



*Sher-Wood Hockey Sticks:
Global Sourcing*



Thecasesolutions.com

Overview

Thecasesolutions.com

- Background
- Issues
- Analysis
 - Environmental analysis
 - 4 P's Analysis
 - Competitive Analysis
- Issue Specific Analysis
- Recommendations
- Up-date

Background

- First modern game played in Montreal in 1875
- The national hockey league was founded in 1917
- Hockey was part of the Olympic Games in 1920
- 600,000 hockey players in Canada in 2010

Thecasesolutions.com

Company Background

- Founded in 1949 in Sherbrooke Quebec
- Formerly known as Sherwood-Drolet, Ltd
- In 1976 the company introduced their flagship wooden stick described as "the best stick in the world" by Guy Lafleur
- The company is now moving most of it's production offshore
- In 2008 the company had been hurt by the transition from wooden sticks to composite sticks.
- In 2008, the company changed it's name to Sher-Wood Hockey Inc.

Issues

- How should Sher-Wood create a competitive product?

Thecasesolutions.com

- How should Sher-Wood position themselves in the market place?
- Should Sher-Wood move all their production to China?



Analysis

Thecasesolutions.com

Environmental

- Microenvironment
- Macroenvironment

4 ps

Competitive

Microenvironment

Thecasesolutions.com

Company

Viewed as an all Canadian company

Suppliers

- *Canada*
- *China*
- *Eastern Europe*

Customers

Hockey players

- *Recreational*
- *Professional*
- *Organized league*



Macroenvironment

Thecasesolutions.com

Demographics

- Russian players
- Women
- Junior leagues
- Recreational play
- Goaltenders
- NHL players

Economics

- Hockey equipment market in 2010 was \$555 million.
- Skates and Sticks represent 62% of industry sales.
- 600,000 hockey players in Canada in 2010, expected to shrink by 5% in the next 5 years.
- Growth in casual and unregistered hockey participation.
- Increase of players in Eastern European countries, especially Russia
- Increase in the number of women playing hockey.

Technological

Sticks are made with

- Wood
- Composite
- Aluminum
- Blended stick

Hockey sticks are evaluated by

- flex
 - bend
 - stiffness
 - whip
 - feel
- 

4P's Strategy

Thecasesolutions.com

Price

- One type of hockey stick with three different prices: junior, intermediate, and senior.
- Varied retail prices.
- Competitive retail prices.

Place

- Based in Sherbrooke Quebec.
- Produced in Ukraine, and Victoriaville.
- Marketed all across Canada and North America.

Promotion

- Brand awareness
- Focus on wooden made sticks
- Lowest price among competitors

Production

- 27 types of sticks, protective equipment, goalie gear, ice hockey accessories
- 18 to 24 months life cycle of a product line.
- 2 to 3 weeks to produce customized and personalized productions
- Outsourced productions