ist dann einfach eine Abteilung dafür zuständig oder sind dann das (Funktionslayer) die Abteilungen, die dafür zuständig sind?

JM: Du hast eigentlich für jede Ebene eine eigene Darstellung. Also das Datenbankmodell hat eine eigene Darstellung, das Systemmodell hat eine eigene Darstellung, usw. Das Organigramm ist dann auch eine eigene Darstellung. Du hast natürlich dann eine Hierarchie, CEO, Marketing, Operations, Service, Production, etc. (zeichnet Organigramm auf). Aber das ist eigentlich nicht das Modell um ein Organigramm zu machen, sondern dass ist dann mehr um die Abhängigkeiten zu erklären. Anforderungen müssen von oben nach unten kommen, also was will ich tun? Und die Umsetzung muss dann von unten nach oben gelenkt werden.

Wechsel im Setting: Von der Besprechung des Layer-Systems zur Besprechung am Tisch. Herr Möller zeigt mir die Channel Cards, ein Instrument das er Erfunden hat um spielerisch die Channels von Unternehmungen zu eruieren und weiterentwickeln, Sein Buch über Multichannel und eine Multichannel-Guideline.

JM: Ich zeige dir noch schnell die Channel Cards, das sind jetzt die 129 Channels und im Prinzip, das was du hier abgebildet hast (zeigt auf die Touchpoints im Customer Journey auf dem Framework). Und was du jetzt machen kannst ist du kannst die Channels einzeln durchgehen und dich fragen, sind sie online oder offline? Hier gibt's jetzt aber schon ein Problem: Der Nächste hier ist bereits der Beacon. Ist das online oder offline? Beacon wird von IWC benutzt im Laden und zwar sind das Bluetooth-Signale im Laden die ausgesendet werden mit einer Reichweite von 30m. Wenn dann ein Kunde die App von IWC installiert hat, dann weiss IWC, das du im Laden bist und die Mitarbeiter im Store wissen, dass du die IWC App installiert hast. Der Kunde kann dann eine personalisierte Nachricht bekommen. Danke, dass du bei uns im Laden bist, willst du von unserer heutigen Aktion speziell für Sie profitieren? Ich würde sagen es verfließt. Du kannst heute nicht mehr zwischen Digital oder Online, Offline – es ist nicht mehr möglich, dass sauber zu trennen. Weil der Beacon z.B. funktioniert nur, wenn du im Laden bist und er funktioniert nur, wenn du online bist. Das Schaufenster ist dann natürlich ganz klar offline. Ich glaube in Zukunft wird sich das dann noch viel stärker vermischen.

RD: *Das ist bis jetzt auch das Fazit meiner Arbeit.*

JM: Was ich auch versuche mit diesen Spielen (Channelcards) ist, dass die Leute mit diesem Modell die Realität verstehen. Damit sie bessere Konzepte machen können (Beschreibt noch kurz ein zwei Cards). - Herr Möller gibt mir noch sein Buch und beschreibt es ein wenig. Hier hast du auch noch Informationen über die verschiedenen Channels und wie Kunden einkaufen und hier siehst du jetzt auch, Awareness, Evaluation, Purchase, Use und After Sales. Ich finde das besser als Kundentreue.

RD: *Das ist noch ein bisschen ganzheitlicher.*

JM: Genau. Und das hier (zeigt auf sein zweites Buch) kann dafür benutzt werden um mit Kunden den Customer Journey nachzubilden. Mit allen 129 Channels (macht noch ein

paar Beispiele). Was wir für unsere Kunden machen auf 4 Kontinenten ist, zusammen mit den Kunden mit diesen Tools die Customer Journeys der Kunden zu analysieren. Wie haben denn die Kunden ihre Uhr gekauft? Wo haben sie sich informiert, wie haben sie sich entschieden, etc.

RD: Ihr schaut ja die Customer Journeys mit den Kunden an und analysiert diese. Aber jetzt gibt es ja sehr viele neue Kunden, gerade mit allen Millenials die ja die Kunden der Zukunft sind. Die haben ja jetzt ein ganz anderes Verhalten. So und jetzt versuche ich im Rahmen meiner Arbeit ja unter anderem die Must-Have Touchpoints herauszufinden. Wenn eine Uhrenfirma also frisch an das Thema herankommt, was sind dann die Touchpoints auf die sie sich fokussieren müssen?

