



**Husqvarna**<sup>®</sup>  
EXPERIENCE CENTER



# HUSQVARNA SALES SUCCESS CASE STUDY

This case study is for use in Husqvarna Sales Success  
Digital and On-site workshops.

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# Introduction

# Introduction to the Case Study

## Disclaimer:

The Customer “Uni-Dealer” featured in this case study is a fictitious company and any similarities to actual companies is purely coincidental.

## Case Study Background:

This case study has been created to provide Husqvarna personnel with an opportunity to develop key selling concepts and strategies, in order to increase profitable sales within this fictitious company. Use the information enclosed to develop a strategy to increase your retail presence and sales at each branch.

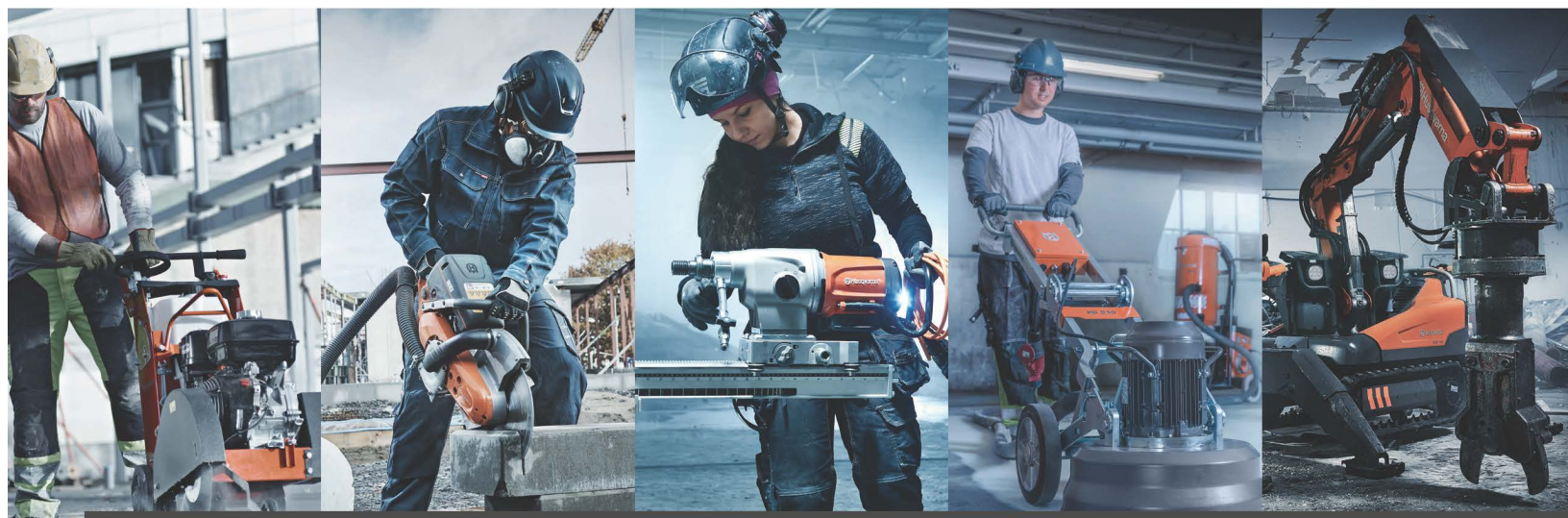
When developing a strategy to manage your territory and accounts it’s imperative to accumulate information about your customers. The information in this case study serves as an example of what would be useful to you.

We will demonstrate the tools available to you to help you research information about your customers in the classroom. Additional information can be accumulated from conversations with your customers, in which you use your CFS skills to “investigate” their business.

