

I,102.1.00

**Business Administration**  
*Introduction and Fundamentals*

**Question Sheets and Example Solutions**

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Number of pages including cover: 17  
Maximum score: 180  
Time: 180 minutes

1	<b>MULTIPLE-CHOICE QUESTIONS</b>	90
	<p>Answer all questions on the included multiple-choice answer sheet.  <b>Only answers on the multiple-choice answer sheet will be considered!</b></p> <p>The exam contains two types of questions:</p> <p>Questions with <b>just one correct answer</b> (indicated with: <i>tick only one answer</i>)</p> <ul style="list-style-type: none"> <li>There are <b>three potential answers</b> in each case (a, b, c).</li> <li>You get one point (+1) for a <b>correctly</b> placed mark.</li> <li>If there is <b>more than one</b> mark or the mark is on the <b>incorrect answer</b>, the question is graded with <b>zero points</b>.</li> <li>Thus, <b>one point</b> can be achieved in these questions.</li> </ul> <p>Questions with <b>multiple answers possible</b> (indicated with: <i>multiple answers possible</i>)</p> <ul style="list-style-type: none"> <li>There are <b>four potential answers</b> in each case (a, b, c, d).</li> <li><b>One or more of these four answers</b> could be correct.</li> <li>A half-point will be awarded for each <b>correctly</b> placed mark and for each square that was correctly left empty (+½).</li> <li>A half-point will be deducted for each <b>incorrectly</b> placed mark and for each square incorrectly left empty (-½).</li> <li>In <b>total</b>, <math>4 \times \frac{1}{2} = 2</math> <b>points</b> can be achieved on these questions. A question is <b>not graded with fewer than zero points</b>.</li> </ul>	
1.1	<b>Business processes and marketing concept</b>	8
1.1.1	<p>You sit on a management board and move to introduce a new process for handling incoming orders. To which of the three horizons of meaning would you typically assign this?          (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Normative horizon of meaning</li> <li>b) Strategic horizon of meaning</li> <li>c) Operational horizon of meaning</li> </ul>	1
1.1.2	<p>What are "SDGs"?          (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) UN Sustainable Development Goals</li> <li>b) Social development indicators</li> <li>c) Dimensions of the triple bottom line</li> </ul>	1
1.1.3	<p>Which statement about the added value statement is correct?          (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Net added value corresponds to turnover minus preparatory work.</li> <li>b) The share of personnel costs in the added value is greater for a transport company than for a retailer.</li> <li>c) The share of preparatory work in the added value is smaller for a retailer than for a transport company.</li> </ul>	1

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1.1.4	How can economic value be defined? (tick only one answer)  a) Costs for the production of a service. b) The expected benefit stream of an object. c) What is paid for something on the market.	1
1.1.5	Which statements about management are correct? (multiple answers possible)  a) Management concerns the design of companies as purpose-oriented, productive, social systems. b) Management deals with the organization of value chains. c) Management has the task of maximizing shareholder value. d) Management has the task of making the relationships in the business ecosystem productive.	2
1.1.6	Which statements about disruption are correct? (multiple answers possible)  a) Value chains are being changed by social development. b) Leads to new phenomena such as business migration or new forms of work. c) Service chains can also be affected. d) Is a form of outsourcing.	2
<b>1.2</b>	<b>Market analysis</b>	<b>8</b>
1.2.1	What measures are suitable at the sector level to reduce transaction costs? (tick only one answer)  a) Deregulation of markets b) The use of architects who connect suppliers and buyers and take on logistics, collection, consulting and range-of-goods functions for their own accounts c) The establishment of brokers who mediate between demanders and suppliers by exchanging information and bundling services	1
1.2.2	Which statement is correct if someone in a decision-making situation has a positive attitude toward environmental protection and feels that he or she can contribute to a marked improvement in living conditions by buying an electric car? (tick only one answer)  a) According to the attribution theory (after Heider), there is a strong behavioral intention. b) According to the theory of planned behavior (after Ajzen), there is a strong behavioral intention. c) There is a discrepancy between stated and revealed preferences.	1
1.2.3	Which statement about market sizes is correct? (tick only one answer)  a) Market capacity comprises the sum of all the actually realized turnovers of all the suppliers on the market. b) Market potential refers to the theoretical capacity of a market without regard to prices and purchasing power. c) Market potential corresponds to the demand for a good or service at a certain price.	1

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1.2.4	Which trend category are "environmentally friendly offers"? (tick only one answer) a) Demand trend b) Medium-term trend c) Long-term trend	1
1.2.5	Which of the following statements about markets are correct? (multiple answers possible) a) In the market, a transaction occurs when one partner (buyer) attaches the same value to, for example, a good as another partner (seller). b) The use of a market is basically free of charge. c) Information, goods and/or services are exchanged in markets. d) Markets are factually, locally and historically definable.	2
1.2.6	Which of the following statements about trend research are correct? (multiple answers possible) a) In the Delphi study, expert assessments are determined over several rounds. b) Trend monitoring brings together experts from different fields to reveal and interpret different perspectives and future expectations in workshops. c) Scanning is used to analyze media with regard to the interpretation of signs. d) In trend scouting, possible scenarios are developed and developments that might result are weighed, including potential consequences.	2
<b>1.3</b>	<b>Marketing strategy</b>	<b>8</b>
1.3.1	Which of the following statements about marketing strategy is correct? (tick only one answer) a) A marketing strategy contains statements on the use of marketing instruments and the value of customers (customer equity). b) A marketing strategy is developed when the corporate strategy requires a so-called "inside-out" perspective. c) The aim of an "outside-in" view of strategy is to create competitive advantages through market positions.	1
1.3.2	Which statement on positioning is correct? (tick only one answer) a) Active and reactive positioning basically pursue the same goal: achieving profits via long-term satisfaction of customers. b) Reactive positioning is based on latent customer wishes that emerge at random and are responded to with a bundle of marketing measures. c) Active positioning is based on exploratory market research, whereby the implementation of problem-solving ideas is defined as the goal instead of making a profit.	1
1.3.3	Which is a way of illustrating positioning? (tick only one answer) a) Histogram b) Semantic differential c) Semiotics	1

