

Group

I - 41507011	Consulting on corporate management/organization	
	A	Supplier consulting
		<ul style="list-style-type: none"> Start-up consulting Management buy-out/buy-in Franchise systems Supplier coaching Asset protection Shareholder affairs Establishing advisory councils Co-determination/works councils Business valuation (due diligence) Divestiture Insolvency plans (management) Business plans
	B	Business analysis
		<ul style="list-style-type: none"> Strengths and weaknesses analysis Potential analysis Efficiency measurement Asset valuation Valuation of manufacturing technologies Analysis of the market and competitive position Benchmarking Operational comparisons Success factor analysis Preparing for credit ratings
	C	Strategic business planning
		<ul style="list-style-type: none"> Corporate philosophy Corporate target setting Corporate strategy Internationalization Innovation management Technology management Reengineering Lean management Change management Restructuring strategies Risk management Decision process management Value based management Balanced scorecard e-business strategy
	D	Corporate organization
		<ul style="list-style-type: none"> Corporate structures Investments Joint ventures Partnerships Outsourcing Mergers Capex/divestiture Value management Post-merger integration Portfolio management
	E	Corporate identity
	<ul style="list-style-type: none"> Corporate culture Corporate communication Corporate design Corporate behavior 	
F	Governance and control tools	
	<ul style="list-style-type: none"> Corporate governance Business ethics Reputation management Data protection White-collar crime appraisal services Facilities management Process coaching Business process reengineering (BPR) 	
G	Office organization/planning	
	<ul style="list-style-type: none"> Task and occupation analyses Work and time studies in the office Performance measurement Document management Transaction management and control Call centers 	

II - 41507012	Human resources/staff development consulting	
	A	HR organization
		Workplace assessment Job description Performance appraisal Classification Flexitime systems General HR management
	B	Compensation systems
		Benefit in kind systems Wage and salary policy Profit sharing Retirement benefits
	C	HR management/controlling
		Management systems HR demand forecasting Potential determination Succession planning Career planning Motivation analyses Work atmosphere analyses Cultural analyses Absenteeism analysis Conflict counseling/management HR risk management Talent management
	D	Social services
		Catering services Health care Company daycare Company housing Other social services
	E	Professional development (PD)
		Professional development concepts PD demand analyses PD implementation plan PD controlling Data processing training concepts
	F	HR consulting
		Selection process, aptitude diagnostics Labor market analyses Recruitment marketing Campus recruitment
	G	HR strategy
	HR strategy	
H	Change management/internal comms	
	Change management/internal comms	
III - 41507013	Marketing/sales consulting	
	A	Market research and analysis
		Competition analysis Market potential analysis Consumer research Site assessment Analysis of sales channels Social science market analysis
	B	Marketing and sales analysis
		Efficiency of sales channels Customer analysis Marketing organization analysis
	C	Strategic marketing
		Customer experience strategy and design Target audience strategy Field of business strategy Product innovation management Branding Internationalization Market entry strategies Product diversification
	D	Sales design
		Sales strategy Sales organization Back office management Sales force management Sales channels Inventory management systems Computer-aided selling (CAS) Store systems Customer relationship management (CRM)
	E	Operational marketing
	Product and range development/design strategy Price and conditions management	

IV - 41507014	Sales promotion concepts Service concepts Communication concepts/PR campaigns
	F Foreign trade consulting
	Planning and management of foreign activities Funding and protection planning Selection of representatives and strategic partners Participation in negotiations Participation in the purchase and award of licenses Foreign investment preparation Market development for imports and exports Establishment/expansion of export and import management Transportation, customs and payment queries Risk and claims management
	Technology consulting
	A Development and production
	Technology planning / production planning R&D management Product development management Licenses/patents Design office management Standardization and typification Archiving and documentation Value analysis Design system/product classification Drawing and parts list organization CAD Statistical design of experiments + analysis
	B Manufacturing engineering/industrial engineering
	Work stream planning Manufacturing and work systems Work organization Operating equipment planning Work and time studies (REFA) Organization of quotation costing Costing documents and time catalogs Compensation systems and job evaluation Computer-aided manufacturing (CAM) PPS systems Computer-integrated manufacturing (CIM) Simulation of production planning and management Simulation of business processes
	C Production management/work scheduling
	Production program planning Capacity planning Run scheduling Operating order preparation Work distribution/work scheduling Deadline tracking Operational data acquisition Variant management
	D General business organization
	Occupational safety Corporate security Training workshop Operational suggestion system
	E Facility planning/factory design
	Investment planning/process comparisons Plant structure design Layout design Machine and appliance design Technical material flow planning Site survey Building design
	F Maintenance
	Maintenance plan Maintenance organization and working methods Preventive maintenance Spare parts management
	G Energy management
	Energy data collection Energy management Energy efficiency analysis Energy contracting