## Brainshark Sales Tools:



*Additional training on the tools used to acquire information about your customers can be found in the Sales Tools curriculum in the course catalog on Brainshark.*

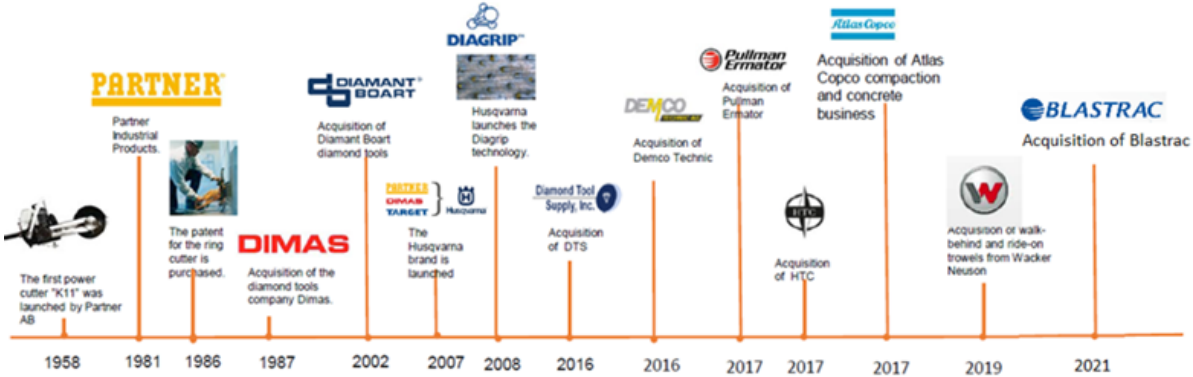


# Husqvarna Group Overview

# Husqvarna Group Overview:

**Husqvarna Group** is a Swedish public company listed in Stockholm with a footprint in over 40 countries and 13,000 employees globally and three unique divisions, Forest & Garden, Gardena, and Construction. Started in 1689, over 330 years of history, our passion for innovation, development and precision has led to a long line of successful products and solutions in very different areas – from weapons, sewing machines and motorcycles to market-leading outdoor power products for customers around the globe. Today, our commitment to increasing usability, together with our respect for nature, is guiding us to produce more ergonomic products with lower emissions and better energy efficiency than ever before.

## Construction – Where we come from



Husqvarna Construction Products (HCP) is the world leader in the construction industry. Our extensive construction product range includes machines, diamond tooling, parts & accessories, services, training, and advanced technologies. HCP has 10 factories located across the globe, with sales in over 40 countries.

## **Our Philosophy:**

As a world leader in concrete cutting and drilling, concrete compaction and placement, surface preparation, light demolition, and diamond tooling, we support professional users all over the world with efficient and reliable products. Our ambition is to provide machines, diamond tools, services and accessories, which help users to perform to their best, so they can be proud of a job well done.

At Husqvarna, we know it takes more than just strength to create performance. When developing products, we always go for the optimal combination of power and usability, Our commitment to make an end-user's workday productive, safe, and hassle-free is guiding everything we do, from the initial research and development stages all the way through designing, manufacturing and delivering the equipment, whilst providing the service required.

The feeling of a job well done, and a positive outcome can sometimes be the best reward, that's why listening to our customers has always been our greatest source of inspiration. Together we have more technical competence and business experience to further develop the markets most efficient diamond tools and machinery.

Additionally, a key driver for HCP is to innovate and develop products, which are ergonomically and environmentally friendly, so when it comes to battery power, we're committed to leading the way, whilst giving our customers the high power and performance they expect and deserve. Husqvarna battery-powered products deliver cordless convenience, high power, quick starts and low noise. They are free from direct emissions, whilst the user-friendly design has resulted in optimally balanced machines with impressively low vibration levels.

Subsequently without engine noise or direct emissions, the working environment will improve and save fuel and service costs, which will ultimately benefit the bottom line. Since there is no reliance on power from the grid, customers can trust Husqvarna battery power to take care of business whenever and wherever it is needed.