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1.3.4	Which marketing tool is most important in the usage phase compared to the purchase phase? (tick only one answer) a) Point-of-sale advertising b) After-sales service c) Pricing and discounts	1
1.3.5	In order to ensure a sufficient yield, not only sufficient sales but also sufficiently high average prices are required. What do these average prices depend on? (multiple answers possible) a) Production costs b) Quality of products c) Marketing costs d) Positioning	2
1.3.6	What opportunities does a newspaper company have to expand existing potential in a saturated media market? (multiple answers possible) a) Use lock-in effects b) Generate/increase additional purchases c) Generate/increase subsequent purchases d) Markedly increase prices	2
<b>1.4</b>	<b>Product design</b>	<b>8</b>
1.4.1	How can quality be defined? (tick only one answer) a) An absolute value defined by clearly defined industry standards b) The ability of a product to best meet a consumer's needs c) The customer value of a service	1
1.4.2	A company in the consumer durables sector is increasingly focusing only on the design of its products and their marketing, outsourcing the actual production of its goods to third parties. Which of the following statements is correct? (tick only one answer) a) This is a reduction of the vertical business area. b) This is a reduction of the horizontal business area. c) This is a reduction in the depth of the product range.	1
1.4.3	Which statement about the performance process is correct? (tick only one answer) a) The performance process has a physical, informational and normative level. b) The performance process starts from preparatory work and leads via transformation (for services) to performance marketed in the sales market. c) The performance process depends on the product properties.	1

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1.4.4	<p>In the past, many tour operators like Hotelplan ran their own travel agencies, airlines and hotel chains. What role had Hotelplan taken on at that time? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Integrator</li> <li>b) Orchestrator</li> <li>c) Market maker</li> </ul>	1
1.4.5	<p>Which statements about the different "economies" are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Network effects cause constantly increasing marginal benefits on the production side and constantly decreasing marginal costs on the demand side.</li> <li>b) Learning curve effects are also particularly relevant in the health sector due to high case numbers.</li> <li>c) Economies of scale mean that average costs decrease as production volumes increase.</li> <li>d) Economies of scope arise when the range of services is reduced.</li> </ul>	2
1.4.6	<p>Which statements about the vertical business area are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) This is about making decisions about diversity and variants in production.</li> <li>b) Integrated value creation levels within the company lead to higher costs of internal, hierarchical coordination within the organization.</li> <li>c) Outsourcing value creation activities leads to a reduction in transaction costs.</li> <li>d) A company is caught between economies of scale and economies of scope.</li> </ul>	2
<b>1.5</b>	<b>Pricing, communication, distribution</b>	<b>8</b>
1.5.1	<p>What is a danger that can accompany generous discount promotions? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The image of a provider is pushed too much in the direction of a luxury segment.</li> <li>b) Higher prices after a discount campaign are no longer enforceable because the price expectation has adjusted downward.</li> <li>c) There can be an acquisitive effect that leads to a reduction in sales.</li> </ul>	1
1.5.2	<p>A ski manufacturer builds brand stores and enhances them with experience zones such as a ski simulation. Which statement is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) This is a selective distribution.</li> <li>b) This is an intensive distribution.</li> <li>c) This is an exclusive distribution.</li> </ul>	1
1.5.3	<p>A farm business runs a farm shop and no longer sells to agricultural wholesalers. Which statement is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) This is an intermediation.</li> <li>b) This is a disintermediation.</li> <li>c) This is an intensive sales strategy.</li> </ul>	1

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1.5.4	<p>Which is a typical type of static price determination? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Future orientation (skimming, penetration)</li> <li>b) Cost orientation (full costs, variable costs)</li> <li>c) Efficiency orientation (outsourcing, insourcing)</li> </ul>	1
1.5.5	<p>During the early summer of 2022, petrol prices hit new record highs, from a long-term CHF 1.60 to CHF 2.20 per liter. Despite this, sales of petrol did not fall significantly. Which statements are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Petrol is a "compulsory product" for many people today, for example for commuting, which is why demand reacts elastically.</li> <li>b) Petrol demand reacts inelastically within a certain range, but there could be tipping effects if prices advance above certain ranges.</li> <li>c) Since demand is inelastic, price discounts are worthwhile.</li> <li>d) Since the quantity sold has responded very little in percentage terms to the percentage price increase, it is an inelastic demand.</li> </ul>	2
1.5.6	<p>Which statements on the skimming of individual willingness to pay are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Loyalty programs should be introduced so that the different prices are not so noticeable to customers.</li> <li>b) Fencing techniques should be used so that customers cannot benefit from lower price categories.</li> <li>c) Framing mechanisms should be used to make different prices more acceptable in customer perception.</li> <li>d) Anchor prices should be set so that the different prices can be classified by buyers.</li> </ul>	2
<b>1.6</b>	<b>Controlling and innovation</b>	<b>5</b>
1.6.1	<p>A company shows a contribution margin of CHF 100,000 for its bike service division. Which statement is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The division covers CHF 100,000 of the company's total costs.</li> <li>b) The division covers CHF 100,000 of the company's fixed costs.</li> <li>c) The division covers CHF 100,000 of the company's variable costs.</li> </ul>	1
1.6.2	<p>A company in the field of mobility platforms describes its business model as follows: "Our service consists in saving time in organizing a journey. We work together with a network of public transport and taxi companies. We want to grow through network effects and finance ourselves through advertising revenue. " Which dimensions of the business model approach are not addressed here? (Multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Value proposition</li> <li>b) Value creation</li> <li>c) Value capture</li> <li>d) Value dissemination</li> </ul>	2

1.6.3	<p>What could a company do to increase its innovative capacity? (Multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Invest in its own core competencies</li> <li>b) Drive a service offering that is as broadly diversified as possible</li> <li>c) Implement of close controlling of the innovation process</li> <li>d) Enable open team structures that ensure learning communities</li> </ul>	2
<b>1.7</b>	<b>Management and management models</b>	<b>8</b>
1.7.1	<p>Which statement about the structuring forces in the St. Gallen Management Model (SGMM) is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Structuring forces ensure the necessary basic order in, among other things, the form of governance.</li> <li>b) Structuring forces ensure the necessary basic order by, among other things, continuously improving the ongoing operation.</li> <li>c) Structuring forces ensure the necessary basic order by defining, among other things, the norms and values of an organization.</li> </ul>	1
1.7.2	<p>What does the acronym "VUCA" stand for? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Vacuous, Unstable, Complicated and Argumentative</li> <li>b) Velocity, Unpredictability, Confusion and Antagonism</li> <li>c) Volatility, Uncertainty, Complexity and Ambiguity</li> </ul>	1
1.7.3	<p>What is a property of trivial systems? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Historicity</li> <li>b) Instability</li> <li>c) Closedness</li> </ul>	1
1.7.4	<p>Which statement about processes is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The foundation and primary process of any organization is corporate value.</li> <li>b) Processes are optimized individually and in interaction.</li> <li>c) Not every organization can be understood as a networked interplay of processes.</li> </ul>	1
1.7.5	<p>Which statements about thinking in systems and processes as an essential basis of the St. Gallen Management Model (SGMM) are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Systems thinking claims to enable interdisciplinary perspectives.</li> <li>b) Process thinking is intended to bring individual management levels into an impact context.</li> <li>c) Systems and process thinking should promote thinking in target categories.</li> <li>d) Boundary-spanning objects such as process maps enable functional silos to be overcome.</li> </ul>	2



