

KMU: Erfolg dank Vertriebsmix

Wie man mit einem unverwechselbaren Sortiment an handwerklich erzeugten Produkten erfolgreich ist, zeigt das Familienunternehmen Hofmann. Der Vertriebsmix aus Fachgeschäft, Gastronomie und b2b-Verkauf an Einzelhändler macht den Unterschied.



In Niederösterreich siegte die Fleischerei Hofmann aus Hollabrunn. © Beigestellt

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< UbXk Yf_]W\`g]bX`² ghYffY]W\g`? A I !: `Y]gW\Yf`i bX
K i fghk UfYbYfnYi [Yf`gY\`f`[i h`XfUi Zi bX`VfUi W\Yb`XYb`J Yf[`Y]W\
a]h`XYi hgW\Yb`cXYf`hU`]Yb]gW\Yb`7fUZhYX`A YUh!DfcXi nYbhYb
b]W\h`ni `gW\Yi Yb`"K Ug`XYb`a Y]ghYb`ZØf`XYb`5i Zgh]Y[`]b`X]Y
9i fcdU!7\Ua d]cbg`@YU[i Y`bcW\`ZY\`hž]gh`X]Y`_cb[Yb]U`Y
A Uf_YbZØ\fi b["5i gbU\`a Yb`k]Y`XYf`BYi Vi f[Yf`cXYf`XYf`< UbX`
Hmfc`GdYW\`VYgh`h] [Yb`X]Y`FY [Y`"8Ugg`a Ub`U`g

: Ua]Ybi bhYfbY\ a Yb`Ui W\c\ bY`bUh]cbU`Y`@]ghi b[Yb`]b
Gi dYfa Uf_h_YhhYb`Y]bY`[`Ui Vk ØfX][Y`fY[]cbU`Y`<Yf_i bZhga Uf_Y
ZØf`K i fghgdYn]U`]hÅhYb`Ui ZVUi Yb`_UbbžVYk Y]gh`X]Y`K Y]bj]YfhYf
: `Y]gW\Ui YfY`<cZa Ubbž`X]Y`X]YgYf`HU[Yž`k]Y`X]Y
: `Y]gWYfnY]hi b[`VYf]W\hYhYž`\f`%&) `đ\fy!đ V]`Ai a `ZY]YfhY`"8 Ug
VYXYi hYh]a `?`UfhYi h`<UbXk Yf`_]W\Y`HfUX]h]cb`i bX
\UbXk Yf`_]W\Yg`?bck \ck`k YfXYb`j cb`; YbYfUh]cb`ni `; YbYfUh]cb
k Y]hYf[Y[YVYb"

; UfUbh]YfhY`F Y[]cbU`]hÅh

A]h`XYa `6Y[f]Z` F Y[]cbU`]hÅh`k]fX`]a `@YVYbga]hhY`!A Uf_Yh]b[
j]Y`! bZ [[Yhf]YVYb`"Gc`Ub[Y`a Ub`b]W\h`X]Y`<Yf_i bZhgfY[]cb
_cb_fYh`VYbYbbhž`]gh`X]Y`5i g`cVi b[`U`g` F Y[]cbU`dfcXi`_h`GW\U`
i bX`FUi W`"CXYf`_YbbYb`G]Y`Y]b`@YVYbga]hhY`ž`XUg`]b`_Y]bYf
F Y[]cb`YfnYi [h`k]fX3`6Y]a `<cZa Ubb!Gcfh]a Ybh`ghY`h`XUg
K Y]bj]YfhY`_U`g`<Yf_i bZhgfY[]cb`]a `A]hhY`di b`_h`XYf`F YnYdhi fYb
i bX`XYf`k YfV`]W\Yb`?ca`a`i b_]Uh]cb`"GY]h`&\$&`]gh`X]Y`<Yf_i bZh
XYf` Fc\ghcZY`Ui g`XYa`K Y]bj]YfhY`HY`]`XYg` [YbYh]gW\Yb
7cXYg`XYf`A Uf_Y`"9]bY`; fi ddY`j cb`K Y]bj]YfhYf`6Ui Yfb`a`ÀghYh
X]Y`GW\k Y]bYž`X]Y`5i ZU[Yb`ZØf`<U`hi b[`i bX`; ØhhYfi b[`g]bX
j YfhfU[`]W\`[YbUi`[YfY[Y`h`"9g`k]fX`Y]bY`A]bXYgha`UghnY]h
j YfY]bVUfhž`XUg`; i hhYf`gc``a`Ô[`]W\ghni`f`; ÅbnY`Ui g`XYa
K Y]bj]YfhY`ghUa`a`Yb`"! bX`k Ug`\Uh`Yg`a`]h`XYa` `Ghfc\gW\k Y]b
ZØf`Y]bY`6Yk UbXhb]g3`Ghfc`\`]gh`U`g`9]bghfYi`j`cf[YgW\f]YVYb`"8]Y
<U`hi b[`Ui Z`Ghfc`\`i bhYfghØhnh`XUg`Ub[YVcfYbY`K Ø\`j Yf\U`hYb
XYf`GW\k Y]bY`"F i XY`!5[[fYgg]j]hÅh`i bX`; Y`Yb_] Yf`Yhni b[Yb
_ca`a`Yb`_Ui`a`a`Y\`f`j`cf"