JM: Was ich machen würde ist entsprechende Millenials zu kontaktieren, mit Ihnen zusammensitzen und Ihre Customer Journeys anzuschauen. Wenn Sie schon eine Uhr gekauft habe, dann würde ich sie fragen wieso und wie? Und wenn sie noch keine gekauft haben, dann kann man einen hypothetischen Journey machen. Also stell dir vor, du müsstest eine Uhr kaufen, was würdest du dann machen? Meiner Meinung nach ist der einzig richtige Weg oder der relevanteste Weg, die Zielgruppe zu identifizieren, Leute zu treffen, die zur Zielgruppe gehören und mit ihnen zu sprechen und ihr Verhalten anzuschauen.

RD: Aber das ist dann doch sehr schwer, weil viele von diesen jetzt vielleicht noch keine Uhr kaufen aber in zehn Jahren dann aber man das jetzt schon voraussichtlich vorbereiten muss, weil ja die ganze Channel Integration nicht über Nacht passieren kann.

JM: Genau, aber trotzdem findest du Leute, die nicht mehr Millenials sind, also ich z.B. (42), die aber schon erste Ansätze von Internetaffinität haben und das ist auch der Grund warum ich sage, du musst jedes Jahr deine Kunden fragen. Weil wenn du deine Kunden jedes Jahr befragst, dann siehst du eine Entwicklung. Dann kannst du sagen, dieser Kanal hat jetzt zugenommen und zwar bei dieser Zielgruppe. Aus dem heraus kannst du dann eine Projektion machen. Aber du weißt ja sowieso nicht, was in zehn Jahren passiert und ob in zehn Jahren überhaupt noch jemand eine mechanische Uhr kauft. Auf diese Fragen wirst du auch keine Antwort finden, weil die Zukunft einfach unklar ist. Aber was du machen kannst, ist echte Kunden zu befragen und eine Wahrscheinlichkeit zu berechnen.

RD: Im Fall IWC zum Beispiel, oder ich habe auch gesehen, dass du einmal Richemont als Kunden hattest. Dort waren die Channels sicher auch ein Thema und dort musstet Ihr sicher auch auf gewisse Channels fokussieren. Da habt Ihr doch bestimmt auch gewisse Touchpoints priorisiert.

JM: Es ist so, dass jede Brand eine unterschiedliche Idee hat und andere Menschen anspricht. Deshalb sind danach auch diese Kanäle unterschiedlich in der Priorität. Für Rolex ist die Website viel weniger wichtig als für IWC, weil Rolex ein viel berühmterer Brand ist. Die Leute wissen wie eine Rolex aussieht und gehen dann eher direkt in den Laden, anstelle sich noch im Internet zu informieren wie bei IWC. Dann gibt es noch riesen Unterschiede auf den Kontinenten. Ein Chinese kauft Uhren ganz anders als ein Schweizer. Für Chinesen ist es sehr wichtig, dass eine Uhr ihm einen Status gibt, dass er zeigen kann ich bin reich. Für den Chinesen ist es also viel wichtiger, dass Renommee der Brand zu zeigen und Funktionen sind Ihm jetzt nicht so wichtig. Ob die Uhr jetzt 12 oder 14 Komplikationen hat ist dem Chinesen nicht so wichtig. Das ist natürlich preistreibend. Für den Hersteller ist es natürlich hochattraktiv ein geiler Brand zu sein aber Uhren mit tiefen Komplikationen zu haben. In der Schweiz ist der Brand auch sehr wichtig aber man zahlt dann auch für die Komplikationen.

RD: Für eine Brand für die es extrem wichtig ist, als Statussymbol dazustehen, was wären da jetzt wichtige Channels?