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1.7.6	Which of Nickerson and Argyres' statements about Type III problems are correct? (multiple answers possible)  a) To promote an inclusive view, it is important to provide the right answers so that Type III problems can be avoided. b) Careful problem formulation is required to avoid Type III problems. c) Type III problems involve situations where solutions are developed for the wrong problem. d) Type III problems refer to the situation where the actual problem has not been identified at all.	2
<b>1.8</b>	<b>Decisions and communications</b>	<b>8</b>
1.8.1	Which is a basic element of a decision? (tick only one answer)  a) Value system b) Alternatives for action c) Categorization	1
1.8.2	Which methods are suitable for making complicated decisions? (tick only one answer)  a) Scenario technique and game theory b) Decision tree c) Minimax rule and heuristics	1
1.8.3	Which of the following communication platforms has the lowest degree of formalization and routinization? (tick only one answer)  a) Meetings and workshops b) Regulatory platforms c) Dialogue platforms	1
1.8.4	Which is <u>not</u> one of the four sides of a message according to Schulz von Thun? (tick only one answer)  a) Factual information b) Appeal c) Self-reflection	1
1.8.5	The most important activity of managers is to ensure decisions are made. Which statements about the decision-making phases are correct? (multiple answers possible)  a) In the phase of ensuring decision-making capacity, the aim is to collect relevant information on which to base subsequent decisions. b) The phase of identifying decision-making necessity is primarily about building trust for the exchange of information. c) In the phase of the actual decision, the focus is on the development of alternatives. d) The decision implementation phase is about exploring alternatives and evaluating them.	2


1.8.6	<p>Which statements about the aspects of decision-making situations to be considered in the complex environment are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Because the consequences are often unclear, it is necessary to tap into all available information and expertise as comprehensively as possible.</li> <li>b) Because decisions as part of an overall decision-making system influence each other, processes of collective insurance are to be advanced.</li> <li>c) Because not all possible alternatives are known in part, new options must be created through active management of the environment as a space of possibility.</li> <li>d) Because conflicting expectations and goals of the stakeholders involved in or affected by a decision often have to be dealt with, the decision tree method lends itself to clarifying conflicting goals.</li> </ul>	2
<b>1.9</b>	<b>Strategy and development modes</b>	<b>8</b>
1.9.1	<p>Which statement about the characteristics of strategic decision-making is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Strategic decisions have an impact on an organization's ability to generate and internalize customer expectations.</li> <li>b) Strategic decisions must take into account the reactions of competitors and various relevant markets.</li> <li>c) Strategic decisions tend to be of a short-term nature.</li> </ul>	1
1.9.2	<p>Which instrument is best suited for the systematic analysis of competitive forces? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) SWOT Analysis</li> <li>b) Porter's Five Forces Framework</li> <li>c) Utility Analysis</li> </ul>	1
1.9.3	<p>Which thrust in the Ansoff matrix is affected when a Swiss start-up wants to enter the German market to distribute its existing products there? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Market penetration</li> <li>b) Market development</li> <li>c) Diversification</li> </ul>	1
1.9.4	<p>What is an example of an ideal-typical decision-making pattern of strategy work according to Nagel and Wimmer, when a strategy is developed implicitly-intuitively and outside of an organization as a specification for managers? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) A boss develops the strategy of his or her organization independently and on the basis of his or her many years of experience and intuition.</li> <li>b) A company hires a consulting firm for strategy development.</li> <li>c) The strategy is developed by the management in a joint process, with the involvement of different parts of the company.</li> </ul>	1

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1.9.5	<p>Which statements about strategies are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) It is imperative that strategies are explicitly formulated, otherwise the target market and the ways to reach it are not known.</li> <li>b) Strategy can be understood as a pattern in a stream of decisions and actions.</li> <li>c) Strategy can be described as the determination of long-term goals with the corresponding adjustment of approach and allocation of resources over time.</li> <li>d) Strategy stabilizes processes and routines.</li> </ul>	2
1.9.6	<p>Which statements about the development modes are correct? (multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) According to the concept of organizational ambidexterity, the long-term survival of an organization can be ensured if it masters either the exploitation of existing advantages or the exploration of new success potentials.</li> <li>b) Evolutionary development often starts with the renewal of service provision.</li> <li>c) The fact that performance systems today are increasingly being developed into integrated problem solutions is a form of evolutionary development.</li> <li>d) A disruption of the value chain corresponds to the development mode of renewal.</li> </ul>	2
<b>1.10</b>	<b>Structure and culture</b>	<b>8</b>
1.10.1	<p>Which statement about the conceptual understanding of "organization" is correct if an institutional perspective on an organization is taken? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) An organization has an organization.</li> <li>b) An organization is an organization.</li> <li>c) An organization is organized.</li> </ul>	1
1.10.2	<p>Which guiding principle for the design of organizational structures is correct? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Strategy follows Structure follows Process</li> <li>b) Structure follows Process follows Strategy</li> <li>c) Process follows Strategy follows Structure</li> </ul>	1
1.10.3	<p>What basic type of organizational structure might a company choose to ensure the greatest possible specialization? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Line-staff organization</li> <li>b) Network organization</li> <li>c) Matrix organization</li> </ul>	1
1.10.4	<p>What economic effect is involved when a company operates a franchising system whereby independently acting units provide independent services to the customer? (tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Economies of scope</li> <li>b) Economies of scale</li> <li>c) Network effects</li> </ul>	1

1.10.5	<p>Growth and specialization are key drivers of organizational development and lead to larger organizations. Which statements about the challenges of larger organizations are correct?</p> <p>(multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) Functional barriers arise when individual levels develop their own identity with their own artefacts and develop their own ways of working.</li> <li>b) Silo thinking can arise when more hierarchical levels are introduced.</li> <li>c) A higher number of hierarchical levels leads to a slowing down of communication and decision-making processes.</li> <li>d) Functional and hierarchical barriers lead to an augmented organization.</li> </ul>	2
1.10.6	<p>Which statements about the cultural dimensions according to Hofstede are correct?</p> <p>(multiple answers possible)</p> <ul style="list-style-type: none"> <li>a) The dimension of power distance is particularly strong in China.</li> <li>b) Scandinavian cultures are associated with high masculinity.</li> <li>c) In Switzerland, the dimension of the long-term orientation is particularly dominant.</li> <li>d) In the USA, the dimension of individualism plays a big role.</li> </ul>	2
<b>1.11</b>	<b>Leadership and governance</b>	<b>8</b>
1.11.1	<p>Which statement about the location of leadership in the St. Gallen Management Model (SGMM) is correct?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Management is about leadership through "communicative interventions".</li> <li>b) Profession-related leadership is the leadership of people and employees.</li> <li>c) Leadership focuses on the microcosm of organizational leadership.</li> </ul>	1
1.11.2	<p>According to Thommen et al., to which subtask of human resource management can the career planning of employees be assigned?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Recruitment</li> <li>b) Staff motivation and remuneration</li> <li>c) Human resources development</li> </ul>	1
1.11.3	<p>What are the hallmarks of good corporate governance?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) Transparent corporate communication</li> <li>b) Annual payment of a dividend to the shareholders</li> <li>c) Focus on the interests of the state</li> </ul>	1
1.11.4	<p>What danger can exist if a strong person dominates a company as CEO?</p> <p>(tick only one answer)</p> <ul style="list-style-type: none"> <li>a) The balance in the "outer triangle" of corporate governance (company, authorities and stakeholders) is not guaranteed.</li> <li>b) The balance in the "inner triangle" of corporate governance (management, board of directors and auditors) is not guaranteed.</li> <li>c) The balance in the "middle triangle" of corporate governance (capital providers, employees and suppliers) is not guaranteed.</li> </ul>	1

