

# Develop Läderach's Online Strategy

Please follow the steps listed below:

1. Get acquainted with the [background information](#).
2. Get acquainted with [Läderach's current online presence](#).
3. Get acquainted with the [SCAMPER method](#).
4. [Develop Läderach's online strategy](#) while using the SCAMPER method.
5. After you are finished, save the file under the following file name:  
"Exercise3\_Your\_Name.pdf".
6. Upload the saved PDF file on StudyNet.
7. Prepare a [role-playing game](#)\* about the Läderach case.

*This exercise, which will be graded with "pass or fail". **There are no right or wrong answers.***

\* Inspired by Bieger, T. & Reinecke, S. (2017), "Rollenspiel Läderach", DokSem Marketing Management FS, Universität St. Gallen.

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**The path from being an expert in specialized trade to a consumer brand & the current need to make a decision**

The Läderach company started as a bakery founded by Rudolph Läderach Senior in 1962 in Netztal (Kanton Glarus, Switzerland). The breakthrough for the young company came in 1970 with a patented invention of a simplified process for the production of thin-walled truffles (Hohlkugeln). This invention greatly simplified the production and improved the quality of truffles as semi-finished products. Ten years later, the founding of Confiserie Läderach GmbH & Co KG in Germany was the first step abroad. The export business was added to the company's portfolio. In 1994, following a generation change under Jurg Laderäch, the company established itself as a strong B2B (business-to-business) brand, i. e. set foot in the specialized trade with chocolate and luxury gastronomy. In 2003, the company started building a second foothold as a consumer brand (Source: <https://www.laederach.com/en/chocolate-family/history>).

Today Laderäch is an established brand in the B2C (business-to-consumer) sector. The question now is whether Laderäch should invest in extending and optimizing their e-commerce platform. In the following fictitious business dialogue, key aspects of this pending decision are sketched:

**CEO:**

"With our current market position in the B2B and the B2C sectors, we have reached a broad saturation limit. The cocoa harvests are increasingly being bought up by international trading houses and online B2B platforms have become more and more the plaything of commodity speculation. Sandwiched between cocoa suppliers and retailers, we face shrinking margins. On the B2C, more and more people visit our website without purchasing. This needs to change. A stagnating sales market and shrinking margins are a long-term threat to the development of our company. We therefore have to strengthen our third foothold – our online presence. We should extend the offerings available on our e-Commerce platform. We have to offer more choice. We can build an online Chocolate Creation Lab (a Chocolab) where each website visitor can create her own chocolate. Strengthening our online business will (1) give us easy access to the global market, (2) will remove the need for expensive retail premises and customer-facing staff, which will ultimately reduce our overheads, and (3) will allow us to perform better marketing research by monitoring the customer behavior on our e-commerce site."

**Marketing Manager:**

"I have been warning about this development for years. It is our "five-minutes-to-midnight" chance to catch up on e-commerce development. Whoever has direct access to the online customer today, i. e. to the e-consumers, is in a stronger position. More and more people are buying online – retail e-commerce sales worldwide are projected to double by 2021. If we succeed in strongly anchoring our brand among the online consumers, we are not interchangeable. Our customer capital should grow to include the online customers. Hundreds of people visit our website without buying. To change this, we should offer more choice. Offering "more choice" is a sure winner. We should build an online Chocolate Creation Lab (a Chocolab) where each website visitor can create her own chocolate. That will boost our online sales. We can then expand our market beyond local customers very quickly.

We should offer our website in different languages, like Lindt already do. It is a big chance we are missing here. We should use online marketing tools to target new customers and website analysis tools to gain insight into our customers' needs."

**Production Manager:**

"All of this means that we have to scale up our order fulfilment systems. The establishment of customizable and configurable online offerings aimed directly at end customers also means shortening the time-to-market and the production time. We would have to change production in order to fulfill individual orders quickly. This means massive investment and a huge learning endeavor for us. In addition, the euphoria of the online victory, proclaimed by our Marketing Manager, will subside in the face of problems. The online retail market is also saturated. Focusing on our online offerings will challenge our traditional retailer shops, we may end up being in a predatory competition with our traditional shops."

**CFO:**

"Of course, as CFO, I also see the need to have greater margins. On the other hand, as our Production Manager has already pointed out, the planned optimization of our e-commerce platform will need a major investment in the expansion of our facilities to scale up our order fulfilment systems and to build up the necessary reputation as an online brand. But I would like to mention another aspect: the psychology of choice. Offering "more choice" is *not* a sure winner. The agonies of too much choice include indifference and frustration. If we offer too much choice to our online customers, they may feel overwhelmed and make poor choices – or even none at all. This could be detrimental to the loyalty of our current customers and put additional pressure on our proven foothold. And – do we really need to become a global brand?"