JM: Es ist ja auch eine Frage, WIE man es macht. Also ein Flagship-Store kann man sehr luxuriös machen aber man kann ihn auch sehr billig machen. Es geht schon auch darum zu sagen welcher Kanal ist wichtig, aber es geht dann vor allem darum, dass die Kanäle die wir haben und an die wir glauben, wie gestalten wir diese? Beispielsweise im 2008 habe ich einen online Fashionshop in Rumänien gegründet mit dem wir 500 Millionen Euro Umsatz gemacht haben. Dort haben wir als Closed Club gestartet. Auf dem Online Shop hast du nur eine Startseite und ein Login-Fenster gesehen aber nichts kaufen können. Du konntest nur etwas kaufen, wenn du ein Member warst. Das hat eine unglaubliche Sogwirkung erzielt und über wenige Monate haben wir mehrere Millionen Kunden gewonnen. Du konntest nur Mitglied werden, wenn jemand anderes dir den Code zur Verfügung gestellt hat. Das hat dazu geführt, dass der Online Shop sehr begehrt war. Ich würde sagen, dass der Online Shop einen absolut entscheidenden Kanal war und durch

diesen geschlossenen Kanal wurde er sehr viel attraktiver. Das könnte man als Uhrenfirma auch machen. Aber auch hier ist wieder die Frage, was zum Brand und zur Zielgruppe passt. Grundsätzlich kann man sicher sagen, dass online Kanäle fundamental sind. Dazu gehören Website, Social Media, wobei bei Social Media die Frage ist was man damit macht. Machst du eine Aktivität oder lässt man es einfach laufen? Natürlich was man sieht, was alle machen, sind eigene Brand Shops zu eröffnen. Man braucht natürlich einen entsprechenden Umsatz. Aber die Brand Experience in Realität ist schon extrem wichtig. Und der Online Shop wird definitiv stark kommen, erste Erfolge sind ja auch schon sichtbar und ich glaube auch, dass das eine weitere Richtung sein wird aber ich glaube auch, dass der Online Shop im Customer Journey immer noch mehr wichtig ist um sich zu informieren und danach im Laden das Zeug zu kaufen.

RD: Gerade in Bezug auf den Online Shop, da habe ich mittlerweile sehr viele verschiedene Meinungen dazu gehört, gewisse Leute meinen das kommt garantiert nicht und andere denken das wird kommen weil die Kunden das verlangen und man das als Brand dann anbieten muss. Unabhängig davon ob man es machen sollte, falls sich ein Brand dazu entscheiden sollte, wie wird dann die Lieferung geregelt? Das Produkt online zu kaufen ist ja das eine, aber die Lieferung ist ja doch einen sehr wichtigen Aspekt im Customer Journey. Es gibt zwar Werttransporte von UPS, aber wird's das irgendwann wirklich geben oder wird's bei Click and Collect bleiben?

JM: Ich glaube das wird's auf jeden Fall geben. IWC verkauft auch schon Uhren über CHF 12'000.- online oder per Telefon.

RD: Ist das aber nicht gefährlich für eine Brand, weil die dann nicht die volle Kontrolle über jedes Produkt hat. Wie wird es angezeigt, wie wird die Corporate Identity gewährleistet. Das haben Sie ja gesagt, dass es weniger darum geht welche, sondern mehr wie man die Channels aufsetzt. Und wenn IWC jetzt so einen wichtigen Punkt einfach outsourcet, dann haben sie das ja nicht unter Kontrolle.

JM: Also das ist sicher ein Fehler, dass sie es nicht selber machen, aber sie machen es ja bald selber. Du musst daran denken, dass diese Firmen ja nicht alle Ihre Kanäle total unter Kontrolle haben. Wenn der Beyer oder Gübelin seine Uhren online verkauft, dann kann IWC nicht ernsthaft verhindern, dass Gübelin die Uhren nicht auch online verkauft. Also

sie könnten das machen, aber hilft ihnen das? Die Frage ist dann mehr, aktiv zu intervenieren und einen eigenen Shop aufzubauen (weil der hat ja dann eine hohe Glaubwürdigkeit) und das ist ja dass, was im Moment passiert. Das läuft ja bei allen Uhrenherstellern. Aber die spannendere Frage ist ab wann sich der online Shop lohnt. Weil im Moment ist alles defizitär, du holst das Geld nicht rein.