1.11.5	In which leadership styles according to Tannenbaum and Schmidt is the enforcement of the decision instructed and explained? (multiple answers possible) a) Authoritarian b) Consultative c) Participatory d) Delegating	2
1.11.6	What are important tools and methods of a compliance management system? (multiple answers possible) a) Plan/Do/Check/Act method b) Aggregation method c) Scenario technique method d) Process management method	2
<b>1.12</b>	<b>Environment and interaction issues</b>	<b>5</b>
1.12.1	Which approach of Slater's Theories of the Firm emphasizes the question of whether a company succeeds in maintaining the cohesion of its stakeholders? (tick only one answer) a) Behaviorist theory b) Neoclassical theory c) Resource-based theory	1
1.12.2	Which statements about stakeholders are correct? (multiple answers possible) a) Stakeholders are actors in the environment of an organization that represent certain mechanisms of action. b) Relationships with stakeholders need to be nurtured and continuously developed. c) Only through exchange with stakeholders do environmental spheres take shape. d) An organization accesses its specific environment through contractual ties with its stakeholders.	2
1.12.3	Which statements about the areas of tension in management and their design principles are correct? (multiple answers possible) a) The tension to manage conflicting stakeholder interests requires a decision on the degree of outsourcing of own value-creation components. b) The tension between functional optimization and integrative optimization across all functions requires the application of a strictly hierarchical line-staff organization. c) The tension between short-term optimization and long-term securing of competitive advantages requires the use of "boundary-spanning objects". d) The tension between transactional and transformational leadership requires a situational approach to leadership.	2

2	<p><b>CASE STUDY QUESTIONS</b></p> <p><i>The questions have to be answered on the included sheets. If there is not enough space for your answers, use both sides of the answer sheet.</i></p> <p><i>If you do not find all the information in the case study text that you need to answer the questions, make assumptions as necessary. Name and briefly justify your assumptions.</i></p> <p><b>Hint: The questions are structured along the twelve modules of the course.</b></p>	90
	<p>HELIOMALT is a malt and cocoa-based instant powder that contains 13 vitamins as well as calcium and zinc, and makes a ready-to-drink beverage when stirred into cold or warm milk. HELIOMALT provides natural energy for physical and mental performance through selected wheat and barley ingredients. It is produced exclusively in Switzerland and is available at various sales outlets such as larger supermarkets and drugstores. Restaurants are also supplied. In addition, an online shop is maintained for the direct purchase of the products.</p>  <p>HELIOMALT was developed in 1929, i.e. shortly before the Great Depression, by the company Siegfried AG in Zofingen. The name came from the combination of the ingredient malt with the name of the Greek sun god, Helios. At that time, the diet of the population and especially of children was still strongly characterized by subsistence, i.e. what was grown in Switzerland or even in one's own garden and yard was put on the table. Due to climatic conditions and seasonality, but also social conditions, food supplements were in demand. Like the fortifying drink Ovomaltine, launched in 1904, it was intended to provide weaker people with valuable fortifying substances such as malt in a tasty form. Like Ovomaltine, HELIOMALT was also quickly used as a sports food in the 1930s and, for example, was carried on the Swiss Caucasus expedition in 1934.</p> <p>HELIOMALT was produced in Hochdorf (Lucerne) from 1946. For a long time, the brand was also owned by the Hochdorf dairy. In the 1950s, with the economic upswing and the emergence of winter sports, there was also intensive investment in national advertising with the slogan "HELIOMALT gives strength for two" or the elephant as a mascot, which in itself resulted in a consistent brand image. Until the 1980s, marketing innovations were realized again and again, such as exclusive concerts with Louis Armstrong, Advent calendars - the company was a pioneer in television advertising and repeatedly launched attractive competitions.</p> <p>In the 1990s, when globalization gained momentum with the end of the Cold War, less was invested in marketing and the advertising presence was practically abandoned. In contrast to Ovomaltine with its strong internationalization, HELIOMALT was always focused on the Swiss market and thus could not benefit from globalization. Finally, in 2006, the brand rights were transferred from Hochdorf to the baby food manufacturer</p>	

Bimbosan, which concentrated its distribution and presence largely on the specialized trade (drugstores/pharmacies).

In 2022, HELIOMALT AG, which was founded in 2012 to revive the brand, was sold to a new team that wants to reposition and launch the product. According to the managing director of HELIOMALT AG, distribution is to be rebuilt in 2022 and a rebranding is to take place in 2023, along with the launch of new products. The aim is to adapt HELIOMALT to current trends and to be represented again across a wide area in Switzerland. For example, the recipe is to be adapted by replacing palm oil with rapeseed oil and reducing the sugar content. The product range is also to be expanded with new product variations such as bars, spreads for bread, ice cream or a ready-to-go drink. Vegan forms of the product are also planned, without milk powder. Organic versions are also conceivable. The packaging is to change only slightly for the sake of recognition value.

However, other suppliers are already represented in the Swiss market for instant chocolate powder. Below you can see the relevant suppliers and their brand names under which the instant chocolate powder is sold, which are in competition with HELIOMALT.