**Läderach's current online presence**

**Läderach**  
chocolatier suisse

			
FrischSchoggi <b>Haselnuss Milch</b> 7,50 CHF	FrischSchoggi <b>Mandel dunkel</b> 7,50 CHF	FrischSchoggi <b>FrischSchoggi Säckli klein 250 g</b> 18,75 CHF	FrischSchoggi <b>Haselnuss dunkel</b> 7,50 CHF
			
FrischSchoggi	FrischSchoggi	FrischSchoggi	FrischSchoggi

Source: laederach.com

## SCAMPER Method

“The Scamper method is a set of nine techniques used to transform any object, service, or process into something new. Try to ask yourself how you can improve on a suitcase, a burger, a mortgage or any other object or process. Ideas emerge almost involuntarily.

When looking for alternatives, it is possible to produce the following results:

- One of the alternative ideas can solve a problem.
- An alternative idea can help reform some aspects of the problem and so indirectly fix it.
- An alternative idea can be a great starting point.

1. **(S) Substitute** something (what are the things that are possible to be rejected, get rid of, subtracted, changed?). Substitute objects, places, procedures, people, ideas and even emotions. Substituting is a trial-and-error method when one thing is substituted by another until a suitable idea is found. If you want to come up with ideas via substituting, then ask:

- What elements could be changed or added to in order to improve the offering?
- What other product, method or process could be used?
- Can rules be changed? What rules could be changed?
- Is it possible to use this idea somewhere else?

2. **(C) combine** it with something else – mix, connect with other parts of services, integrate (in what way is it possible to connect X with Y? What will happen if these two ideas be connected?) This involves synthesis/ aggregation of ideas, goods, or services and processes in order to create something new. If you want to combine, ask:

- What kind of ideas can be combined?
- How can you combine the goals?
- What is another thing to be combined with this?
- How can we design a combination?
- What else can we put that increases usability?
- What materials can be combined?
- What would happen if this offering/product would be joined with another already existing product in order to create something new?

- What should be joined in order to increase the use of the product or the offering?
- How to mobilize one's resources in order to create a new perspective of the product or the offering?

3. **(A) adapt** – recycle, change functions, use parts of other things.

Questions to be asked:

- How to apply this product to another use?
- What other process could be applied?
- What could be copied from other products and applied to our product?
- What other products or ideas could be used as a source of inspiration?

4. **(M) modify** – magnify or decrease, change the shape, modify the attributes (for example color). What could be modified? In general any part of any object could be modified. If you want to modify ideas, ask:

- In what way can we improve it to make it better? What could be modified? Is it possible to change meaning, color, move, sound, smell, shape, form? What about changing the name?
- What about other changes? What changes could be made in plans? In process? In marketing?
- What other form would it take?
- Can the packaging be combined with the shape?
- In what ways would it be possible to change the shape, image or features of the product?
- What could be added to it in order to change the item?
- What should be emphasized or highlighted in order to create a higher value of the product?
- What could be improved or extended?

5. **(P) put it for other purposes** (can it be used elsewhere for other purposes in other settings?)

- What can it be used for?
- What about other ways? What about other markets?
- Is it possible to use this product in a different environment or industry?
- Who else would use this product?
- How would this product work / operate in a different environment?

**6. (E) eliminate** something – eliminate the elements, simplify, leave only the main function of the item, minimize

- In what way would it be possible to simplify this product?
- What would happen if it were smaller? What should we subtract? Should we divide it? Divide into different parts? Cut? Simplify? Thicken? Minimize? Lessen? Clear? Is it possible to remove the rules?
- What is not necessary?
- What functions, parts or rules could be repealed?
- How to make it faster, easier and providing more fun?
- What would happen if one part of the product would be eliminated, by what could it be replaced?

**7. (R) reverse or rearrange** it – turn it inside out or upside down (flip, change places?)

- What would happen if this is done in a way contrary to the way it is done now?
- Which components can be customized?
- What rules could be changed?
- Can we swap the positive and negative things? What confrontation appears?
- Should we flip it? Top instead of the bottom?
- Should it be seen from the reverse side? Or should the functions be flipped?
- Do something that is not expected?" (Source: Lipinskiene 2014)

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**Develop Läderach's online strategy**

...see next page

I am the .....

1. Choose your role.



2. Eliminate the option(s)/feature(s) that is /are irrelevant to your decision by clicking on the buttons.

Offer a "Chocolab": the possibility to create own chocolate.  
Offer the following online features:

Do not offer a "Chocolab".

B2B & B2C

B2B & B2C

B2C

B2B

Customize by combining with flowers

B2C

Increase online targeted marketing

B2C

Choose one:

To reach a final decision, I will further apply the SCAMPER method by:

Explain:

Explain:

Explain:

My final decision is a problem solution and may be described as follows:

Large empty rectangular box for describing the final decision.

### **A role-playing game**

Prepare a role-playing game about the Läderach case that expresses the current decision-making problem and decision-making process (4 people).

Role 1: **CEO**

Role 2: **Marketing Manager**

Role 3: **Production Manager**

Role 4: **CFO**

## References

Bieger, T. & Reinecke, S. (2017), "*Rollenspiel Läderach*", DokSem Marketing Manegement FS, Universität St. Gallen.

laederach.com, [laederach.com/en/chocolate-family/history](https://www.laederach.com/en/chocolate-family/history)

Lipinskiene, D., (2014). *Creativity Methods Course Handbook*, SMK University of Applied Social Sciences.