



[www.bang-olufsen.com](http://www.bang-olufsen.com)

Bang & Olufsen products are designed to be not only aesthetically pleasing but also essentially functional and easy to use. The expectations raised by a strikingly individual appearance must be completely fulfilled in terms of high quality sound and picture whenever the system is switched on. Therefore, achieving excellence in providing the consumer with the highest pleasure in ownership and use rests on 'high quality' as the common denominator of all activities and competence areas.

**Offerings and Values**

Glass doors that gently glide open as the user's hand approaches, elegant, compact yet powerful loudspeakers and TVs that turn to face you when you switch them on: such inventive movements have become one of the hallmarks of Bang & Olufsen.

However, to Bang & Olufsen, technology is not an end in itself. It is the value added for the customer that is the object of applying technology. Application of technology within the Bang & Olufsen product range will always be based upon the experience that it can accomplish for the user. If a technology has this

perspective, it belongs to the core competences of Bang & Olufsen.

The Bang & Olufsen user experience relates to different core competences, with the most important being: Quality, Picture, Sound, Operation, Design, Integration, Elegant mechanical movements, and Materials; with the underlying basic technologies being electronics, acoustics, mechanics and software.

Bang & Olufsen's core competences are in a process of constant evolution because of a continuous flow of applied research projects. These core competences are designed to make Bang & Olufsen different,

and strong enough to survive and prosper as a small company among giants.

**Innovations and Promotions**

When it comes to innovation, Bang & Olufsen aims at the utmost efficiency. The Bang & Olufsen product development team consists of highly skilled and experienced engineers with qualifications in electronics, acoustics, software and mechanical engineering. This ensures quality, speed and advanced as well as unique solutions in their work.

Furthermore, development tools or facilities are of vital importance for a professional result. So Bang & Olufsen has invested in a



number of unique test facilities that assist in every stage of product development.

One such facility is the Listening Panel, which consists of Bang & Olufsen employees with an extraordinary sense of hearing. All prospective members must undergo extensive hearing tests prior to acceptance. Around 18 months of training is necessary before they can make consistently accurate acoustic evaluations as reliably as a voltmeter. Only a few loudspeaker manufacturers in the world use this type of subjective testing to such an extensive degree.

When it comes to remote control operation and integration, Bang & Olufsen has been a major pioneer. Today, it is the only manufacturer who can offer its customers one remote control that can operate not only TV, DVD and audio systems but which can even be used to adjust the light setting in the room. Furthermore, Bang & Olufsen's BeoLink® makes it possible for the consumer to enjoy their Bang & Olufsen system throughout the home.

**Market Context**

Bang & Olufsen operates in a niche, high premium end of the highly commoditised consumer electronics market. However, although Bang & Olufsen designs and manufactures products such as audio systems and televisions, its competitors are not traditional consumer electronics brands. Instead, Bang & Olufsen is competing for share of the consumers' wallet against other high-ticket purchases such as premium furniture, a car, holiday or kitchen.

**Achievements and Future Prospects**

Thanks to its ability to stand out from the crowd, Bang & Olufsen has succeeded in growing into the international company it is today. Research and development, most of

the production, the administrative, marketing and management headquarters still remain in Struer, Denmark, where the company was founded.

Its products are sold through 11 National Sales Companies, all of them 100% owned by Bang & Olufsen, and through a number of independent agents throughout the world. Consumer sales take place through an extensive Bang & Olufsen dealer network of approximately 2,089 dealers located in more than 48 different countries.

Bang & Olufsen employs around 2,700 people with the majority working in Struer, a relatively small town of approximately 11,000 inhabitants in which Bang & Olufsen plays a predominant role.

**Things you didn't know**

Bang & Olufsen's Listening Panel stays in prime listening shape by attending 10-12 diverse music concerts per year.

More than 500 staff at Bang & Olufsen have celebrated their 25 year anniversary at the company, over 50 have celebrated 40 years at the company and three have been with the company for more than 50 years.

Bang & Olufsen's Automatic Component Assembly assembles up to 21,000 components every hour – to total 600 million components a year.

The company has members of staff who are third generation Bang & Olufsen employees.



**1925**

Two young Danish engineers, Peter Bang and Svend Olufsen, set up their own company with the idea of building a radio which runs on the mains.

**1931**

The first advertising slogan, together with the first logo – the Bang & Olufsen trademark – is registered.

**1945**

Bang & Olufsen's refusal to co-operate with the German occupation force during World War II, leads to its building being blown up just before the end of the war.

**1950s**

Bang & Olufsen participate in the major Danish TV boom.

**1960s**

Bang & Olufsen are among the first to develop stereo and high fidelity. The advertising slogan: 'Bang & Olufsen for people who put taste and quality before price' is launched.

**1970s**

Bang & Olufsen builds up an international distribution network with agents or subsidiaries in most western European countries.

**1989**

Following tough competition and price wars, Peter Bang and Svend Olufsen are obliged to sell 25% of their shares in Bang & Olufsen to Philips.

**1993**

After heavy losses, it is necessary to reorganise the company completely. This plan, called 'Breakpoint '93', re-establishes Bang & Olufsen as a healthy new company.