Supplier	Brand	Price per 500g
Wander	Ovomaltine	CHF 9.35
Wander	Caotina	CHF 8.65
Nestlé	Nesquik	CHF 5.75
Mondelez International	Suchard Express	CHF 6.95

Sources: [heliomalt.ch](https://heliomalt.ch), Oct. 2022; *Handelszeitung*, July 2022; *Aargauer Zeitung*, Sept. 2022; [ovomaltine.ch](https://ovomaltine.ch); [caotina.ch](https://caotina.ch); [coop.ch](https://coop.ch)

Part I	Case study	45
2.1	a) Give an example of the integrated value chain of HELIOMALT's instant powder and describe the individual functions or elements.	4
	b) Identify two technological developments that can lead to a change in the value chain and describe the effects on the value chain.	4
2.2	a) Identify four megatrends relevant to HELIOMALT AG's offering and derive one demand trend per megatrend.	4
	b) Which methods are available to HELIOMALT AG to conduct trend research? Choose two methods of trend research and justify your choice.	2
2.3	a) Divide the market for instant chocolate powder into at least four segments using two meaningful segmentation criteria. Name both the two segmentation criteria and the segments.	4
	b) Design a positioning for HELIOMALT AG in the market for instant chocolate powder. Express this by depicting it in a two-dimensional positioning matrix, also integrating the relevant competitors into the matrix, and in the form of a verbal formulation.	5
2.4	a) The managing director of the newly founded HELIOMALT AG asks himself whether he should expand his product range with a HELIOMALT bar. Which form of expansion of the product range is being considered? Give reasons for your decision.	2
	b) Assume that HELIOMALT AG procures its instant powder for HELIOMALT directly from a supplier. The supplier sells a pack of HELIOMALT for CHF 5. HELIOMALT AG also pays CHF 50 for the delivery and calculates a storage cost rate of 20%. HELIOMALT AG expects to sell 5,000 units next year. What is the optimal order quantity?	4
2.5	a) You know that the average production costs are currently CHF 1.60 for 500g HELIOMALT. You also know the prices of some competing products. What price would you set for a 500g standard pack of HELIOMALT in the retail trade? Argue with reference to the competitor analysis and a relevant pricing theory.	3
	b) The aim of founding HELIOMALT AG in 2022 was to revitalize the brand and adapt the marketing mix accordingly. For each phase of the buying cycle, propose a measure that can be assigned to the instruments of the marketing mix in order to make this project successful. Give brief reasons for your selection.	5
2.6	a) Suppose HELIOMALT AG wants to focus only on the design and marketing of HELIOMALT from now on. The remaining components of the value chain will be outsourced to external partners. Which direction of innovation is this and why?	2
	b) Assume that HELIOMALT AG starts the market launch of a to-go drink at the end of 2023, which is mainly sold in supermarkets. What do you consider to be the three most important controlling factors in a market launch phase? Create a controlling concept with reference to all meaningful horizons and justification of the chosen variables.	6



Part II	Case study	45
2.7	a) Every organization consists of different system levels, including HELIOMALT AG. Name three system levels and explain them using HELIOMALT AG as an example.	6
	b) Also assign a challenge to each of the three HELIOMALT AG system levels mentioned.	3
2.8	a) HELIOMALT AG would like to grow further and is therefore planning to launch new products on the market in the near future. It would like to launch a spread for bread and an ice cream made from HELIOMALT. The company expects an annual turnover of CHF 400,000 for the spread with a probability of 55% and annual revenues of CHF 100,000 with a probability of 45%. For the ice cream, HELIOMALT AG predicts an annual turnover of CHF 300,000 with a probability of 70% and annual revenues of CHF 50,000 with a probability of 30%. The product development costs for the spread would amount to CHF 120,000, whereas the product development costs for the ice cream would amount to CHF 180,000. Using and naming a suitable method, determine the total value of the two product alternatives in terms of expected revenues. Subsequently, make a recommendation together with a justification as to which of the two products HELIOMALT AG should launch on the market.	7
	b) What type of decision is this? What are the biggest challenges here?	2
2.9	a) Develop a competitive analysis for HELIOMALT AG according to Porter's Five Forces Framework and finally assess the attractiveness of the market for instant chocolate powder. Make assumptions if necessary.	6
	b) Which of the three options derived from Porter's competitive strategy matrix would you recommend to HELIOMALT AG? Justify the choice of your proposed strategy.	3
2.10	a) The expected growth of HELIOMALT AG requires a formal organizational structure. Name the four basic types that HELIOMALT AG can choose from.	2
	b) Which basic type of organizational structure would you select for the current corporate phase of HELIOMALT AG and why? Give a recommendation and argue taking into account the four basic types.	5
2.11	a) The managing director of HELIOMALT AG considers his employees to be intrinsically motivated persons. According to McGregor, which image of man does the managing director of HELIOMALT AG represent? Which of the two sense-oriented leadership styles do you therefore expect to find at HELIOMALT AG? Based on this, also name a consequence of a task area of human resources management.	3
	b) The internal audit of HELIOMALT AG found violations of the expense regulations by a member of management. Which "line of defense" was effective here? Can you name another line of defense for dealing with risks that failed?	2
2.12	a) Name two stakeholder groups and their interests that are particularly relevant for the survival of HELIOMALT AG.	4
	b) According to Slater, which "Theory of the Firm" can best justify the existence of HELIOMALT AG? Give reasons why you have chosen this "Theory of the Firm".	2

Write all your answers on the pre-printed answer sheets.

**EXAMPLE SOLUTIONS**

I,102.1.00

**Business Administration**  
*Introduction and Fundamentals*

**Answer sheets**

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Last name:

First name:

Matriculation number:

**Evaluation**

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Number of points achieved

I	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	2.10	2.11	2.12



## Answer Sheet

### Multiple-Choice Questions

Maximum total points: 90 ☒

See question sheets for guidelines

Exercise 1.1	a)	b)	c)	d)
1.1.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.1.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.1.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.1.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.1.5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.1.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.2	a)	b)	c)	d)
1.2.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.2.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.2.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.2.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.2.5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Exercise 1.3	a)	b)	c)	d)
1.3.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.3.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.3.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.3.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.3.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.3.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.4	a)	b)	c)	d)
1.4.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.4.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.4.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.4.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.4.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.4.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Exercise 1.5	a)	b)	c)	d)
1.5.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.5.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.5.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.5.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.5.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.5.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.6	a)	b)	c)	d)
1.6.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.6.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.6.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.7	a)	b)	c)	d)
1.7.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.7.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.7.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.7.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.7.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.7.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>