## Services, Support and Training:

In addition to providing the very latest in technological development in cutting, drilling, compaction, placement, surface preparation, demolition equipment and associated consumables, we offer a range of additional services including:

- Finance and Operational leasing options, in the form of Husqvarna Commercial Solutions, which can be tailored to suit a customer's specific needs.
- Extended warranty and preventive maintenance packages, namely UpCare. This helps reduce downtime, supports productivity and provides peace of mind.
- A Fleet management system, which enables customers to track inventory, each machines productivity, service requirements and location, all of which enables customers to make better decisions and unleash the full potential of their investment.
- Product familiarization and maintenance training support. Utilizing the very latest technologies in online training and support, we can provide real-time support for both dealers and end-users.

In summary HCP clearly positions themselves with such a wide and comprehensive product portfolio, who can provide many solutions for a diverse range of construction applications.

Although HCP can be considered a generalist, they also provide an innovative and specialist approach to manufacturing, supplying and supporting a range of products, services and solutions to the construction market.



# Uni-Dealer Overview

# Uni-Dealer Company Overview

## Uni-Dealer:

*\*This case study was created based on a fictitious customer with fictitious people, facts, and analysis. Any similarity to any real people or dealers is purely coincidental.*

Uni-Dealer (UD) is a publicly traded company based in Atlanta, Georgia, USA. UD is the world's largest equipment retail & rental company, with about 13% of the North American market share as of 2019. They have 1,278 locations in North America, 11 in Europe, 28 in Australia, and 18 in New Zealand. The company's approximately 25,000 employees serve construction and industrial customers, utilities, municipalities, homeowners and others. The company offers approximately 50,000 retail SKU's and 3,300 classes of equipment for rent with a total revenue of \$9.7 billion in 2021. UD was founded in September 1997 by William "Bill" Bailey. UD focuses on new and used equipment sales, along with a large and varied rental equipment line-up that enables them to be the market leader. In addition, the company offers equipment servicing, and safety training.

Then-chairman and CEO Bill Bailey planned to grow the company through acquisitions and consolidation, beginning in October 1997 with three small companies scattered across North America. In December 1997, three months after forming, UD began trading on the New York Stock Exchange. In June 1998, it acquired U.S. Equipment Sales, Inc. for a sum of approximately \$1.9 billion. The acquisition made UD the largest equipment resale and rental company in North America.

UD has acquired 26 companies, including 10 in the last five years. Their most recent acquisition being Alliance Finance Corp. on January 1, 2021. This acquisition had strong strategic and financial merits, expanding growth capacity.

UD is primarily a provider of construction and industrial equipment, comprising of trucks, aerial work platforms, counterbalance forklifts, reach forklifts, earth movers, compressors, construction equipment (sawing and drilling) and associated consumables, compaction and concrete placement, small tools, homeowner equipment and similar products. Together, these are considered General Construction and Aerial Retail, and they make up the bulk of UD's retail and rental offering to its customer base.

The company also has five primary fields:

- **Battery Products:** Includes devices and services utilizing battery power. Focusing on contractors utilizing these types of equipment.
- **Surface Preparation:** Includes equipment and diamond tooling used to for grinding and polishing floors. This is a growing category for UD.
- **Diamond Tooling:** Large and small diameter diamond blades, along with cup wheels and specialty tooling. UD currently has one of the largest offerings of diamond tooling in the market.
- **Demolition:** Includes demolition robots, wall and wire saws. UD also provides training and servicing of this equipment, focusing on the professional cutting industry.
- **Forest & Garden:** Involves equipment and services focused on forest, lawn and garden markets. Robotics are also included in this field

## Philosophy & Culture:

Committed to providing a range of products and services for large construction projects as well as smaller local building contracts in equal measure, UD is a 'one stop shop' for all job sites, with an emphasis on providing 1<sup>st</sup> class service, technical support and competitive prices.

Whether it be a big tender for a large construction site, or meeting the needs of a small independent builder for a local development, UD offers a diverse range of services to meet the needs of any job-site, anywhere in the Country. The company has grown and continues to progress since it was founded in 1997, both through acquisition and by organically developing and nurturing relationships, based on a commitment to provide an experience all customers value and trust.

