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University of Applied Sciences of Eastern Switzerland



## Consulting Project International Management Design for Bühler AG

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## Vision 2025 – (Re-)Positioning the Milling Solution Training Centre

The project aimed to align the Milling Solutions Training Center (MSTC) with the African Milling School (AMS). New possibilities such as blended learning should be examined more closely and checked for their suitability to be introduced in the courses. The main goal was to develop a Vision 2025 to (Re-)Position MSTC so as to better serve customers.

### Proceeding

To become familiar with the milling industry, the project team gained a fundamental knowledge of it through secondary research. In order to establish an ideal positioning, the current positioning of AMS and MSTC were analysed. Therefore, 62 interviews, amongst which were employees, customers and experts, were conducted. Moreover, benchmarking analyses were carried out in order to find out how partners or competitors run their courses. Based on the findings from the analysis of the current positioning and interviews, the ideal positioning, with a modern training concept, was developed.

### Results

Resulting from the analysis, it is recommended that Bühler establish an umbrella company: Bühler Milling Solution Academy (BMSA). This would enable Bühler to efficiently manage the collaboration between all Bühler milling training centers. Furthermore, based on the findings, a Vision 2025 was created, and a new

training concept was developed. The new training concept is based on a blended-learning approach and includes various teaching methods in order to offer added value to customers. The preparation, execution and follow-up phase, and new recommended technologies such as adaptive e-learning and live-online-training, will support customers in their learning process. In addition, a new promotional strategy and pricing system were created. The «proposed discount system and customer loyalty program, called «Wheat Kernel», is designed to increase the number of new customers and the rate of returning customers who attend further courses at the BMSA.

[www.fhsg.ch/praxisprojekte](http://www.fhsg.ch/praxisprojekte)

### Bühler Milling Solutions Training Center, Uzwil

MSTC is committed to educating millers in order for them to use their milling machines in the most efficient way. Only well-trained staff will get the maximum out of their equipment. In 2018, four instructors trained approximately 500 customers on weekly courses. Courses take place at the training center, at customer's mills, or in seminar hotels.

### Client

Bühler AG, Uzwil

Georg Schafler, Head of WR Technology

[www.buhlergroup.com](http://www.buhlergroup.com)



With the practical project for the Training Center in Uzwil, the next developmental steps for the upcoming five years were elaborated upon. The survey and evaluation of the current situation have clearly shown areas of potential for improving our services. Besides, the advantages and use of new teaching methods were highlighted. The proposals and conclusions of the project group have exceeded our expectations.

### Coach

FHS St.Gallen

Dr. Ronald Ivancic



On the basis of well-founded analyses, the project team has succeeded in developing a target-oriented Vision 2025, including a promising repositioning of the MSTC/BMSA. The furtherdeveloped training concept, as well as the marketing mix, seem to be suitable to ensure further success.