Exercise 1.8	a)	b)	c)	d)
1.8.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.8.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.8.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.8.4	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.8.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.8.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Exercise 1.9	a)	b)	c)	d)
1.9.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.9.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.9.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.9.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.9.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.9.6	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.10	a)	b)	c)	d)
1.10.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.10.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.10.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.10.4	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.10.5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.10.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.11	a)	b)	c)	d)
1.11.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.11.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1.11.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.11.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.11.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.11.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Exercise 1.12	a)	b)	c)	d)
1.12.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.12.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.12.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2.1	<p>a) Give an example of the integrated value chain of HELIOMALT's instant powder and describe the individual functions or performance elements.</p> <p><i>Point distribution:</i>  <i>4 points: ½ point per mention of a performance element (max. 2P.), ½ point per meaningful description of the performance element (max. 2P.)</i></p> <p><i>Sample solution:</i></p>  <pre> graph LR     A[Research &amp; Development] --&gt; B[Input logistics]     B --&gt; C[Production]     C --&gt; D[Output logistics]     D --&gt; E[Sale]     E --&gt; F[Customer Service]     </pre> <p>R&amp;D (<i>upstream stage in the value chain</i>): e.g. idea collection and development of new product variations.</p> <p>Input logistics: Procurement and transport of input factors (malt, cocoa, sugar, packaging materials, etc.), warehousing.</p> <p>Production: Processing of input factors into the product Heliomalt.</p> <p>Output logistics: Delivery/transport of the product to various outlets such as supermarkets, drugstores and restaurants.</p> <p>Sale: Sale of the product through various outlets such as supermarkets, drugstores and restaurants. Direct sale through online store.</p> <p>Customer service (<i>downstream stage in the value chain</i>): All activities offered by a company to promote the use and maintain the value of the products sold.</p> <p><i>Other meaningful elements in the value chain: cocoa production, finishing, packaging, marketing.</i></p> <p>b) Identify two technological developments that can lead to a change in the value chain and describe the effects on the value chain.</p> <p><i>4 points: ½ point per formulation of a technological development according to compulsory literature ("technical redesign" and "breaking down" of value chains) (max. 1P.); 1 point per explanation of effect on the value chain (redesign, breaking down or extension) (max. 2P.); ½ point per meaningful example of a technological development (max. 1P.)</i></p> <p>Technical redesign of value-creation chains: Can lead to the omission of entire stages of the value chain. E.g., new logistics technologies (like delivery drones or production &amp; packaging by robotics in one step) etc.</p> <p>Breaking down value-creation chains through IT platforms: e.g., the product could only be distributed via the company's own homepage or other platforms etc.</p> <p><i>Remark: When explaining the impact on the value chain, it is necessary to clearly explain what effect the technological development has and how it is characterized. In addition to a redesign and a breaking down of value chains, it was also possible to argue for an extension of these chains. Finally, it had to be described in an understandable way whether a value chain stage was omitted or whether the value chain was redesigned or extended. For example: "The introduction of and focus on online business creates a disintermediation in which the intermediaries in the value chain can be omitted. Sales and distribution thus take place directly to the end customer."</i></p>	4
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2.2	<p>a) Identify four megatrends relevant to HELIOMALT AG's offering and derive a demand trend per megatrend.</p> <p><i>4 points: 1 point per megatrend with meaningful demand trend (demand trend must be derived from a megatrend that applies to Heliomalt AG)</i></p> <p>Ageing: Demand for offerings specifically for seniors and the young at heart. The Heliomalt brand is a familiar name, especially among the older generation (nostalgia). Strengthening nutrition is also particularly important for older people.</p> <p>Multi-optionalization: Demand for multi-optional offerings to cover different needs. Heliomalt AG plans to expand its product range with bars, spreads, glacé, to-go drink made from Heliomalt.</p> <p>Health consciousness: Demand for organic products or products with many vitamins. Heliomalt is planning vegan forms of the product without milk powder and a reduction in sugar content.</p> <p>Ecological awareness: Demand for products that are environmentally friendly. Heliomalt is considering adapting its formulation by replacing environmentally harmful palm oil with rapeseed oil.</p> <p><i>No points for generic description of megatrends (e.g., "megatrend health leads to demand for healthy products").</i></p> <p>b) Which methods are available to HELIOMALT AG to conduct trend research? Choose two methods of trend research and justify your choice.</p> <p><i>2 points: 1 point per trend research method with meaningful justification</i></p> <p>Trend scanning: Media analysis because trends are fast moving and often made by media.</p> <p>Trend monitoring: Observation of the development of a specific group because trends often arise unconsciously in lead communities.</p> <p>Semiotics: Interpretation of signs because trends are often expressed and emerge through languages and signs.</p> <p>Future laboratories: Bringing together experts from different fields because trends are often difficult to identify, and expertise is needed.</p> <p>Trend scouting: Observers interpret the development of a particular group or scene because trends often emerge in lead communities.</p> <p>Scenario planning: Development of possible premises because companies should be prepared for all future trends.</p> <p>Delphi study: Multi-round expert survey because experts can thus identify long-term trends with their specialist knowledge.</p> <p><i>Remark: Not just a description of the methods is needed, but reasons why the described method should be implemented by Heliomalt AG (not <u>how</u> the method is implemented, but <u>why</u>). In addition, concrete methods of trend research are sought and not generic methods from market or product research.</i></p>	<p>4</p> <p>2</p>
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2.3	<p>a) Divide the market for instant chocolate powder into at least four segments using two meaningful segmentation criteria. Name both the two segmentation criteria and the segments.</p> <p><i>4 points: 1 point per segmentation criterion (max. 2P.); ½ point per reasonable subdivision into a segment (max. 2P.)</i></p> <p>Demographic: young/old</p> <p>Geographical: urban/rural</p> <p>Resulting segments (e.g., as a tree diagram):</p> <p>Young urbanite, old villager;</p> <p>Old urbanite, young villager</p> <p>Not counted:</p> <ul style="list-style-type: none"> <li>- Benefit, need, preference, motivation (not specific enough)</li> <li>- Age, income etc. (no criteria but characteristics/attributes)</li> </ul> <p>b) Design a positioning for HELIOMALT AG in the market for instant chocolate powder. Express this by depicting it in a two-dimensional positioning matrix, also integrating the relevant competitors into the matrix, and in the form of a verbal formulation.</p> <p><i>5 points: ½ point per meaningful axis labeling (max. 1P.), ½ point per meaningful integration of the five market participants into the matrix (max. 2½P.); 1½ points for a meaningful verbal formulation</i></p> <p>"Heliomalt is characterized by a high quality of its ingredients and its Swiss tradition (history, production in Switzerland)."</p> <p>Other possible axis labels for matrix: Quality and function (e.g. enjoyment, strengthening), quality and image (e.g. Swissness) etc.</p> <p>Not counted: Product design, taste, values, product variety, degree of innovation, availability etc.</p>	<p>4</p> <p>5</p>
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2.4	<p>a) The managing director of the newly founded HELIOMALT AG asks himself whether he should expand his product range with a HELIOMALT bar. Which form of expansion of the product range is being considered? Give reasons for your decision.</p> <p><i>2 points: 1 point for correct naming of the extension form; 1 point for meaningful justification</i></p> <p>Horizontal diversification: New product at the same service level. Range of services is expanded with a new product that is similar to the previous product Heliomalt and is at the same economic level. The new product is related to the old product (instant powder), as Heliomalt continues to be used for product manufacture.</p> <p><i>No points for justifications that refer only to an expansion of the range (not specific enough), since this can be assigned not only to horizontal diversification, but to all diversification types (breadth and depth of range).</i></p> <p>b) Assume that HELIOMALT AG procures its instant powder for HELIOMALT directly from a supplier. The supplier sells a pack of HELIOMALT for CHF 5. HELIOMALT AG also pays CHF 50 for the delivery and calculates a storage cost rate of 20%. HELIOMALT AG expects to sell 5,000 units next year. What is the optimal order quantity?</p> <p><i>4 points: 1 point for correct result; 1 point for correct formula; ½ point for correct variable assignment in the formula (max. 2P.)</i></p> <p>Calculation of optimal order quantity [formula from slides]:</p> $Q = \sqrt{((200 \times F \times S)/(C \times P))} = \sqrt{((200 \times 5000 \times 50)/(20 \times 5))} = 707.11 \text{ pieces}$ <p><i>Remark: When correcting the optimal order quantity, only mathematically correct rounded results were accepted, such as: 707.11, 707.107, etc. or rounding up to 708 pieces. Rounding down to 707 pieces was not accepted, because the optimum order quantity is not yet reached.</i></p>	<p>2</p> <p>4</p>
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2.5

