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#### Introduction / History

#### Thecasesolutions.com

- Founded 1931 in
   Lexington NC
   Purchased in 1994 by
   Sarah and Robert Drake
   Specialized in wood based household
- furniture
   Chairs / barstools
   Rocking chairs
   Children's chairs
   Side tables





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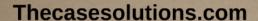
- · Hire a marketing manager
- Re-negotiate contracts or cut ties with existing internet retailers.
- · Expand online presence







# The Prepared Mind: The Road to Eureka is Paved with Doubt



#### Weaknesse

- Not in a financial position to invest in new equipment when old equipment had limitations.
- Unfamiliarity with the added administrative costs of the new internet retail customer channel while the internet customer group was on the rise.
   Few efforts in markets. For instance, there

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#### Conclusion

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#### **Declining Revenues**

- 1998 NAFTA and other trade agreements
- Lower labor costs overseas
  - The "Production Concept" at work (p. 9)
    - 2000 2002: \$5 billion in wood furniture imports from China
    - · 2007: \$15 billion annually
- · Economic Recession







#### **Threats**

- 1.Foreign wood
  manufacturing had
  been on the rise, and
  domestic wood
  manufacturers had
  seen moving overseas.
- 2. Existing and proposed U.S. trade policies affected its ability to compete.
- 3. Economic downturn fueled by crises in the banking and mortgage industries resulted in a distressed housing market.
- 4. Internet retailers opposed any price increases which resulted the company selling products at a low margin.









#### Weaknesses

- 1.Not in a financial position to invest in new equipment when old equipment had limitations.
- 2.Unfamiliarity with the added administrative costs of the new internet retail customer channel while the internet customer group was on the rise.
- 3. Few efforts in markets. For instance, there were no in-house salespeople.



Strengths



- Capital infusion
- Investment in Technology
- Investment in Marketing
- Investment in data collection
- Institutional knowledge

### **Strengths: Diversification of Product**

- Multiple Models
- Customization
- Assembly & Ordering & Full-fillment
- Reputation

## Opportunities

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#### **Opportunites: Leverage Trends**

- 2011 Re-shoring Trend
- Job promotion/incentives
- 2013-2014 New Home Construction
- Buy America Trend

#### **Opportunities: Expansion/Marketing**

- · Fill a market niche
- Engage in market expansion (foreign)
- Online retail
- Children rocking chairs







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