UD is a diverse business with an extensive range of 'Top Shop Manufacturers' listed as their partners/suppliers. They have an aggressive approach to negotiating, with a team of sourcing managers, each dedicated to a specific product group who are knowledgeable and experienced within the industry and use their 'know how' to good effect. This, aligned with UD's competitive procurement arrangements, means UD is well positioned to provide excellent service at competitive prices.

A top-down approach by negotiating at a corporate level, paves the way to be listed as an approved supplier. However, it remains equally important to develop and cultivate relationships at individual branches and with the support of their District Managers. UD is purpose driven and committed to safety, training and high standards of excellence in every aspect of their business and with an ethical, responsible governance and conduct in all phases of its operations. Doing things the right way is a discipline UD has engineered into their business. Living its core values and putting customers, people and the planet at the heart of its operations and decision-making process.

## Organization Structure, Personnel, and Finance:

Patrick McFreely is the current President and CEO, as Bill Bailey has recently retired and handed overseeing operations of the company to Patrick. He is a well-respected and close associate of Bill's who has been with the business for several years, having rapidly worked his way up the ladder from a middle management role (District Manager level). Patrick's philosophy endorses Bill's previous commitment to service, support and competitive pricing, but is driving and challenging the business to be more focused on environmentally friendly products and services, which support the company's continued growth aspirations.

Patrick has an entrepreneurial and forward-thinking outlook, with a warm and personable approach to his team. He has instructed his VP of Sales/Supply Chain and his sourcing managers to seek alternative suppliers and products. These new suppliers must support his initiatives and have a similar ethos to UD's strategic goals. Patrick is focused on the numbers and will be closely gauging the success of his initiatives.

Vice President of Sales and Supply Chain, Jeff Lawrence has been working with the company for 15 years and is very popular within the company, taking a personal approach to employee interests and welfare. A complete extrovert in both his professional and personal life, Jeff is the final decision maker when it comes to finalizing new supplier and procurement arrangements. However, Jeff tends to relinquish every day decision making to his Sourcing Managers and doesn't generally go against their decisions. He's known to be a happy go lucky person and tends to take a big picture approach on market insights and trends. A positive and optimistic person always looking to source and provide innovative solutions to the market. Oversees a group of Sourcing Managers and reports directly to the CEO.

Sourcing Manager (for Construction Products): Alex Newall has been working for Uni-Dealer for the past eight years and is an unassuming and quietly spoken individual. He's been working in the same position for the last six years and Alex tends to be a very process-oriented employee who doesn't like any delays in his work, as he's a very precise and factual in his decision making. He is one of several Sourcing Managers, but his specific area of responsibility is Construction products. Alex is a key decision maker responsible for contracts and price negotiations, and ultimately determines which products will be allowed into their retail and rental fleet. Companywide promotions must be run through the Sourcing Manager. Reports to VP of Sales and Supply Chain.

District Manager: Jason Upton has recently joined the organization, coming from a mechanical engineering background where he developed equipment. His communication is very direct and to the point. Jason is always keen on acquiring new sales opportunities and has a very strong business acumen. In close alliance with Sourcing Managers, Jason has a key role on which products are brought into the branches he oversees. Responsible for all operations and sales within his district (District 11). Reports to the VP of Sales and Supply Chain, but has a dotted line to the Sourcing Managers.

District Sales Manager: Nick Jones has been with Uni-Dealer for the past 4 years and is a very popular and likeable individual. He has great interpersonal skills, and everyone enjoys his company and positive attitude, which is a big reason for him being selected as Employee of the Year in 2021. Nick has always been results oriented, but very cooperative and supportive of his sales team. He has a key role and influence in the development of new business. Manages all outside sales representatives and reports into the District Manager.

Branch Manager: Susan Wiley is newly promoted from being an Operations Manager. She has been with Uni-Dealer for 11 years and has held several positions, including Inside and Outside Sales Representative. Susan is very optimistic and people oriented. She enjoys spending her time with her family and is quite a friendly and sociable person. Susan makes the decisions on what is brought into her inventory at the branch level and provides valuable input to the District Manager. Oversees day to day activities within the branch. Can be responsible for making the decision to purchase products for resale. Reports to the District Manager.