a) You know that the average production costs are currently CHF 1.60 for 500g HELIOMALT. You also know the prices of some competing products. What price would you set for a 500g standard pack of HELIOMALT in the retail trade? Argue with reference to the competitor analysis and a relevant pricing theory.

3 points: 1 point for reasonable pricing theory; 1 point for reasonable price quotation (CHF 5-10); 1 point for reasonable justification in relation to competitor offer

Assimilation contrast theory: Price stimulus should be in the assimilation range, which results from reference prices on the market (cf. competition analysis in the case description).

→ Competitive pricing (acceptance range according to case study information): CHF 5 to 10, as this seems to be the accepted price on the market according to competitive analysis.

No points for (as not competition-related):

→ Demand-oriented pricing: Since it is a Swiss product with high quality, the price would have to be at the upper acceptance limit according to the assimilation-contrast theory, approx. CHF 10.

b) The aim of founding HELIOMALT AG in 2022 was to revitalize the brand and adapt the marketing mix accordingly. For each phase of the buying cycle, propose a measure that can be assigned to the instruments of the marketing mix in order to make this project successful. Give brief reasons for your selection.

5 points: ½ point per mention of the phases of the buying cycle (max. 2½P.); ½ point for meaningful mention of a specific marketing mix measure incl. justification (max. 2½P.)

Marketing tool/ phases Buying-Cycle	Promotion	Placement	Product	Price
Contact	Image (classic advertising such as TV, newspaper, etc.)	Availability (in the retail trade, etc.)	First info about product	Decisive for reputation (e.g. sample for HSG students)
Evaluation	Customer benefit (homepage with all important info)	Accessibility (Well designed homepage with info)	Customer benefit (Product comparison with competition)	Customer costs (Homepage with transparent listing of prices)
Purchase	Decision basically liked (friendly staff)	Quality of the purchase process (e.g. advice in drugstores/supermarkets)	Consulting, additional offers	Customer costs (payment options)
Useage	Confirmation (advertising additional products)	-	Customer benefits (friendly staff etc.)	Customer costs (Additional offers, e.g. own creations)
Repeat purchase	Customer loyalty (Vouchers etc. for existing customers)	Accessibility	Innovations, optimization, product satisfaction	Customer loyalty (discounts, loyalty card, etc.)

3

5





2.7	<p>a) Every organization consists of different system levels, including HELIOMALT AG. Name three system levels and explain them using HELIOMALT AG as an example.</p> <p><i>6 points: 1 point for correct naming of a system level (max. 3P.); 1 point for reasonable explanation per system level (max. 3P.)</i></p> <p>Logistical level: Various service elements are combined to form a specific service chain, e.g. acquisition of resources, processing of resources into Heliomalt, distribution to distributors.</p> <p>Information level: Data on the product and price control are collected and made available, e.g. for resource inventory control (reordering if necessary), environmental data (current prices on resource markets).</p> <p>Financial level: Liquidity or financial flows between the different elements (intern and extern), e.g. charging for services.</p> <p>Hierarchical level: Subordinated relations.</p> <p>Social level: Personal and business acquaintances as well as informal communication relationships.</p> <p>b) Also assign a challenge to each of the three HELIOMALT AG system levels mentioned.</p> <p><i>3 points: 1 point for correct naming of a system level incl. meaningful explanation of the challenges per system level</i></p> <p>Logistical level: Securing supply chains, supply disruptions/bottlenecks, skills shortages</p> <p>Information level: Maintaining information flow, recognition of and access to strategic signals from the environment, cyberattacks recognizing soft strategic signals from the environment</p> <p>Financial level: Securing financing and liquidity, inflation</p> <p>Hierarchical level: Too many levels/strict hierarchies lead to inefficiency/problems with communication and decision-making ability</p> <p>Social level: Conflicts between employees affect productivity and must be resolved</p>	<p>6</p> <p>3</p>
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2.8

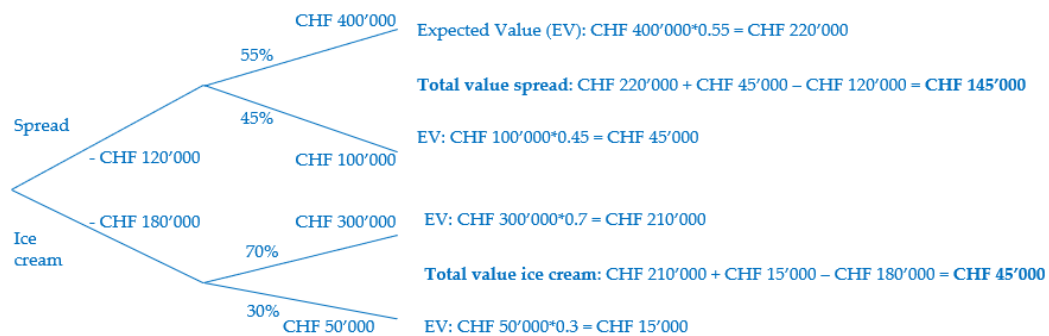
- a) HELIOMALT AG would like to grow further and is therefore planning to launch new products on the market in the near future. It would like to launch a spread for bread and an ice cream made from HELIOMALT. The company expects an annual turnover of CHF 400,000 for the spread with a probability of 55% and annual revenues of CHF 100,000 with a probability of 45%. For the ice cream, HELIOMALT AG predicts an annual turnover of CHF 300,000 with a probability of 70% and annual revenues of CHF 50,000 with a probability of 30%. The product development costs for the spread would amount to CHF 120,000, whereas the product development costs for the ice cream would amount to CHF 180,000. Using and naming a suitable method, determine the total value of the two product alternatives in terms of expected revenues. Subsequently, make a recommendation together with a justification as to which of the two products HELIOMALT AG should launch on the market.

