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**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.

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**Threats**

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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.



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**Conclusion**

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



**Introduction / History**

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- 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



**Marketing Research**

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**Strengths**

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**Opportunities**

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



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
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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





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# Strengths



## **Strengths: Early stage investments**

- 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

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# Opportunities

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### **Opportunities: 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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