

Aunsbjerg A/S

Aunsbjerg A/S is a living, dynamic car dealership that is at the forefront of the industry, which has been constantly changing in recent decades. Customers choose not a random car dealer when it comes to acquiring a car, but sees the buying process as a distinctive customer experience with a personal relationship to the sale. In recent years, Aunsbjerg A/S has experienced exponential organizational and financial growth, which as of 1/7-2023 contains 4 different departments spread across the country with approximately +140 employees.

CASE: Aunsbjerg A/S wants to optimize their current digital sales processes so that their current as well as new purchase segments can strengthen their presence in online sales. Here, the focus must be on mapping the digital purchase and customer journey in order to be able to conceptualize and implement new improved digital processes for e.g. the company's website.

GENERAL COMPANY INFORMATIONS

Company	Aunsbjerg A/S
Location	Nyborgvej 240-260, 5220 Odense SØ
Contact person(s)	Esben Nissen (COO), Morten Nielsen (Digital project leader) & Michelle Slotsgaard (Marketing project leader)

COMPANY PROFILE

Aunsbjerg A/S is a vibrant and dynamic car dealership working in an industry which is constantly changing. Customers do not just choose a random car dealer when they want to acquire a car but see the purchase process as a distinctive customer experience, where there must be a professional and personal approach to the sale. In recent years, the company has experienced exponential growth both financially and organizationally, where from 1/7-2023 there are 4 different departments spread across the country with approximately +140 full-time employees.

Aunsbjerg A/S is run by the 3rd generation with Alex Aunsbjerg as primary owner. The company has over 90 years of experience in the industry and has long been known for being a different and innovative car dealership, whose core work is the foundation for service agreements and mobility solutions.

There have been major strategic changes in the company in recent years. Aunsbjerg A/S's focal point lies in service agreements and the sale of young used cars, such as Peugeot, Citroen and Opel. In addition, the company is constantly able to innovate in terms of the approach to the customer's purchase journey as well as the direct marketing, where you want to differentiate your expression according to the competitors on the market. They want to break the traditional notion of the classic car salesman and focus on modernizing this interpretation.

With its many years in the industry, Aunsbjerg A/S has experienced several paradigm shifts in the market, the latest of which is digitalization. Therefore, the company has concretized a clear digitalization strategy with specific goals for where they want to be in 2025. There is a strong desire to be able to access current and new customers online, where a larger part of the purchase process must be made more efficient. If the majority of the company's revenue is via physical sales at their locations, but with an increased focus on a new and improved digitalization strategy - this must pave the way for 20% of the revenue to be made via online transactions

CASE DESCRIPTION



Digitalization is and will continue to be an ongoing trend that is in constant development and transformation. More and more companies, regardless of industry, are increasing their digital presence and activities. This is done as consumers have long become more and more independent in the purchase process, and it is no longer considered a necessity for the company to support all the way from consideration to confirmed purchase. Aunsbjerg A/S is also feeling this development, and therefore wants to draw up a strategy that will proof their presence on the digital purchase market for used cars and optimize the current sales frequency so that this revenue takes up a larger percentage share in the future. This strategy must support the company's current objectives for their digital development-plan for 2025.

The project team must deal with several analytical work steps in this task. Aunsbjerg A/S wants to map out a competitor analysis, which looks at companies with market shares in the digital purchase of cars. The market is unclear and undefined, and the company does not currently know if it exists. This analysis can be combined with companies that sell digital in the same price range as Aunsbjerg A/S. In this analysis, it must be found which segments buy digital, so that these points of analysis can be taken further into the process.

The project team has the task of analyzing which segments use and move on the company's website and what their user journey is like. Current data that Aunsbjerg A/S makes available must be looked at. Likewise, a mapping of a user's customer journey is desired, and where optimization can be done, so that the transformation towards digital sales is improved and enabled.

