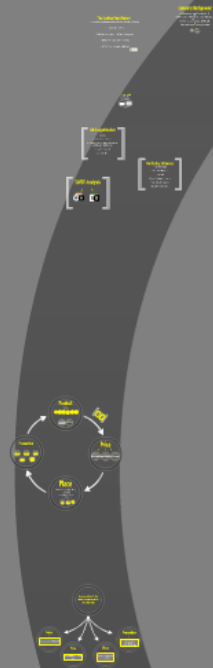


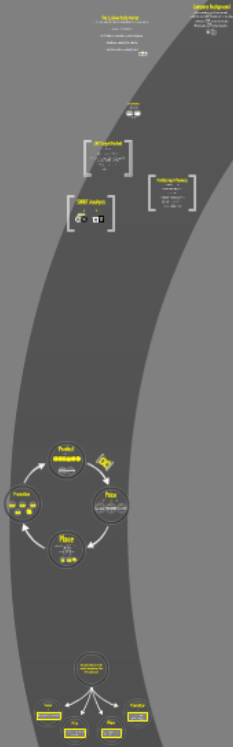
# Curled Metal Inc. Harvard Case Solution & Analysis

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# Company Background

Outside vendors supply the raw material



Curled Metal Inc. flatten and curls material for cushion pads

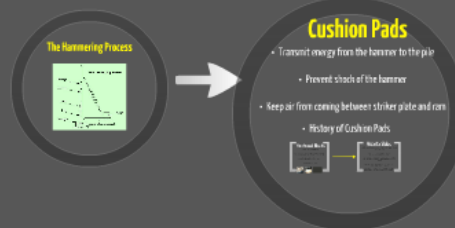


Contractors use cushion pads to drive piles

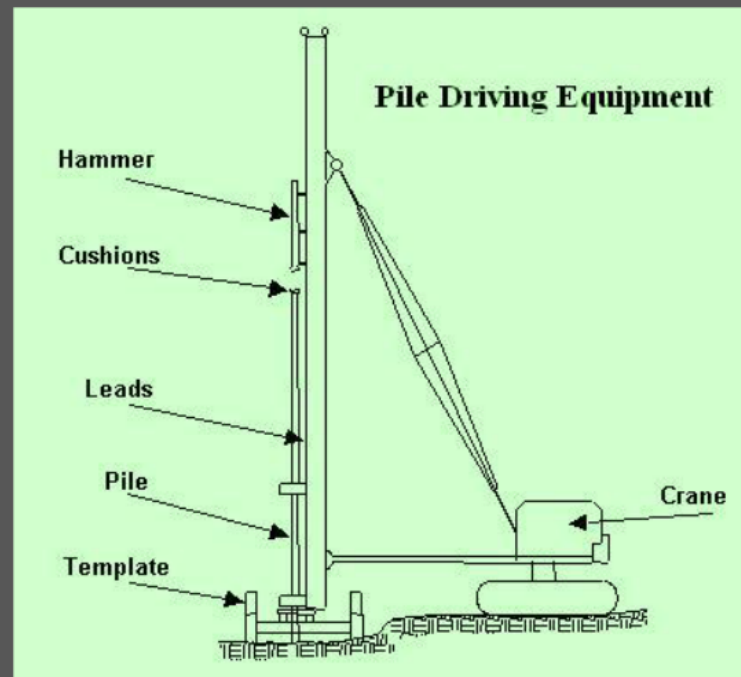


Piles provide support for large structures

## The Pile Driving Process

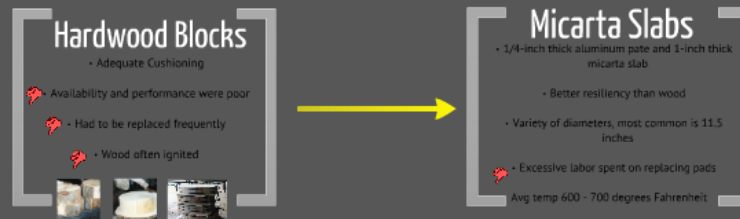


# The Hammering Process



# Cushion Pads

- Transmit energy from the hammer to the pile
  - Prevent shock of the hammer
- Keep air from coming between striker plate and ram
  - History of Cushion Pads



# Hardwood Blocks

👍 • Adequate Cushioning

👎 • Availability and performance were poor

👎 • Had to be replaced frequently

👎 • Wood often ignited



# Micarta Slabs

- 1/4-inch thick aluminum plate and 1-inch thick micarta slab



- Better resiliency than wood



- Variety of diameters, most common is 11.5 inches



- Excessive labor spent on replacing pads

Avg temp 600 - 700 degrees Fahrenheit

# The Cushion Pads Market

- Conventional pads come unbranded from a variety of sources
  - No current promotions
- Distribution of conventional pads is ambiguous
  - Heavily overlooked by the industry
  - Not featured as a work-saving tool

Total Annual Market Size

Feet of Piles Driven Annually	340,000,000
Feet Driven Per Set of CMI Pads (6)	10,000
Total CMI Sets Required	34,000
CMI Pads Per Set	6
CMI Pads Required Per Year	204,000
Selling Price Per Pad 11 1/2"	\$199.99
Total Estimated Annual Market Size	\$40,797,960