

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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< Ub Xk Yf_`]W g]b X^2 ghYffY]W g`? A I !: `Y]gW Yf`i bX
K i fghk UfYbYfnYi [Yf`gY`f`[i h`XfUi Z i bX`VfUi W Yb`XYb`J Yf[`Y]W
a]h`XYi hgW Yb`cXYf`]hU`]Yb]gW Yb`7fUZhYX`A YUh!DfcXi nYb hYb
b]W h`ni `gW Yi Yb``K Ug`XYb`a Y]ghYb`Z0f`XYb`5i Zgh]Y[`]b`X]Y
9i fcdU!7\Ua d]cbg`@YU[i Y`bcW ZY\`h`]gh`X]Y`_cb[Yb]U`Y
A Uf_YbZ0\fi b[``5i gbU\ a Yb`k]Y`XYf`BYi Vi f[Yf`cXYf`XYf`< Ub X`
Hmfc`GdYW`VYghAh][Yb`X]Y`F Y[Y``8 Ugg`a Ub`U`g

: Ua]`Ybi b\hYfbY\ a Yb`Ui \W\`c\ bY`bUh]cbU`Y`@ghi b[Yb`]b
Gi dYfa Uf_h_YhhYb`Y]bY`[`Ui V\k ØFX][Y`fY[]cbU`Y`<Yf_i bZhga Uf_Y
ZØf`K i fghgdYn]U`]hÀhYb`Ui Z\Ui Yb`_UbbžVYk Y]gh`X]Y`K Y]bj]Yfh`Yf
: `Y]g\W\`Ui YfY`<cZa UbbžX]Y`X]YgYf`HU[Yž`k]Y`X]Y
: `Y]g\W\`YfnY]hi b[`VYf]W\hYhYž`]\f`%&) `>U\`fY!`>V`Ài a`ZY]YfhY`8Ug
VYXYi hYh`]a`?`UfhY`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`]hÀh

A]hXYa`6Y[f]Z`F Y[]cbU]hÀh`k]fX`]a`@YVYbga`]hY`!A Uf_Yh]b[
j`Y`I`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`G\W\U`
i`bX`F`Ui`W\`CXYf`_YbbYb`G]Y`Y]b`@YVYbga`]hY`z`XUg`]b`_Y]bYf
F Y[]cb`YfnYi`[h`k`fX3`6Y]a`<cZa`Ubb!Gcfh]a`Yb\ghY`h`XUg
K`Y]bj`]YfhY`U`g`<Yf_i`bZhgfY[]cb`]a`A`]hY`di`b_h`XYf`F`YnYdhi`fYb
i`bX`XYf`k`YfV`]W\Yb`?ca`a`i`b]_Uh]cb`G`Y]h`&`\$`&`]gh`X]Y`<Yf_i`bZh
XYf`Fc\ghcZ\Y`Ui`g`XYa`K`Y]bj`]YfhY`HY`XYg`[YbYh]g\W\Yb
7cXYg`XYf`A`Uf_Y`9]bY`; fi`ddY`j`cb`K`Y]bj`]Yfh`Yf`6Ui`Yfb`a`ÀghYh
X]Y`G\W\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]b`VUfhž`XUg`; i`hYf`gc`a`Ø[`]W\gh`ni`f`; `ÀbnY`Ui`g`XYa
K`Y]bj`]YfhY`ghUa`a`Yb`I`bX`k`Ug`U`h`Yg`a`]h`XYa`Ghfc\g\W\k`Y]b
ZØf`Y]bY`6Yk`UbXhb]g3`Ghfc`gh`U`g`9]bghfYi`j`cf[Yg\W\f]YVYb`8]Y
<U`hi`b[`Ui`Z`Ghfc`i`b\hYfgh\hnh`XUg`Ub[YVcfYbY`K`Ø\`j`Yf\U`h`Yb
XYf`G\W\k`Y]bY`F`i`XY`!5[[fYgg]j`]hÀh`i`bX`; Y`Yb`_j`Yf`Yhni`b[Yb
_ca`a`Yb`_Ui`a`a`Y\`f`j`cf`