Ghfc\gW\k Y]bY`\UVYb`U`gc`k Yb][Yf`GhfYgg`i bX`XUg`fYXi`n]Yfh`XYb
9]bgUhm`j cb`A YX]_Ua`YbhYb`Ui Z`Y]b`A]b]a`i`a`"5i Z`_i fnYb
HfUbgcdcfhk Y[Yb`[Y`Ub[Yb`X]Y`GW\k Y]bY`ni`nk Y]`_Y]bYb
K Y]bj]YfhYf`GW`UW\h\ØZYbž`k`c`X]Y`Ufh[YfYW\hY`GW`UW\hi b[
YfZc`[h`"8]Y`fUgW\Y`K Y]hYfj YfUfVY]hi b[`]b`XYa``\m[]Yb]gW\`Ui Z
\ØW\ghYa`GhUbXUfX`Ub[Yg]YXY`hYb`6Yhf]YV`]gh`XUa`]h`YVYbZU`g
[Yk`Å\`f`Y]ghYh"

I bj Yfk YW\gY`VUf

Ni a 'hmd]gWXYb'K Y]bj]YfhYf'; YgWxa UW_hfU[Yb'X]Y'Ni hUHYb'VY]"
J Y'h]bYf'fB57!@Y]hgc fhY'XYg'K Y]bj]YfhY`gŁ'i bX'Nk Y][Y'h[YVYb
XYb'VY]XYb'[`Y]WxbUa][Yb'?'cWxgW]b_Yb!J Uf]YhÅhYb'`]\fY
\\Yf_i bZhghmd]gWXY'I bj Yfk YWxgY`VUf_Y]hž'VYgcbXYfg
k Y]bj]YfhYf]gWx 'g]bX'X]Y'<cZa Ubb'<Yi f][YbUi Zghf]WxYž'k]Y'XUg
'?Y`Yf[Y\\Y]a b]g "'Gcj]Y`gY]'XUj cb'j YffUhYbž'XUgg'VY]'XYf
FynYdhi f'bVYVYb'XYa 'K Y]b'Ui Wx'X]Y'?ØfV]g_YfbY'i bX'X]Y
9fXÅdZ'`XYf'_i `]bUf]gWXYb'HfUX[h]cb'XYg'J]YfhY`g'i bhYf'XYa
A Ub\\UfhgVYf['Hf]Vi h'nc`Yb"'GU]gcbgdYn]U']hÅhYb'k]Y'X]Y'6Åf'Ui Wx!
K Y]»k Øfgh'cXYf'X]Y'K]'X!8Ui Yfk ØfghY'fi bXYb'XUg'5b[YVch'UV"
5dfcdcg'K]'X.'GY\\f'YfZc`[fY]Wx' k]'XYfh'X]Y': `Y]gWx\\Ui YfY]
<cZa Ubb'[Y`Y[Ybh']Wx'Ui Wx'jb'ZfYa XYb'FY[]cbU']hÅhgFYj]YfYb.8]Y
'?ÅgY_fU]bYf']gh'nk Uf'_Y]bY'K Y]bj]YfhY'!GdYn]U']hÅhž'UVYf'ØVYf'X]Y
5i gnY]Wxbi b['6YghY'?ÅgY_fU]bYf'^2 ghYffY]Wxg žj Yf']Y\\Yb'j cb
Y]bYf': UWx nY]hgWxf]Zhž'\\Uh'a Ub'g]Wx'jb'<c`UVfi bb'gWxcb'gY\\f
[YZfYi hž'b]Wx'h'ni `Yhnh'XYg\\U`Vž'k Y]'X]Y'ž fm'VY]'XYf'J Yf_cg'hi b[
X]Y'[fc»Yb'A]hVYk YfVYf'F UXUhn'i bX'K]YgVUi Yf'Ui Z'X]Y'F Åb[Y
nk Y]i bX'XfY]j Yfk]Yg"

