



Background

- Client is market leader and pioneer in a specialized category of small consumer appliance industry
- Client has enjoyed high levels of revenue growth and profitability with premium-priced line, while facing minimal competition
- Company facing new threats from industry leaders in adjacent categories, launching lower-priced lines focused on top national accounts

Assignment

- Evaluate strategic response options, ranging from repositioning line to low end, to consolidating around premium segments
- Recommend practical programs to defend market position and maintain growth momentum



- ✓ Coordinated a client team to assess product line price - feature - benefit configurations at all price points to evaluate line structure and identify gaps and opportunities
- ✓ Analyzed revenue and cost structure of product line and identified key drivers of line profitability
- ✓ Modeled product line feature - pricing scenarios and revenue / profits impacts as alternative competitive responses
- ✓ Assessed impact of new product development plans on future competitive dynamics



Recommendations / Results

- ➔ Structured product range around “Good-Better-Best” concept for each channel or account
- ➔ Maintained leadership by driving increased value at key price points with increased feature functionality and new designs
- ➔ Tapped new customer segments with products aimed at new low-end price points
- ➔ Accelerated new product development schedule to launch differentiated technology within 12 months