RD: Was sind denn typische Kostentreiber beim Aufbau eines Online Shops?

JM: Ein normaler Retailer in der Schweiz kann unter 10 Millionen keinen Online Shop eröffnen. Manor und Möbel Pfister haben für den Go-Live Ihres ersten Online Shops zwischen 10 und 15 Millionen investiert. Du musst Leute einstellen, du musst die IT-Sicherheit aufbauen, du musst das System kaufen, du musst das System programmieren, designen, Lager aufbauen, Produkte an Lager haben, den Prozess aufbauen, dass Pakete eingepackt werden, verschickt werden, Retouren Management aufbauen, Call-Center aufbauen, den Shop bewerben, auf Google sein. Alleine für Google zahlen Firmen mehr als 100 Tausend für Werbung, pro Monat! Dann hast du locker mehr als eine Million für Google Werbekosten allein in der Schweiz. Und die Leute im e-Commerce, die etwas können, die sind sehr begehrt. Da gibt es nicht so wahnsinnig viele Leute, die schon mehrere Online Shops gebaut haben und die bekommst du nicht für 80 Tausend in der Schweiz. Die Leute die es wirklich können die kosten auch 150 Tausend in der Schweiz und dann brauchst du aber nicht nur einen, sondern zehn. Dann hast du bereits Lohnkosten über eine Million. Aber die können dann immer noch keinen Shop programmieren, sondern den nur managen. Dann bist du nur für den Go-Live bei 10 Millionen und jetzt kannst du ausrechnen, wie viele Uhren du verkaufen musst bis du die 10 Millionen wieder drin hast (Rechenbeispiel mit IWC -> 10'000 Uhren).

RD: Du hast ja gesagt e-Commerce wird kommen und es sind bereits viele Uhrenfirmen dabei, dass aufzubauen. Müsste ich deiner Meinung nach dem Thema e-Commerce eine wichtigere Rolle beimessen in meinem Framework? Dass ich das z.B. bei den strategischen Aspekten noch reinnehme, um jetzt wieder auf den Framework zurückzukommen.

JM: Warum ist der Customer Journey dazwischen und was stellt das Haus eigentlich dar? Also warum ist es ein Haus? Es wirkt nämlich so als ob der Customer Journey ein Bauteil ist zwischen dem Fundament und dem Dach.

RD: *Also die Idee ist ja, dass das Dach mit strategischen Kernthemen sozusagen top down wie in der Unternehmensorganisation die Richtung vorgibt, das Fundament mit IT-Infrastruktur, Big Data, etc. das Fundament darstellt und der Customer Journey aber den Kern darstellt. Weil ich im Verlauf der Arbeit auch gemerkt habe, dass der Customer Journey so enorm wichtig ist und dass es im Framework eigentlich darum gehen sollte.*

JM: Was ist denn das Ziel deiner Arbeit?

RD: *Es ist ja sehr ein wichtiges Thema und wie man sieht ist ja sehr viel mehr dahinter und der Framework soll dazu dienen, einen sehr komplexen Sachverhalt zu vereinfachen, sodass man gleich sieht was diese Digitalisierung für die Uhrenbranche bedeutet. Sodass jeder, der irgendwie mit dem Thema zu tun hat, gleich sieht was die wichtigsten Aspekte sind. Darum ist es auch sehr vereinfacht.*

JM: Wenn jemand was sieht, was soll er dann damit machen? Wenn dann ein Punkt auf dem Framework steht, heisst das dann, dass man da ein Projekt machen muss?

RD: *Nicht unbedingt, ein Projekt wäre dann noch viel detaillierter. Es geht wirklich vor allem um den Überblick. Wie z.B. das St. Galler Management Modell. Nimmt ein Manager wirklich das Modell und macht dann ein Projekt auf jedem einzelnen Gebiet? Nein, es geht einfach darum, einen Überblick zu verschaffen. Die einzelnen Aspekte sind dann ja auch unterschiedlich gewichtet. Bei einem Uhrenproduzenten wären dann z.B. die Kundensegmente viel höher gewichtet als z.B. bei einem Produzenten von Salz.*