The project team must prepare and specify how to approach the analyzed segments in the best possible way in terms of marketing, so that this can be implemented and strengthen the company's current marketing plan. Implementation proposals must be prepared based on the project team's analysis. These must be included in a prepared action plan for the implementation steps in the next phase. Furthermore, it must be possible to prepare estimates for resource hours that must be spent on implementing and continuing with the optimization of the digital strategy.

SPECIFIC TASKS

The specific tasks for the case are divided into following phases:

0. Phase: Onboarding and determination of general objectives

- 0.1. Onboarding to the company, their vision, services, strategy, organization and the market Aunsbjerg A/S operates in
- 0.2. Frequency reconciliation: Frequency of feedback and ongoing sparring. Focus on specifying the responsibilities of the relevant contact persons during the project
- 0.3. Discussion about the phases of the project and the weighting/prioritization to work efficiently
- 0.4. Concretization of the team's current understanding of the tasks and its complexity
- 0.5. Introduction of the challenges and the desired result of the project
- 0.6. Introduction of Aunsbjerg A/S current digitalization strategy
 - 0.6.1. The work towards the 2025 strategy
 - 0.6.2. The overall goals towards the 2025 strategy
 - 0.6.3. The KPI's towards the 2025 strategy

- 0.6.4. The work done in the current process
- 0.7. Preparation of a project plan by the team
 - 0.7.1. Deadlines, milestones, roles, tasks, dates for mock-ups, KPI's, etc.
- 0.8. Fill out the onboarding and alignment document together with the company and relevant contact persons

1. Phase: Analysis of new segments on the market + competitor/benchmarking analysis

- 1.1 The project team begins preparing which phases the competitor analysis must contain
 - 1.1.1 The definition of the market is made must be concrete before working
 - 1.1.2 Current strategy, products and services
 - 1.1.3 The competitors' current target group – Analysis of this and possible qualitative or quantitative data collection about it
 - 1.1.4 Positioning
 - 1.1.5 Etc.
- 1.2 The project team may consider concretizing a new additional market definition of companies that sell products online in the same price range as Aunsbjerg A/S
 - 1.2.1 Focus on segment and target groups here
- 1.3 Benchmarking of companies that trade online
 - 1.3.1 What does the customer journey of their customers look like?
 - 1.3.2 How do they differentiate themselves according/compared to Aunsbjerg A/S?
 - 1.3.3 What digital sales optimizations can be used for inspiration? And which will suit Aunsbjerg A/S?
 - 1.3.3.1 There could be a focus on qualitative data collection from companies, which can provide an insight into their digital journey/transformation
- 1.4 Preparation of segment analysis
 - 1.4.1 On the basis of the competitor and benchmarking analysis, the relevant segments that the project team has analyzed are presented and prepared for the further analysis
 - 1.4.2 What is their online user behavior like?
 - 1.4.2.1 Media platforms – Which digital platforms do they want to use?
 - 1.4.3 How is their online behavior?
 - 1.4.4 How do they want the digital purchase to work? Focus on the same price level as Aunsbjerg A/S sells for
- 1.5 Which relevant trends should Aunsbjerg A/S be aware of in their digital optimization and marketing via the prepared analysis?

2. Phase: Analysis of current customer segments on digital platforms. Including focus on the customer journey, segment analysis, pitfalls on the website. Analysis of current customers who buy physically

- 2.1 Aunsbjerg A/S presents their own analysis of which customer target group they analyzed
 - 2.1.1 They specify the two purchasing/buying methods that can be used at Aunsbjerg A/S
 - 2.1.1.1 Buying a car
 - 2.1.1.2 Car leasing