Service Manager: Robin Powell has been with Uni-Dealer for 10 years and has an eye for detail. He has a strong work ethic and tends to be very task orientated. He analyzes every situation based only on facts and figures presented to him. Robin is always pre-occupied with his team's productivity and efficiency, particularly with regards to service, maintenance and product repairs. He will not meet with anyone without a prior appointment and takes full responsibility for his department whilst providing key information to the Branch Manager. Robin's input is crucial and provides insights to assist Susan in understanding which suppliers' products and services support his department. Oversees all activities in the service area. Has influence on which products are sold and rented out at the branch. Reports to Branch Manager.

Operations Manager: Bob Patterson has been with the organization for more than 12 years and is a friendly person who is easy to approach. Bob is well respected at his branch because of the great job he does and the industry knowledge he brings. His decisions are based on people's input and reviews. Susan relies on Bob to help run the day to day operations at her branch. He assists the Branch Manager and has a close working relationship with the Robin. Occasionally places orders, albeit his spend limit threshold is \$2,000 per order. Reports to Branch manager.

Outside Sales Representative: Calls on customers in the field. Reports to District Sales Manager

Inside Sales Representative: Works at the counter inside the branch and takes care of the walk-in customer. Reports to the Branch Manager.

**Selling Into Uni-Dealer:**

*Single Branch Initiative*: In order to sell products into a UD branch for resale, you must convince the Branch Manager of the product. It is also helpful if the Service and Op's Manager likes/wants the product.

*Multi-Branch Initiative*: You must work with the UD District Manager and District Sales Manager to sell into multiple UD branches. The District Manager's buy-in is necessary to move forward and secure sign off from the Sourcing Manager.

## Uni-Dealer

### CONSOLIDATED BALANCE SHEETS (In millions, except share data)

|   | December 31,    |                 |
|---|-----------------|-----------------|
|   | 2021            | 2020            |
| <b>ASSETS</b>   |                 |                 |
| Cash and cash equivalents   | \$ 144          | \$ 202          |
| Accounts receivable, net of allowance for doubtful accounts of \$112 at December 31, 2021 and \$108 at December 31, 2020  | 1,677           | 1,315           |
| Inventory   | 164             | 125             |
| Prepaid expenses and other assets   | 166             | 375             |
| Total current assets  | 2,151           | 2,017           |
| Rental equipment, net   | 10,560          | 8,705           |
| Property and equipment, net   | 612             | 604             |
| Goodwill  | 5,528           | 5,168           |
| Other intangible assets, net  | 615             | 648             |
| Operating lease right-of-use assets   | 784             | 688             |
| Other long-term assets  | 42              | 38              |
| <b>Total assets</b>   | <b>\$20,292</b> | <b>\$17,868</b> |
| <b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>   |                 |                 |
| Short-term debt and current maturities of long-term debt  | \$ 906          | \$ 704          |
| Accounts payable  | 816             | 466             |
| Accrued expenses and other liabilities  | 881             | 720             |
| Total current liabilities   | 2,603           | 1,890           |
| Long-term debt  | 8,779           | 8,978           |
| Deferred taxes  | 2,154           | 1,768           |
| Operating lease liabilities   | 621             | 549             |
| Other long-term liabilities   | 144             | 138             |
| <b>Total liabilities</b>  | <b>14,301</b>   | <b>13,323</b>   |
| Common stock—\$0.01 par value, 500,000,000 shares authorized, 114,434,075 and 72,420,566 shares issued and outstanding, respectively, at December 31, 2021 and 114,210,157 and 72,196,648 shares issued and outstanding, respectively, at December 31, 2020 | 1               | 1               |
| Additional paid-in capital  | 2,567           | 2,482           |
| Retained earnings   | 7,551           | 6,165           |
| Treasury stock at cost—42,013,509 shares at December 31, 2021 and December 31, 2020   | (3,957)         | (3,957)         |
| Accumulated other comprehensive loss  | (171)           | (146)           |
| <b>Total stockholders' equity</b>   | <b>5,991</b>    | <b>4,545</b>    |
| <b>Total liabilities and stockholders' equity</b>   | <b>\$20,292</b> | <b>\$17,868</b> |