7

*7 points: 1 point for correct naming of decision method; ½ point each for correct calculation of the four expected values (max. 2P.); 1 point each for correct calculation of the two total values (max. 2P.); 1 point for correct recommendation; 1 point for correct justification*

Decision method: Decision tree

Recommendation: Spread, since the total value of CHF 145,000 is greater than the total value of CHF 45,000 for ice cream.



- b) What type of decision is this? What are the biggest challenges here?

2

*2 points: 1 point for correct naming of decision type; 1 point for meaningful explanation of challenges*

Simple decision: Objectives and alternative actions, as well as their effects, must be clearly visible and evaluable. Challenge of data generation/availability needed for calculations.

2.9	<p>a) Develop a competitive analysis for HELIOMALT AG according to Porter's Five Forces Framework and finally assess the attractiveness of the market for instant chocolate powder. Make assumptions if necessary.</p> <p><i>6 points: 1 point per dimension (max. 5P.) incl. meaningful reference to the case (max. ½ point per dimension if the element or reference to the case is missing); 1 point for meaningful assessment of market attractiveness, based on Porter-Five-Forces analysis</i></p> <p>Negotiating power of suppliers: relatively high (four other suppliers available, resource markets with tight supply)</p> <p>Negotiating power of customers: relatively high (there are enough other suppliers with the same/similar product)</p> <p>Threat from new providers: moderate (product development is easy, but brand protection is strong)</p> <p>Threat from substitute products: high (many other, almost equivalent products available)</p> <p>Intensity of competition/rivalry on the market: high (many active providers)</p> <p>Conclusion: The market seems rather unattractive, except for strong brands</p> <p>b) Which of the three options derived from Porter's competitive strategy matrix would you recommend to HELIOMALT AG? Justify the choice of your proposed strategy.</p> <p><i>3 points: 1 point for correctly named strategy; 2 points for reasonable justification</i></p> <p>Differentiation (industry-wide uniqueness): Could focus on high product quality and Swissness, for which appropriately high-quality ingredients would be used for manufacturing.</p> <p><i>(Concentration on focal points (segment-specific niche strategy): Less suitable, as market is already saturated with other suppliers. Accordingly, differentiation advantages are necessary. Danger of "stuck in the middle".)</i></p> <p><i>(Comprehensive cost leadership (industry-wide cost advantage): Less suitable, as production takes place in Switzerland and manufacturing costs are expected to be correspondingly high).</i></p>	<p>6</p> <p>3</p>
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2.11	<p>a) The managing director of HELIOMALT AG considers his employees to be intrinsically motivated persons. According to McGregor, which image of man does the managing director of HELIOMALT AG represent? Which of the two sense-oriented leadership styles do you therefore expect to find at HELIOMALT AG? Based on this, also name a consequence of a task area of human resources management.</p> <p><i>3 points: 1 point for correct naming of the concept of human being; 1 point for correct naming of the sense-oriented leadership style; 1 point for meaningful explanation of a consequence of a task area of human resource management</i></p> <p><i>Important: Answer should be given from the point of view of human resource management ("More people work for Heliomalt AG" is insufficient); ½ point for merely naming a consequence from the task areas of human resource management without further explanation).</i></p> <p>Concept of human being: Theory Y</p> <p>Leadership style: Transformational leadership, which acts as a role model and awakens inspiration and intrinsic motivation. Ultimately, it leads to a change in the attitudes of those being led and to their acting in the interests of the organization.</p> <p>Possible consequences from the task areas of human resources management:</p> <ul style="list-style-type: none"> <li>- Determining personnel requirements: e.g. personality profile of employees must match the company's requirements profile, i.e. employees must be able to handle responsibility and participation and be willing to make their own creative contribution so that intrinsic motivation can arise; forward-looking personnel planning</li> <li>- Recruitment: e.g. strategic employer branding; e.g. process includes a multi-stage selection process (funnel) to determine if candidate meets formal (e.g. degree) and qualitative (e.g. experience) requirements for the position</li> <li>- Staff motivation and remuneration: e.g. offer incentives for long-term commitment (e.g., work-life balance, freedom to shape one's work, flexible work forms, etc.).</li> <li>- Human resource development: Provides opportunities for advancement, e.g. career planning; employee training and development</li> <li>- Staff exemption: e.g. ensure long-term personnel planning in order to avoid personnel layoffs</li> </ul> <p>b) The internal audit of HELIOMALT AG found violations of the expense regulations by a member of management. Which "line of defense" was effective here? Can you name another line of defense for dealing with risks that failed?</p> <p><i>2 points: 1 point for correct naming of the Line of Defense, which has acted; 1 point for further naming of a Line of Defense, which has not acted</i></p> <p>Line of defense, which has worked: 3rd line of defense (monitors risk management/ICS)</p> <p>Lines of defense which did not work: 1st line of defense (operational management) and 2nd line of defense (ICS with risk management, compliance department)</p>	<p>3</p> <p>2</p>
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2.12	<p>a) Name two stakeholder groups and their interests that are particularly relevant for the survival of HELIOMALT AG.</p> <p><i>4 points: 1 point per naming of a stakeholder group (max. 2P.); 1 point per meaningful explanation of interests (max. 2P.)</i></p> <p>Owners/shareholders: e.g. high profit generation or high dividend payout</p> <p>Customers: e.g. product quality, price, customer service, prestige</p> <p>Suppliers: e.g. compliance with contracts, payment deadlines</p> <p>Employees: e.g. pleasant working atmosphere, opportunities for further development</p> <p>Government: e.g. taxes and job opportunities</p> <p>Competitors: e.g. fair competitive behavior</p> <p>b) According to Slater, which "Theory of the Firm" can best justify the existence of HELIOMALT AG? Give reasons why you have chosen this "Theory of the Firm".</p> <p><i>2 points: 1 point per mention of a "Theory of the Firm" (max. 1P.); 1 point per meaningful explanation (max. 1P.)</i></p> <p>Customer value-based theory: Additional customer value is created through higher diversity in the market for chocolate beverages. This generates a sufficiently large market to be able to respond to constantly changing needs.</p> <p>Transaction cost theory: The company has a plausible reach in the value chain; an organization is viable if it can perform certain activities internally more cheaply than if they were sourced externally on the market; aiming for minimum transaction costs.</p> <p>Neoclassical theory: The company has a feasible operating size for its industry; achieve economies of scale; utility-optimized production maximum should be determined in order to generate the highest possible sales.</p> <p>Behaviorist theory: Management ensures (own) survival through sufficient profits and compromises with stakeholders.</p> <p>Resource-based theory: Management procures/develops valuable, rare resources that are difficult to imitate.</p>	<p>4</p> <p>2</p>
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