

FIRST PART

Chapter 4 (HQ Case)

What is the relevant event that happened seven years ago at HQ?

The injection moulding company HQ was one of the biggest **suppliers of components** in the domestic appliance industry and it also had its own range of **homeware products**. About 10 years ago, the largest client of HQ (their demand accounted for the 50% of the HQ overall capacity) decided that HQ supply would be phased out within two years. So, **demand** for HQ would **have drastically diminished**. Moreover, HQ had another problem: the houseware products business unit of the company was facing a **tough competition** from small companies which could effectively compete in this market segment, offering similar products at a market price comparable to that of HQ (if not lower). This was a real problem since HQ **competed right on price** rather than on the characteristics of the products. It was therefore necessary to implement a **change**: the company decided to develop a marketing strategy to design, produce and sell a range of **new high-quality products**. This would have allowed HQ to compete in a different market segment, where the price was not the main order winner.

What alternatives were available for the General Management and which did they choose?

To cope with the future decline of sales and the tough competition of small companies, HQ could implement **different solutions**. Let's analyse them highlighting pros and cons.

- 1) Continue to compete in the same market with the same characteristics of the product but trying to broaden the base of their customers (**same product, same market, new clients**). It is clearly a difficult and **unrealistic goal**: if they were so sure to sell the same product to more people, why have not they increased their base of customers in the past years?
- 2) Disinvest and decrease the capacity of the organization (**downsizing**). This decision is completely legitimate; however, there is a significant problem: **capacity reduction is not necessarily accompanied by a proportional reduction in costs**. In presence of unavoidable fixed costs (e.g. it was not possible to sell machines since they were old), this alternative could drive up unit costs and this would have affected negatively on the ability to compete with small producers.
- 3) Try to follow the customer on different technologies (**new product, same market**). It means that they must completely change their products technology, leading to a few economies of learning, a

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