; Ughfcbca]Y!; YgWx ÅZh

8 Ug'; Ughfcbca]Y!; YgWx ÅZh'gd]Y'h]a ' <c`UVfi bbYf
GhUa a [YgWx ÅZh'i bX'jb'XYb'j]Yf':]]U`Yb'jb'FYhnž'A]ghY`VUWx ž
Ghc_W_YfUi 'i bX'?'cfbYi Vi f['Y]bY'VYXYi hYbXY'Fc`Y'i bX'XUg']b
a Y\\fZUWXYf'<]bg]Wxh''5`g'l a gUhn!'i bX': fYei YbnVf]b[Yfž'U`g
GhUa a _i bXYb!GYfj]Wxž'U`g'Yf[ÅbnYbXYf'K YfhgWx ØdZi b[gZU_hcf
bVYVYb'XYa ': f]gWxZY]gWx'i bX'XYf'K i fgh!DfcXi _h]cbž'j cf'U`Ya
UVYf'U`g'_i `]bUf]gWXY'J]g]hYb_UfhY'[Y[YbØVYf'XYb'?'i bXYb"
<cZa Ubbg'æ V]ggghi VYb'i bX'!h\\Y_Yb']bhYfdFYh]YfYb'X]Y'hmd]gWx
ØghYffY]Wx]gWxY'HfUX[h]cb'j cb' ; Ugh\\cZ'i bX': `Y]gWx\\Ui YfY] 'Ui Z
nY]h[Ya Å»Y'K Y]gY"'Nk Y]'HU[Yga YbØgž'a]h'GWxk Yfdi b_h'Ui Z
\\Y]a]gWXYf'<Ui ga Ubbg_cg'hž'ni 'gY\\f'a cXYfUhYb'DfY]gYb
Ub[YVchYbž'ghY`Yb'Y]bY'UhhfU_h]] Y'5'hYfbUh]] Y'ni 'XYb'5b[YVchYb
XYf': UghZccX!?'YhYb'XUf"'GcZcfhj YfnY\\f'i bX'9ggYb'ni a
A]hbY\\a Yb'k YfXYb'Ub'XYb': fYei Ybn!GhUbXcfhYb']b'XYb
GhUXhYbhfYb'j cb'Y]bYf'VfY]hYb'N]Y'[fi ddY'fBfYfi ZghÅh]] Yž
GWxØ'Yfž'G]b['Ygž'DYbg]cb]ghYbŁ'[`Y]WxYfk Y]gY'ghUf'_bUWx[YZfU[h'

@]ghi b[Yb`]a`@9<

9]b`FY[]cbU`WUa`d]cb`XYg`:`Y]gWXYf[YgW`ÄZh`g`a`i`gg`\Yi`hni`hU[Y
]a`J`Yfhf]YV`j`]Y`Y`FY[]ghYf`n]Y\Yb`"?Yfb`]gh`XYf`J`Yf`_Ui`Z`XYf`
9][`YbdfcXi`_h]cb`Ui`g`XYf`FY[]cb`Z0f`X]Y`FY[]cb`]b`XYb`Y][`YbYb`
Z0bZ`:`UW[YgW`ÄZhYb`"8]Y`6Y`]YZYfi`b[bUa` \UZhYf`FY[]cbU`D`UmYf`
]a`@YVYbga`]hhY`!9]bnY`\UbXY`]gh`Z0f`X]Y`:`Y]gW`\Ui`YfY]`<cZa`Ubb`
Y]b`k`]W[h][`Yg`ni`g`Ähn`]W`Yg`GhUbXVY]b`"2`ghYffY]W`g`
i`a`gUhnghÄf`_ghYf`GdUf`9]bnY`\ÄbX`Yfž`X]Y`:`]fa`Ui`bZf]YX`]a`6Yn]f`_
?cfbYi`Vi`f[a`]h`]fYa`9i`fcgdUf`!J`YfVfUi`W`Yfa`Uf`_hi`bX`XfY]
Gi`dYfa`Uf`h!:`]U`Yb`VYfY]W`Yfh`]f`GhUbXUfXgcfh]a`Ybh`a`]h`Y]bYf`
fYW`h`Ubgy`b`]W`Yb`DU`YhhY`Ub`<cZa`Ubbg`K`Y]bj`]Yfh`Yf`
GdYn]U`]hÄhYb`"A`Uf`_Yh]b[hYW`b]gW`_Ubb`a`Ub`XU`j`cb`Y]bYf`
J`Yfhf]YVgU`]Ub`n`a`]hhY`ghÄbX]gW`Yf`I`bhYfbY`a`Yb`a`]h`\c`Ya`
k`]b`#`]b!Dc`hYbh]U`gd`fYW`Yb`"K`Y]`UVYf`a`]hh`Yfk`Y]Y`U`Y`[fc»Yb`
<UbXY`g`_YhhYb`X]Y`\c`Y`5hhfU`_hj`]hÄh`YW`hYf`
FY[]cbU`gdYn]U`]hÄhYb`ni`gW`ÄhnYb`k`]ggYbž`YffY]W`hY`X]Y`A`Uf`_Y`
<cZa`Ubb]b`XYb`Y`hnhYb`J`fYb`]a`[YgUa`hYb`K`Y]bj`]YfhY`Y]bY`
\c`Y`8]ghf]Vi`h]cb`i`bX`XUa`]h`Y]bY`\c`Y`6Y`_Ubbh`Y]h";`i`hY`
J`cfUi`ggYhni`b[Yb`Z0f`XYb`GhUfh]b`X]Y`bÄW`ghYb`%&)`J`fY`i`bX`Z0f`
X]Y`†`b[Y`:`YbYfUh]cbž`X]Y`XUg`:`YgW`ÄZh`a`]hj`]Y`5a`V]h]cb`Ub[Y`h`

6Ygi W`Yb`G]Y`i`bg`Ui`Z`Z`Y]gW`i`bXW`"Uh`