Ghfc\g\W\k`Y]bY`UVYb`U`gc`k`Yb][Yf`Gh`Ygg`i`bX`XUg`f`YX`i`n]Yfh`XYb
9]bgUhn`j`cb`A`YX]_Ua`Yb\hYb`Ui`Z`Y]b`A`]b]a`i`a`5i`Z`_i`fnYb
HfUb`gd`cfh`Y[Yb`[Y`Ub[Yb`X]Y`G\W\k`Y]bY`ni`nk`Y`_`Y]bYb
K`Y]bj`]Yfh`Yf`G\W`U\W\h\ØZYbž`k`c`X]Y`Ufh`YfY\W\hY`G\W`U\W\h`i`b[
YfZc`[h`8]Y`fUg\W\Y`K`Y]hYfj`YfUfVY]hi`b[`]b`XYa`\\m`[Yb]g\W`Ui`Z
\Ø\W\ghY`a`GhU`bXUfX`Ub[Yg]YXY`hYb`6Yhf]YV`]gh`X`Ua`]h`YVYb`ZU`g
[Yk`À\`f`Y]ghYh`

I`bj`Yfk`Y\W\gY`VUf

Ni a 'hmd]gWYb'K Y]bj]Yfh`Yf'; YgW a UW_`hfU[Yb'X]Y'Ni hUhYb'VY]"
J Y`h]bYf'fB 57!@Y]hgcfhY'XYg'K Y]bj]YfhY`gE'i bX'Nk Y][Y`h[YVYb
XYb'VY]XYb`[`Y]W bUa][Yb`?cW gW]b_Yb!J Uf]YhÀhYb`]\fY
\Yf_i bZhghmd]gWY'! bj Yfk YW gY'VUf_Y]hž'VYgcbXYfg
k Y]bj]Yfh`Yf]gWY'g]bX'X]Y'<c Za Ubb`<Yi f][YbUi Zghf]WYž'k]Y'XUg
?Y`Yf[Y\Y]a b]g "Gcj]Y`gY]XUj cb'j YffUhYbž'XUgg'VY]XYf
FYnYdhi f'bYVYb'XYa'K Y]b'Ui W'X]Y'?ØfV]g_YfbY'i bX'X]Y
9fXÀdZY`XYf'_i`]bUf]gWYb'HFUX]h]cb'XYg'J]YfhY`g'i bhYf'XYa
A Ub\UfhgVYf['Hf]Vi h'nc`Yb"GU]gc b g dYn]U]hÀhYb'k]Y'X]Y'6Àf'Ui W!
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]W k]XYfh'X]Y': `Y]gW\Ui YfY]
<c Za Ubb'[Y\Y]W\Ui W'']b'ZFYa XYb'FY[]cbU]hÀhgfYj]YfYb.8]Y
?ÀgY_fU]bYf']gh'nk Uf'_Y]bY'K Y]bj]YfhY`!GdYn]U]hÀhž'UVYf'ØVYf'X]Y
5i gnY]W bi b[' 6YghY`?ÀgY_fU]bYf'2 ghYffY]W g žj Yf]Y\Yb'j cb
Y]bYf': UW\ nY]hgW f]hž'\Uh'a Ub'g]W'']b'<c`UVfi bb'gW cb'gY\ f
[YZFYi hž'b]W hni`Yhnh'XYg\U'Vž'k Y]`X]Y' fm'VY]XYf'J Yf_cghi b[
X]Y'[fc»Yb'A]hVYk YfVYf'F UXUhni bX'K]YgVUi Yf'Ui ZX]Y'FÀb[Y
nk Y]i bX'XfY]j Yfk]Yg"