## External Influences & Competition:

Uni-Dealer has 50 branches within District 11 and have been well established for the last 20 years with little competition. Over the last few years Jeff has noticed that more competition has moved into the Region and as a result has tasked Jason with taking back market share and growing his region 15% YOY. Region 11 has approximately \$1.5B in current construction projects and expects that to grow to over \$2B in the next 3 years. Uni-Dealer currently has approximately 40% of this market share, but has seen a drastic decline from 60% over the last 3 years

Much of the competition that came into Jason's region caters to the DIY'er (Do It Yourself), which has not been Uni-Dealer's main focus. However, Jason has seen a dip in his contractor sales and fears this is because the competition has started focusing on the commercial construction activity. All Construction Equipment (ACE) is UD's largest competitor in Region 11 and has a market share of 30%, which has more than doubled over the last few years. ACE has 25 branches, focusing on customer service and making sure their sales people are industry experts. ACE relies heavily on their suppliers to train their employees and expects support on field sales calls.

Jason knows that his competition is carrying many of the same products that his branches carry and wants to find new suppliers in order to differentiate his stores. Jason's team has had a lot of turnover in the last 18 months and now has a fairly inexperienced team. Training is key to his growth plan and will expect any new suppliers to provide exceptional support. He is also looking at marketing to more of the DIY'ers, feeling that this could help his region hit Jeff's sales goal. However, this will come at a cost because Jason's branches are not currently open on the weekends, which is when most of the DIY sales occur. UD will need to be open 12 hours on Saturdays and will need to see significant sales in order to warrant being open the additional day each week. Jason wants to focus his DIY sales around battery products, feeling that these products will be easier for customers to operate and maintain. Cutting edge equipment and support will be the key to the success of the DIY initiative.

## Supplier Competition:

### HILTI:

Global manufacturer and supplier of equipment and consumables for the construction industry. Distribution model is both direct to market and via authorised distributors. There is a strong focus on customer service and delivering total solutions to the construction industry.

Competing products groups include power cutters, drilling systems, wall and wire systems, dust and slurry management.

#### *Strengths*

- Direct sales to end user
- Highly trained workforce
- Range of consumables and equipment
- High quality of equipment
- OnTrack Asset management
- Tool Fleet Management program
- Good penetration into rental companies for range of equipment
- Service & repair centres in all regions nationally
- Neuron battery platform with over 60 tools

#### *Weaknesses*

- High price point
- Poor diamond tool program
- Only M class vacuums (not applicable to US but is to Europe, Australia and other countries following the L,M,H classifications for industrial Vacuums)
- Construction range is not as diverse as Husqvarna offering
- Slow turn around on repairs in local area due to low staff and high turnover

## TYROLIT/DIAMOND PRODUCTS

Global manufacturer and supplier of equipment and diamond tools for the construction industry. The brands they sell include Diamond Products, Core Cut, Hydrostress, Rhonda, Hycon, Darda and WEKA. Distribution model is both direct to market and via authorised distributors. Equipment is marketed under Diamond Products range.

Competing products groups include power cutters, drilling systems, wall and wire systems, surface preparation, dust and slurry management, diamond tooling for cutting and grinding.

### *Strengths*

- Strong diamond tool program
- Range of construction equipment including wall & wire saws, drilling, floor saws
- Good brand recognition
- National support

### *Weaknesses*

- Machine program not as strong as diamond program
- Construction range not as diverse as Husqvarna
- Limited repair and warranty service locations
- High turn-over of sales staff
- Sales staff knowledge is relatively poor due to turnover

## **STIHL:**

Global manufacturer and supplier of Outdoor Power Equipment. Distribution model is both direct to market, OPE franchise stores and authorised distributors.

Competing products groups include power cutters and a range of diamond blades for the power cutters.