- 2.1.2 The project team must in their analysis also be able to point out whether there will be a difference in online user behavior when it comes to the customer's consideration of buying a car vs. car leasing
- 2.2 The project team form an overview of the current data Aunsbjerg A/S can make available, which they currently have at their disposal
- 2.3 Analysis of current users on the website
 - 2.3.1 How do the users navigate around the website?
 - 2.3.1.1 What are they looking for?
 - 2.3.1.2 Is it possible to map potential segments that show user behavior on the website?
- 2.4 The project team could benefit from studying some of Aunsbjerg A/S's physical purchases at their business location
 - 2.4.1 Qualitative survey of previous and current buyers
 - 2.4.1.1 What makes them buy physical vs. online?
 - 2.4.1.2 What risk do they associate with having to buy a car online?
 - 2.4.1.3 In the customers consideration purchase, have they used Aunsbjerg A/S digital platforms for the investigation process?
 - 2.4.1.4 Which touchpoints can be prepared and implemented in a possible digital purchase journey for customers?
 - 2.4.1.5 Which digital solutions/improvements must be prepared and implemented to ensure greater security for customers to buy cars online?
 - 2.4.1.6 Etc.

3. Phase: Optimizing the current digital purchase process/journey. Focus on business development and optimization of the sales process based on analysis in phase 1 and 2.

- 3.1 The project team begins the work with the focus on business development and innovation on the current digital purchase process/customer experience on the website based on findings in phase 1 and 2
- 3.2 Which optimization activities must be prepared and conceptualized?
 - 3.2.1 Focus on digital optimizations, including the preparation of the online sales process
 - 3.2.2 Focus on relevant marketing activities, which must be prepared and conceptualized
 - 3.2.2.1 How to target the analyzed segments in the best possible way online?
 - 3.2.2.2 Customer journey
 - 3.2.2.3 Touchpoints
 - 3.2.2.4 Etc.

4. Phase: Preparation of implementation to improve digital flow and purchase journey on different landings pages (website). In addition, a subsequent action plan for the next step in the process and resource calculation regarding the action plan

- 4.1 Based on the project team's analysis, possible implementation proposal is initiated
 - 4.1.1 Optimizations of the current sales process
 - 4.1.2 How should marketing be targeted according to the analyzed segment?
 - 4.1.3 How can Aunsbjerg A/S continuously track their data?



4.1.4 Etc.

4.2 The project team prepared an action plan with an execution strategy for the process and the steps to be taken in order to initiate implementation of the analyzed results

4.2.1 It would be beneficial to look at concretizing and estimated resource consumption to initiate current activities and subsequent activities in accordance with the improvement of digitization

OUTCOME

The company's desired outcome after the 12 weeks

- ✓ Preparation of competitor/benchmarking analysis of current players on the market (either direct competitors, or companies that sell products online in the same price range)
 - New segments/customer groups
- ✓ Review of current data
 - Segment analysis, customer journey, customer behavior
- ✓ Digital sales optimizations based on the analysis of the local market and current customers on the website
 - Other communications media could maybe also be relevant

RELEVANT PROFESSIONS

- Marketing, IT-product & design, Communication
- Business Development, Digital Business Development, Digitization, UX
- Data, Data analysis, qualitative and quantitative data collection, anthropology
- Sales optimization, digital sales, customer journey
- Target group analysis, segmentation

TALENTPROFILE

Aunsbjerg A/S has set a clear direction with well-defined goals and KPIs, which deal with the direction they want to take in their digital sales via website. In order to achieve their goals, it requires that well-documented analyses be prepared, which must create evidence for the preparation of relevant digital optimizations and improvements in the upcoming process, both in the short and long term.

As a project team, you join a company that wants to be different from its competitors on the market. Both in terms of marketing and business development. This can be seen by a skewed and innovative approach to their tactical, operational and strategic projects, which direct the way towards continuous economic growth and establishment in their market. Aunsbjerg A/S has over time worked on a lot of ideas, which have been prepared and implemented. Some with great success and others not so successful.

The project team comes to a company where there is freedom for creativity, based on an analytical approach, which must direct and form the way for possible new implementation. In addition, the team will be part of an extremely important and strategic project, which has a high priority for Aunsbjerg A/S, according to being able to fulfill their strategic digital objectives in 2025. In other words, the team will help



define the digital transformation journey for the company, where the first steps must be formed from this project.



LEAD THE
TALENT