; Ughfc bca]Y!; YgWÀZh

8 Ug'; Ughfc bca]Y!; YgWÀZh'gd]Y`h]a'<c`UVfi bbYf
GhUa a [YgWÀZh'i bX']b'XYb'j]Yf':]]U'Yb']b'F Yhnž'A]ghY'VUWž
GhcW_YfUi 'i bX'?cfbYi Vi f['Y]bY'VYXYi hYbXY'Fc`Y'i bX'XUg']b
a Y\ fZUWYf'<]bg]W h"5`g'! a gUhn'! i bX': fYe i YbnVf]b[Yfž'U'g
GhUa a _i bXYb!GYf]Wž'U'g'Yf[ÀbnYbXYf'K YfhgW Ødž b[gZU_hc f
bVYVb'XYa'': f]gW ZY]gW i bX'XYf'K i fgh!DfcXi _h]cbžj cf'U`Y a
UVYf'U'g'_i'']bUf]gW Y'J]g]hYb_UfhY'[Y[YbØVYf'XYb'?i bXYb"
<c Za Ubbg'`a V]gggh! VYb'! bX'!h\Y_Yb']b'hYfd fYh]YfYb'X]Y' hmd]gW
ØghYffY]W]gW Y'HFUX]h]cb'j cb' ; Ugh\cZ'i bX': `Y]gW\Ui YfY] 'Ui Z
nY]h[Ya À»Y'K Y]gY" Nk Y]HU[Yga YbØgž'a]h'GW k Yfdi b_h'Ui Z
\Y]a]gW Yf'<Ui ga Ubbg_cghž'ni 'gY\ f'a cXYfUhYb'DfY]gYb
Ub[YVchYbž'ghY`Yb'Y]bY'UhhfU_h]j Y'5`hYfbUh]j Y'ni 'XYb'5b[YVchYb
XYf': UghžccX!?YhhYb'XUf'GcZcfhj YfnY\ f'i bX'9ggYb'ni a
A]hbY\ a Yb'k YfXYb'Ub'XYb': fYe i Ybn!GhUbXcfhYb']b'XYb
GhUXhnYbhfYb'j cb'Y]bYf'VfY]hYb'N]Y'[fi ddY'f6Yfi ZghÀh][Yž
GW Ø'Yfž'G]b[`Ygž'DYbg]cb]ghYb' [`Y]W Yfk Y]gY'ghUf'_bUW[YZFU[h"

@]ghi b[Yb]a @9<

9]b 'F Y[]cbU`W\Ua d]cb 'XYg': `Y]gW\Yf[YgW\ÀZh'a i gg`\Yi hni hU[Y
]a 'J Yfhf]YV 'j]Y`Y 'F Y[]ghYf'n]Y\Yb"?Yfb 'gh'XYf'J Yf_Ui Z'XYf
9][YbdfcXi _h]cb 'Ui g'XYf'F Y[]cb 'Z\0f'X]Y 'F Y[]cb ']b 'XYb 'Y][YbYb
Z\0bZ: UW\ [YgW\ÀZhYb"8]Y'6Y]YZYfi b[bUa \UZhYf'F Y[]cbU`D`UmYf
]a '@YVYbga]hhY`!9]bnY`\UbXY`]gh'Z\0f'X]Y : `Y]gW\Ui YfY]<cZa Ubb
Y]b 'k]W\h][Yg'ni gÀhn`W\Yg'GhUbXVY]b"2 ghYffY]W\g
i a gUhngÀf_ghYf'GdUf'9]bnY`\ÀbX`Yfz'X]Y :]fa UI bZf]YX ']a '6Yn]f_
?cfbYi Vi f[a]h]`fY a '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`]hÀhYb" A Uf_Yh]b[hYW\ b]gW\ '_Ubb'a Ub'XU'j cb'Y]bYf
J Yfhf]YVgU`]Ubn'a]hhY`ghÀbX]gW\Yf'1 bYfbY\ a Yb'a]h\c\Ya
k]b#]b!DchYb h]U`gd fYW\Yb" K Y]`UVYf'a]hh'Yfk Y]`Y`U`Y`[fc»Yb
<UbXY`g_YhhYb 'X]Y`c\Y`5hhfU_h]j]hÀh'YW\hYf
F Y[]cbU`gdYn]U`]hÀhYb 'ni 'gW\ÀhnYb 'k]ggYbZ'YffY]W\hY'X]Y 'A Uf_Y
<cZa Ubb]b 'XYb ``YhnhYb 'U\ 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 c fUi ggYhni b[Yb 'Z\0f'XYb 'GhUfh']b 'X]Y 'bÀW\ghYb '%&) 'U\ fY 'i bX'Z\0f
X]Y`! b[Y'; YbYfUh]cbZ'X]Y 'XUg'; YgW\ÀZh'a]h'j]Y`5a V]h]cb 'Ub[Y\h"

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