### *Strengths*

- Good brand recognition
- OPE offering including power cutters
- Have a brake safety system on one model of power cutter
- Battery range of OPE & small power cutter
- Large national network of dealers and repair agents

### *Weaknesses*

- Poor diamond tool offering. Only 12-14" and low performance levels
- High price point
- Large dealer network can be seen as oversaturated in the market
- Complexity and service issues with brake system
- Support through franchise stores can be poor due to focus on own product sales
- Limited construction equipment. Not seen as a construction specialist

## **WACKER NEUSON:**

Global manufacturer of compaction and construction machines. Product range is from small compaction, large compaction, earth moving equipment, and telehandlers. Sell direct and through distributors.

Competing in all small to medium compaction and power cutter.

### *Strengths*

- Brand recognition and brand presence
- Strong dealer network
- Strong after sales support

### *Weaknesses*

- Average product quality perception
- Sales force tend to focus on larger equipment rather than small compaction.
- Large number of distributors of small compaction creating margin pressures
- Small compactors and rammers are very basic with little value-added features
- The power cutter has poor performance and reliability

## **ALL DIAMOND TOOL SUPPLY**

National supplier of diamond tools and diamond tool services. They have diamond tool assembly service in several locations nationally. The facilities have the capacity to assemble & repair diamond blades and Core bits. They source diamond blades, blade cores and segments from Chinese and Korean manufacturers.

Competing in all diamond tool products.

### *Strengths*

- Local importer of high-quality diamond tools including Arix range from Shinhan
- Wide range of diamond tools at all price points
- Ability to re-tip core barrels
- Ability to product custom blades including individual branding
- Ability to repair diamond blades up to 2m diameter

### *Weaknesses*

- Limited ability to provide field service
- Turnaround times can be slow due to facility location and work loads
- Only provides diamond tools and no equipment

## **NATIONAL TOOL WAREHOUSE:**

An industrial importer, wholesaler & retailer of general tool and associated consumables covering a wide number of industries including automotive, fabrication, carpentry and other general trades. Key brands of tools include DeWalt, Metabo, Milwaukee and Bosch. They have a good selection of construction equipment from major brands and their own range of equipment imported from China. Construction equipment brands include WEKA, Stihl, Pentruder, Scanmaskin and Wacker Neuson. Their own brand Bayer includes floor saws, tile and masonry saws and drill motors and a limited range of diamond tools

Competing in all product categories.

### *Strengths*

- Brand product offering
- Own brand a good price point
- On-site support for sales
- Aggressive, well trained sales team
- Has category sales specialists
- Very stable staff
- Strong local following

### *Weaknesses*

- Only two branch location
- Has no workshop and relies on external workshop arrangements
- Own brand has some quality issues
- No national network for support outside local area
- Only two external business development managers covering large clientele
- Can be seen as a competitor to their wholesale customers
- Diamond tooling range is very limited

## **BROKK**

The Brokk Group is a Swedish manufacturer of remote control demolition robots established in 1976. The company targets the construction, tunnelling, mining & mineral processing, cement, nuclear and emergency services industries. The Brokk Group also incorporates:

- Darda - Concrete crushing & metal shear equipment
- Bricking Solutions - Manufacturer of specialized kiln maintenance equipment.
- Ahlberg Camera Systems – Manufacturer of specialized radiation proof camera systems and lighting systems.
- Aquajet Systems - Manufacturer of hydro-demolition robots and equipment.

Competing with our DXR product line.