JM: Was ich speziell finde, ist, dass du den Customer Journey in die Mitte nimmst. Im Prinzip ist es ja so, dass du ein Customer Journey nicht beeinflussen kannst. Ein Manger kann auf deinem Framework beeinflussen was mit den strategischen Kernaspekten und den strategischen Kernressourcen passiert. Customer Relationship Management z.B. kannst du delegieren. Du kannst sagen kauf ein System und dann muss das jemand machen. Aber du kannst dem Kunden nicht befehlen, dass er etwas einkaufen soll. Der

CEO kann das Dach und Unten mehr oder weniger beeinflussen. Er kann zwar Touchpoints gestalten aber die Kunden sind komplett ausserhalb von seiner Macht. Deshalb würde ich das auch ausserhalb zeichnen. Vor 4 oder 5 Jahren war das Modell (zeigt auf Modell in seinem Buch S. 38). Hier hast du die Kanäle, hintendran ist Etwas, das der Kunde nicht sieht und der Kunde macht seinen Customer Journey mit diesen Kanälen. Wenn man das jetzt auseinandernimmt, dann ist das so, dass man dann die Kanäle hat, dahinter hast du die Verbindungen zur Organisation, als Werkzeuge und dann die Datenstruktur. Dann sieht man auch, die Daten als unterste Ebene, dann Werkzeuge sind die Systeme und dann Prozesse als Solutions, dann Organisation ist Business, dann Kanäle und dann Kommt der Kunde. Diese sechs ebenen waren auch da schon drin. Aber der Kunde ist ausserhalb deiner Kontrolle. Ich persönlich glaube (und ich habe schon Jahre auf das verwendet) und an deiner Stelle würde ich den Kunden auch ausserhalb nehmen. Weil es ist ein Impuls, dass du dir überlegst welche Kunden überhaupt (also customer segmentation und das liest du daraus) und dass du aber auch entscheidest, was mach ich mit meinen Kanälen, das dann machst und aber dann auch prüfst. Das heisst, wenn du deinen Customer Journey hast und da drin passiert irgendwas (zeigt auf die verschiedenen Channels im Customer Journey), dann hast du das Millionen Mal. Also könntest du sagen, dass es den Customer Journey Abermillionen Mal gibt. Weil du eben Abermillionen Kunden hast, und eben auch nicht Kunden. Und dann könntest du z.B. im Journey erkennen, dass ein Kunde z.B. hier (zeigt auf beliebigen Touchpoint) aufhört und das könnte auch ein Learning sein. An deiner Stelle würde ich sagen, den Customer Journey gibt's Millionen Mal. Und jetzt ist ja die Frage, was kannst du als CEO oder Unternehmen daraus ableiten. Du musst ja etwas lernen für dein System und etwas verändern. Dann könntest du sagen, was ist das Fundament (zeigt auf den Teil des Frameworks ohne den Journey). Du hast z.B. das CRM, Smart Data und Ecosystems. Dann kannst du sagen das ist auch noch wichtig, Brand Website oder wies jetzt heisst Touchpoints, Digital Supported Retail, usw. Dann hast du oben wieder die Strategie.

RD: Also du würdest nicht allzu viel verändern, einfach den Customer Journey rausnehmen und zeigen, dass der ausserhalb vom Unternehmen ist und dann aufzeigen, dass es ein lernender, unendlicher Prozess ist.

JM: Das würde die Qualität des Frameworks bereits verdoppeln, weil die Realität ist, dass der Kunde ausserhalb von dir ist. Und wenn du sagst, die 360 Grad Experience ist das

