



Challenges

- ❑ Could not reliably launch products to meet the seasonal sales windows
- ❑ Small market share in cordless products, which were the fastest growing market segment
- ❑ Return on investment for newly developed products consistently missed goals

Executive Summary

- ❑ Largest supplier of hand-operated power tools in world
- ❑ Global operations and development
- ❑ World wide sales with significant local market differentiation
- ❑ Seasonal markets – 50% Christmas, 15% Father's Day

Results

- ❑ Average time to market has been reduced by 35%, and new product revenues have increased to 25% of total sales
- ❑ Return on investment for newly developed products has improved over 30%
- ❑ Production start-up time has been reduced by 80% and most new products are launched on time
- ❑ Launched entire line of new cordless products increasing market share