### *Strengths*

- Brand recognition
- First to market
- Strong marketing program
- Large range of Demolition Robots
- Experience in wide range of industries
- Good quality
- Expanded accessory range eg planer, rock drills, cut off saw etc
- Brokk Connect fleet system
- Ability to market third party product eg Twinca Dump Carts, Sherpa mini loaders, Vacuworxs Vacuum Lifting Equipment

### *Weaknesses*

- Limited product range in construction
- Focus more on Nuclear, Mining, Mineral Processing and Tunnelling.
- Limit Brokk owned offices
  - Deals through Agents in a lot of regions/countries
- Weak service & support offering due to limited outlets
- Small number of sales people in regions
- Price positioning on the high side of the market

## MILWAUKEE TOOLS

The Milwaukee brand is strongest in the professional tool market targeting the construction industry. The brand focuses on innovative solutions focusing on increased productivity and durability for professional construction users. Their cordless system is branded under the M12 and M18 and MX FUEL platforms. The M12 platform is a 12V battery platform with over 100 tools with a focus on the smaller trade tools. The M18 platform is a 18V battery platform with over 200 tools with a focus on small to medium trade tools. The MX Fuel platform is designed for the larger construction equipment requiring more power. The current range includes 14” power cutter, demolition hammer, core drill and stand, concrete vibrator, vibrating screed, power source, lighting tower and sewer drum.

Competing with our battery line up, handheld saws and concrete placement.

### *Strengths*

- Brand recognition
- Strong marketing program
- Large range of product across various platforms
- One-Key system
- Large sales force with store and field support for end users
- MX Fuel
  - Expanding range of product
  - First to market with large capacity tools

### *Weaknesses*

- Questionable quality compared to other professional products
- MX Fuel
  - Poor run times on majority of equipment
  - Long charge times for batteries
  - Heavy product range in comparison to similar equipment
  - High price point

## SASE

Sase is a local manufacturer and distributor of concrete surface equipment and consumables. The product range includes floor grinders, dust extraction units, slurry vacs, burnishers, hand grinders, concrete repair equipment, scarifiers, shavers, floor scrapers, needle scalers, full range of diamond tools and chemicals to suit the equipment.

Sase follows a direct to market strategy to all floor preparation and polishing contractors. They also conduct training for contractors through Sase University.

Competing with our surface prep product line.

### *Strengths*

- Extensive range of specialised equipment, diamond tooling and chemicals
- Specialisation in the concrete surface market
  - Perceived as an industry expert
- Close to contractors using the equipment
  - Speed to market & action on feedback
- Training Seminars covering application, techniques, troubleshooting and maintenance and service
- Well trained and industry focused sales team
- Offer rental equipment

### *Weaknesses*

- Limited outlets
  - Repair times can blow out
  - Onsite support can be limited in several areas
- No offering outside concrete surfaces
- High price point
- Compete against traditional retailers and rental companies
- A small number of field sales reps covering the nation



# Business Case Challenge

# Business Case Challenge:

Uni-Dealer continues to be focused on the traditional aspects of their business philosophy and customer's needs, with an emphasis on a reliable service and support at competitive prices. However, Patrick is mindful of changing market trends, with a move towards products and services which are easier to source and/or own, use and maintain.

A combination of market research and customer insights suggests customers are seeking alternative and more economical ways of paying for products and services, which don't put a strain on their finances and provide them with easy to service and maintenance accessibility. Customer feedback both directly and via a recently outsourced survey have suggested customers are also open to new products and innovations and are looking to save time and money, whilst also seeking new ways and methods to be more efficient.

Patrick has subsequently tasked Jeff and the company's several sourcing managers with searching for products and services, which meet these criteria, whilst also taking into consideration the increasing demand for more environmentally friendly products.

His 6-point plan and task consists of the following:

- Innovative products and services, which are easy to own and use.
- Technologies and methods to evaluate performance and efficiency.
- Effective and cost efficient after sales service and support packages.
- Products, which are environmentally friendly.
- Product familiarisation and maintenance training for users and service engineers.
- Advanced training of Uni-Dealer's external and internal sales staff and the technical service team.

All the above represents Uni-Dealer's business strategy going forward, whilst continuing to provide customers with the fundamentals they have come to expect which in short are a service they can rely upon at a competitive rate.

Use the information provided to develop a strategy to increase your retail presence and sales within District 11.



**Husqvarna<sup>®</sup>**  
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[www.HusqvarnaCPTraining.com](http://www.HusqvarnaCPTraining.com)