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Cooper Industries Harvard Case Solution & Analysis

Ryan Payne, Margarita Esquivel, Anh Nguyen, Shawn Hall, Keagan
Rogers, Ashley Brocious, and Xiang Fang
of
MgtOp 491
Presents...

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Industries Harvard Case Solution &

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Company History

1883

- Founded in Mount Vernon, Ohio by Cooper Brothers
- Initial Products: Plows, hog troughs, kettles, and stoves

Late 1800s

- Merged with Bessemer Gas Engine Company
- Gas engine technology
- National leader in pipeline compression engines

Mid 1900s

- Electrical products and tools, automobiles and petroleum
- 1950s: Cooper-Bessemer 50 million annual sales
- 1965: changed name to Cooper Industries
- 1967: Moved headquarters to Houston, acquired Lufkin Rule Company
- 1968: Acquired Crescent Niagara Corporation
- 1970: Weller Manufacturing Corporation

continued...

Tool Group

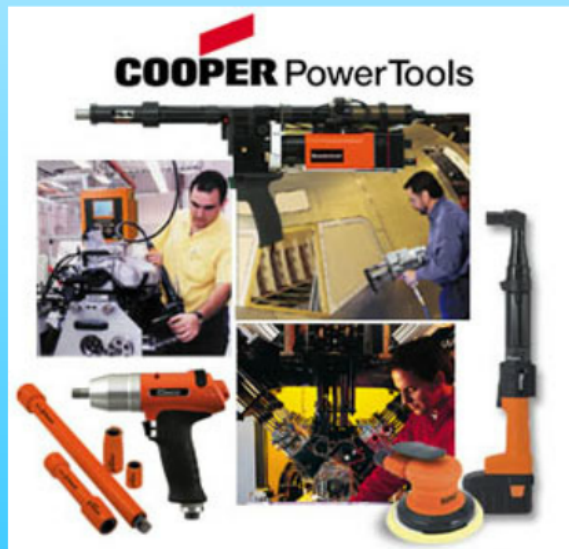
- Headquarters in Apex, NC
- 1972: Acquired Nicholson File
- 1973: Acquired Xcelite
- 1976: Wiss Scissors
- 1980: Plumb Hammers

Late 1900s

- 1979: Purchased Gardner-Denver (\$635 million value)
- 1981: Acquired Crouse-Hinds
- 1985: Acquired McGraw-Edison (electrical)
- 1987: Purchased Joy's Industrial air and turbo compressor business (\$140 million value)
- 1988: \$4.3 billion revenue; 46,000 employees; 85% sales in North America

Industries involved in...

Commercial and Industrial



- Power tools and hand tools
- Window treatment business
- Automotive market