Ziel, dann ist das schön in der Mitte von dem Kreislauf. Jetzt kannst du sagen, ja was mach ich denn. Verstehen, Entscheiden, Machen, Ausrollen, Messen, habe ich jetzt grade spontan erfunden. Also der Kreislauf, Kunden verstehen, dann haben wir unsere Hütte, dann müssen wir etwas verbessern wir machen etwas und rollen es dann aus. Oder du könntest sagen wir testen und dann Ausrollen und dann Messen und Verstehen. Ich glaube das wäre dann noch näher und dadurch noch mehr wahr. Wie du das da Unten dann aufbaust, dass musst du dir dann noch überlegen. Ich denk Smart Data, CRM, Ecosystems ist sicher gut. Customer Segments finde ich sehr gut. Bei den Ecosystems müsstest du dir überlegen, ob du das nicht eine Stufe weiter rauf nehmen willst. Und dann quasi noch andere Häuser hast. Weil im Prinzip bedeutet Ecosystems, dass es wieder andere Firmen gibt, die das Gleiche auch wieder haben. Das könntest du hier andeuten und dann ist die Frage, wie die Verbindung dazwischen ist. Weil wenn das Gübelin ist (zeigt auf anderes System ausserhalb vom „eigenen Haus“ im Framework) und du bist IWC dann willst du Ihm deine Produktinformationen und/oder Kundendaten geben, damit er besser verkaufen kann. Weil er verkauft ja dann deine Produkte, wenn es wirklich ein Ecosystem ist. Ecosystem ist ja auch tendenziell eher ausserhalb. Das Management vom Ecosystem ist auch innerhalb. Du siehst dann plötzlich die Parallelität zu unserem Modell, das ist auch ok. Bei meinem Modell habe ich die Kanäle an der Oberfläche.

JM: Also nochmals – Ich glaube es ist super, wenn du den Kunden extern analysierst. Du hast einen Ablauf, wie man das Kundenverständnis und auch den Erfolg am Markt misst um das Haus, was man selber ist, zu verbessern. Wie das Haus aufgebaut ist, hast du hier schon angedeutet, du kannst dir überlegen was ist das Fundament und dabei musst du dir immer überlegen, wenn du etwas rausnimmst, kracht das Haus dann zusammen? Wenn es wirklich zusammenkracht, dann gehört es wirklich da rein und wenn es nicht zusammenkracht, dann gehört es weiter nach oben. Und wenn du die Daten rausnimmst, dann kracht das Haus zusammen, deswegen sind die Daten ganz unten. Aber wenn du den Online Shop rausnimmst, dann kracht es nicht zusammen, sondern es sieht dann einfach nicht so schön aus. Das heisst, der Online Shop ist ganz oben. Wenn du nämlich visuell ein Haus kommunizierst, dann würde ich schauen, dass du auch ein Architektur-Bild machst.

RD: *Ich muss diese Änderungen unbedingt reinnehmen. Ich habe diesen Framework jetzt schon so oft angeschaut und schon so viel Feedback dazu bekommen, aber wenn ich das jetzt so sehe, dann macht Alles viel mehr Sinn.*

JM: Nochmals, das da (Journey) ist eine Situation von einem Kunden und die gibt es Millionenfach. Und das hier (Touchpoints) sind alle Elemente die du machen musst. Und das (Framework) ist eine super Ausgangslage aber mit dem Anderen bist du wirklich weiter. Und wenn du dir nochmal überlegst, welche Bausteine nimmst du da rein und wann fliegt das Haus zusammen? Oder du machst ein Modell, das kein Haus ist, wo unten z.B. neun gleichberechtigte Punkte sind.

RD: *Ich muss das nochmals anschauen, weil wenn ich das so gemacht hätte, dann hätte es für mich mehr Sinn gemacht mit dem Fundament und den strategischen Aspekten die dann quasi in den Customer Journey reinfließen. Aber wenn ich den Journey rausnehme, dann werde ich wahrscheinlich kein Haus machen.*