V - 41507015	Quality management consulting	
	A Quality policy, strategy, objectives	Quality policy, strategy, objectives
	B Quality audits (system, product, process)	Quality audits (system, product, process)
	C Total quality management	Total quality management
	D Quality cost accounting	Quality cost accounting
	E Quality circle	Quality circle
	G Preparation for QM certification (ISO)	Preparation for QM certification (ISO)
	H Quality assurance systems	Quality planning Quality checks Quality control
	I Quality documentation	Quality manual Quality procedure instructions Quality directives Quality certificates
	Logistics/purchasing consulting	
	A Logistics planning and scheduling/supply chain management	Quantity-based sales planning Order fulfilment Production planning Requirements planning Inventory Materials scheduling Purchase order invoice Production batch determination Capacity requirements planning Inventory management Robotics & automation
B Purchasing organization	Procurement planning Procurement organization Goods received Procurement market research Purchasing audit Supplier management	
C Flow of goods	Shipping processing External transport/fleet Physical distribution Type and means of transport Material flow planning and management Order picking	
D Warehouse planning and organization	Warehouse location determination Determination of warehouse capacity Warehouse layout design Warehouse system design Warehouse operational structure Warehouse space management Warehouse automation Lean operational excellence	
VI - 41507021	Controlling, finance and accounting consulting	
	A Controlling	Reporting/statistics Break-even analysis Cash flow analysis Contribution margin accounting Financial planning Early-identification systems Overhead value analysis Capital budget KPI systems Liquidity planning Budgeted balance sheets Budgeted cost accounting Process cost accounting Profit center accounting Cost reduction programs External controlling Budgeting Full cost accounting/DB accounting combination Target costing Material cost management
507022	B Operational accounting	Wage and salary accounting Material and stock accounting Branch accounting

VII - 415

Order accounting
Workshop accounting
Cost accounting
Sales billing
Income statement
Inventory and stock management
Internal budgeting

C | Financial accounting and payment transactions

Billing and dunning
Accounts receivable accounting
Accounts payable accounting
Cash management

D | Miscellaneous finance and accounting

Costing
Chart of accounts and other accounting systems
Insurance and real estate services
Group accounting
Switching to other currency systems

E | Funding scheme concepts

Holistic funding scheme concepts
Venture capital financing
Publicly subsidized financing
Debt financing
Lease financing
Initial public offering preparations
Investor relations

Project management (PM)**A | Project organization**

PM conception / PM procedure model
Introduction of PM to the company
PM HR management
PM professional development
Program management

B | PM consulting

PM software tool consulting
PM audits
PM coaching
Project benchmarking
PM self management
PM crisis management
Project reorganization
PM knowledge management

C | Project planning and preparation

PM project development
PM preliminary/feasibility studies
PM quotation management
PM contract management
PM project structure
PM project costing
PM project financing
PM funding advice (without legal advice)
PM environment analysis
PM stakeholder analysis
PM risk management

D | Project execution

Project work scheduling
Project start-up workshop
PM process and schedule management
PM office
PM project management
Project control (project controlling)
PM service/project assistance
Project reporting
Project documentation
Project configuration management
Project IT support
Management for several projects
Project quality assurance
PM claims management
PM change request management

E | Project social competence

Project team building and project team development
Project leadership
Project culture
PM conflict management
PM communication
Motivation of project teams

VIII - 41507023

IX - 41507024	Environmental management consulting
	A Market strategies for environmentally sound products
	Market strategies for environmentally sound products
	B Advice on licensing procedures
	Advice on licensing procedures
	C Hazardous materials management
	Hazardous materials management
	D Environmental impact studies
	Environmental impact studies
	E Environmental technology
	Environmental technology
	F Environmental management systems
	Environmental management systems
	G Environmental audits
	Environmental audits
	H Environmental information systems
	Environmental information systems
	I Eco-balances
	Eco-balances
J Eco-controlling	
Eco-controlling	
K Waste management	
Waste management	
L Recycling consulting	
Recycling consulting	
M Environmental safety management	
Environmental safety management	
N Environmental expert opinion	
Environmental expert opinion	
O Environmental training	
Environmental training	
P Preparation for certification/validation of environmental management systems	
Preparation for certification/validation of environmental management systems	
X - 41507025	IT strategy consulting
	A Conception/development of IT strategy
	Conception/development of IT strategy Consulting on digitalization strategy
	B IT costs and value optimization
	IT costs and value optimization
	C IT benchmarking
	IT benchmarking
D Conceptual design of IT/information security (cyber security)	
IT/information security (cyber security)	
E IT governance	
IT governance	
F Data strategy and management at a conceptual level	
Data strategy and management	