

Whirlpool



Whirlpool Europe

TheCaseSolutions.com



Whirlpool



Whirlpool Europe

TheCaseSolutions.com

Group Members:

13/1/2015

- Lais Wehbi 52107
- Dania Al Hussien 53660
- Alaa Kilani 53882
- Talal Kamal 53542

Instructor:

- Dr. Mahmoud Awad

TheCaseSolutions.com

EGM 361

Whirlpool's Background

- **1989:** *home appliance industry*
- joint venture firm with Philips Electronics, “Whirlpool International BV” (\$470 M, 53% stake)
- **1990:** Dual branding program
- **1991:** WE becomes sole owner of WIBV. (\$600 M, 47%).
- Development of new brands to establish USP:
 - 1) Whirlpool
 - 2) Bauknecht
 - 3) Ignis
 - 4) Laden
- <http://www.whirlpoolcorp.com/brands-we-love/>
- 11 manufacturing plants: production based on sales budgets and forecasts (**Exhibit 1**)
- CENTRAL distribution centers → REGIONAL distribution centers
- 6,900 stock-keeping units (SKU's)- due to unique country requirements

ts: production



(Exhibit 1)

TheCaseSolutions.com

Exhibit 1 Whirlpool Europe's Manufacturing Sites***TheCaseSolutions.com***

Location	Products
Amlens France	Washers and Dryers
Norrkoping Sweden	Microwave Ovens
Poprad Slovakia	Washers
Neunkirchen Germany	Dishwashers
Schomdorf Germany	Washers
Cassinetta Italy	Refrigerators and Cooking Appliances
Naples Italy	Washers
Siena Italy	Chest Freezers
Trento Italy	Refrigerators and Freezers
Isithebe South Africa	Refrigerators and Freezers

Source: Company documents.

Current Status of Whirlpool

1) Single country sales office: **primary interface** with customers:

- sales generation and forecasting
- order processing and fulfillment
- billing and cash collection

2) Multiple standalone information systems for individual plants, distribution centers and sales offices

- data inconsistency
- data redundancy
- lack of flexibility
- poor security
- lack of data sharing and availability

Current Status of Whirlpool

3) Success in the consumer market depended on:

- Product Quality
- Price
- Availability (79%)

4) TWO main market segments targeted

- Consumers who purchase stand-alone appliances for their homes
- Contractors who purchase built-in appliances for kitchen remodeling


5) Kitchen remodeling **PROBLEM** in Europe:

- To supply contractors, WE has to deliver the appliances within 10 days but takes weeks

TheCaseSolutions.com

TheCaseSolutions.com

Competitors/ Key Players

<u>Company</u>	<u>Market Share</u> <u>(1995 U.S. Appliance Industry)</u>
 Whirlpool	35%
GE Appliances	29.3%
Maytag	14.4%
Electrolux	13.5%
Raytheon	6.2%



GE
Appliances



 Electrolux

Raytheon