JM: Ich finde noch extrem gut, dass du die Customer Segments reingemacht hast und auch die Brand DNA. In der Uhren Industrie wird das (Internal Organization and Culture) extrem unterdrückt. Die Uhrenindustrie versteckt sich sehr stark hinter einer Fassade und niemand darf sehen was hinten drin ist. Die Kultur in der Uhrenbranche ist recht kaputt, die Leute arbeiten sehr viel und werden ein bisschen ausgenommen, hohe Fluktuation, hoher Preisdruck und ich finde es richtig, dass du das hier reinnimmst. Aber meiner Meinung nach nimmt das keiner der CEOs in der Uhrenbranche ernst. Der Hayek vielleicht noch am ehesten. Die Uhrenindustrie ist sehr viel Fassade. Customer Segments: Ich bin erstaunt, wie wenig Segmentierung die Uhrenindustrie macht. Dort könnten Sie noch extrem profitieren. Aber Sie sehen es nicht so. Sie haben einfach eine sehr starke Marke, die die Kunden anzieht. Also IWC spricht diese Menschen an und Rolex diese. Deshalb ist eine Segmentierung für sie, bisher in der Vergangenheit nicht so wichtig gewesen. IWC hat neu z.B. auch noch eine Frauenuhr und sie realisieren langsam, dass es ihnen guttut, besser zu differenzieren welche Kunden sie haben. Brand DNA wird dir einen Uhren Typ als ganz wichtig hinstellen, Ich persönlich sage das ist eben im Prinzip die Fassade. Du könntest auch sagen, dass das ganz unten ist. Aber in meinen Augen ist es die Fassade. Was meiner Meinung nach auch noch ein bisschen fehlt, ist das Thema e-Business. Darauf solltest du noch ein wenig eingehen. In meinen Worten wäre das ein

Multichannel Framework, weil du hast offline, online, etc. Die Frage ist, wenn du ein e-Business Framework machen willst, ob du das dann auch betonen willst.

RD: *Das habe ich mir auch schon überlegt, aber in Bezug auf e-Business sind das nun mal die relevanten Aspekte.*

JM: Ja klar, die Frage ist nur welche Touchpoints sind e-Business relevant und was brauche ich bei den Touchpoints Relevantes. Du hast vorhin selbst gesagt, dass die Auslieferung ein grosses Fragezeichen ist beim Thema e-Business. Das würde für mich bedeuten, wie bringst du das Thema Logistik in diesen Framework rein?

RD: *In einem älteren Framework hatte ich das Thema Distribution bei den strategischen Aspekten als vierten Punkt, hab es dann aber rausgenommen, weil ich dachte für e-Business passt es eben genau nicht so.*

JM: Wo du meiner Meinung nach noch Punkte sammeln könntest wäre bei den Touchpoints im Customer Journey. Jetzt könntest du beim Messen sagen ok, ich habe hier die verschiedenen Touchpoints und du misst quasi die Relevanz. Du stellst es hier ja nur beispielhaft dar. Du stellst also die Touchpoints im Journey da, z.B. 1-8 und dann misst du die Touchpoints. Und dann machst du Projekte aus den acht. Dann kannst du dich fragen ok, welche Kanäle sind relevant für e-Business. Beim Messen, misst du ja die Priorität der Kanäle und der nächste wird ja dann wieder andere Prioritäten haben für sein Business. Das heisst du könntest dann sagen hier sind 1-8, es gibt aber noch 9-n Touchpoints, das muss aber jeder für sich selber herausfinden. Weil ein Framework soll ja von verschiedenen angewandt werden können. Jetzt könntest du sagen für einen e-Business Framework möchten wir diese Touchpoints anschauen, weil wir können ja nicht alles anschauen es ist ja ein e-Business Framework und nicht ein alles-Framework. Die Firma X kann noch diese Touchpoints hinzufügen und Firma Y diese Touchpoints und während dem Prozess kann man das dann auch noch herausfinden. Du könntest auch die wichtigsten Elemente auflisten, und dann pro Touchpoint auflisten, was der Touchpoint braucht, weil ein Framework ist ja immer dann gut, wenn man ihn anpassen kann auf die jeweilige Situation. Dann kann man sagen ok, hier ist der Customer Journey, 360 Grad und der Zyklus läuft dann und das sind dann die wichtigen Erkenntnisse, die man im Moment dann hat oder die wichtigen Rahmenbedingungen und das sind die

Basiselemente die es braucht für alle acht. Damit wäre es dann möglich, wenn das jetzt ein Template ist, dass IWC sagt, ok, hier machen wir unsere Notizen. Der Vorteil von dem ist, dass wenn du dir ein paar Sachen rauspickst ist, dass es praktikabler wird. Weil man sieht woher kommen die Daten, wo laufen Sie in die Organisation rein. Du musst die Kultur im Griff haben, die Daten musst du im Griff haben, etc.