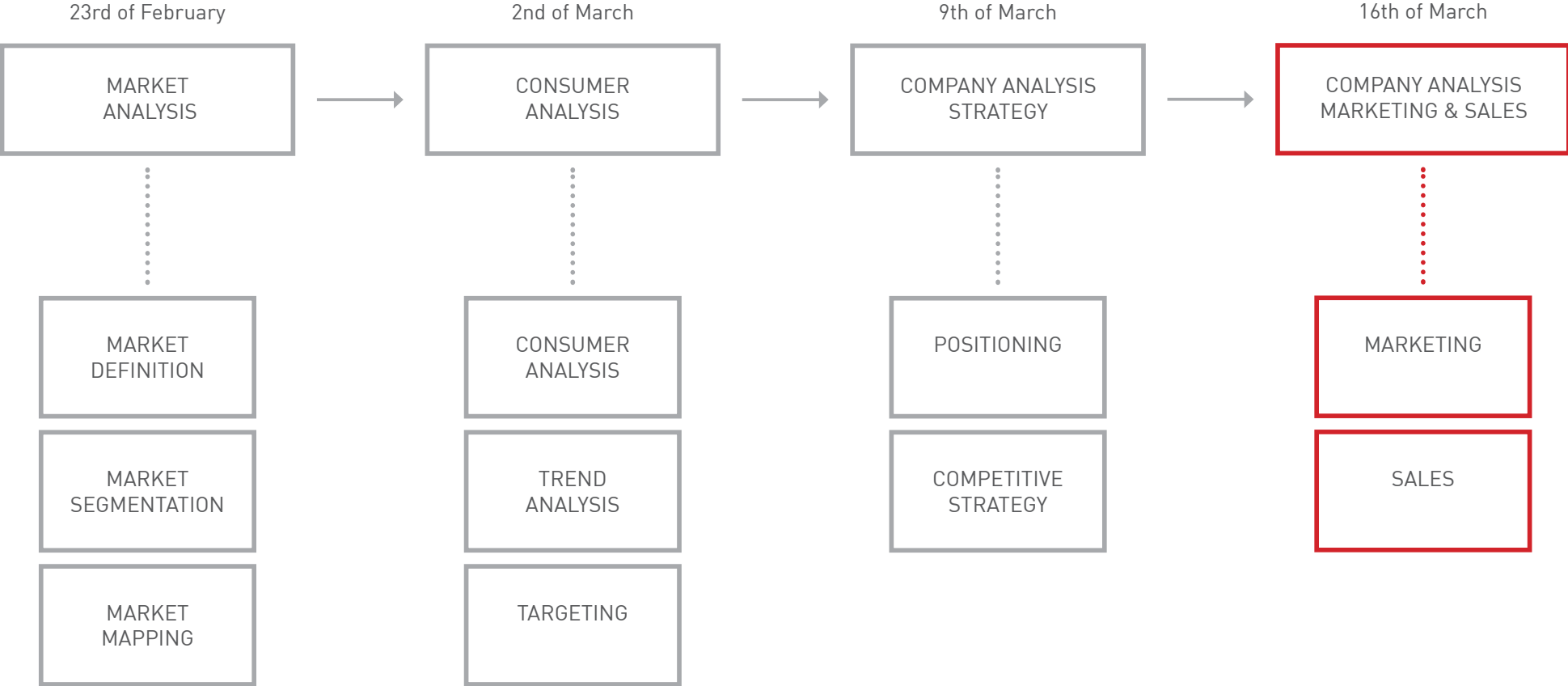


Design Management Lesson 4:
Company Analysis
Marketing and Sales: Part 1

FATTORINI +
RIZZINI +
PARTNERS
DESIGN
ADVISORY

DESIGN MANAGEMENT



KEY MESSAGES

1. YOU DO NOT DESIGN PRODUCTS IN A VACUUM.
2. YOU DESIGN AROUND PEOPLE'S NEEDS.
3. MAKE SURE YOU UNDERSTAND COMPANY POSITIONING AND STRATEGY.
4. MAKE SURE YOU KNOW WHERE AND HOW TO SELL AND DISTRIBUTE YOUR PRODUCTS.

COMPANY ANALYSIS

COMPANY POSITIONING

CORPORATE LEVEL

BUSINESS UNIT, PRODUCT AND MARKET LEVEL



LIKE THE MARKETING STRATEGY,
THE BROADER COMPANY STRATEGY
MUST BE CUSTOMER FOCUSED

COMPANY-WIDE STRATEGIC
PLANNING GUIDES MARKETING
STRATEGY AND PLANNING

COMPANY ANALYSIS

SALES + MARKETING

COMPANY STRATEGY

POSITIONING ANALYSIS

MARKETING STRATEGY

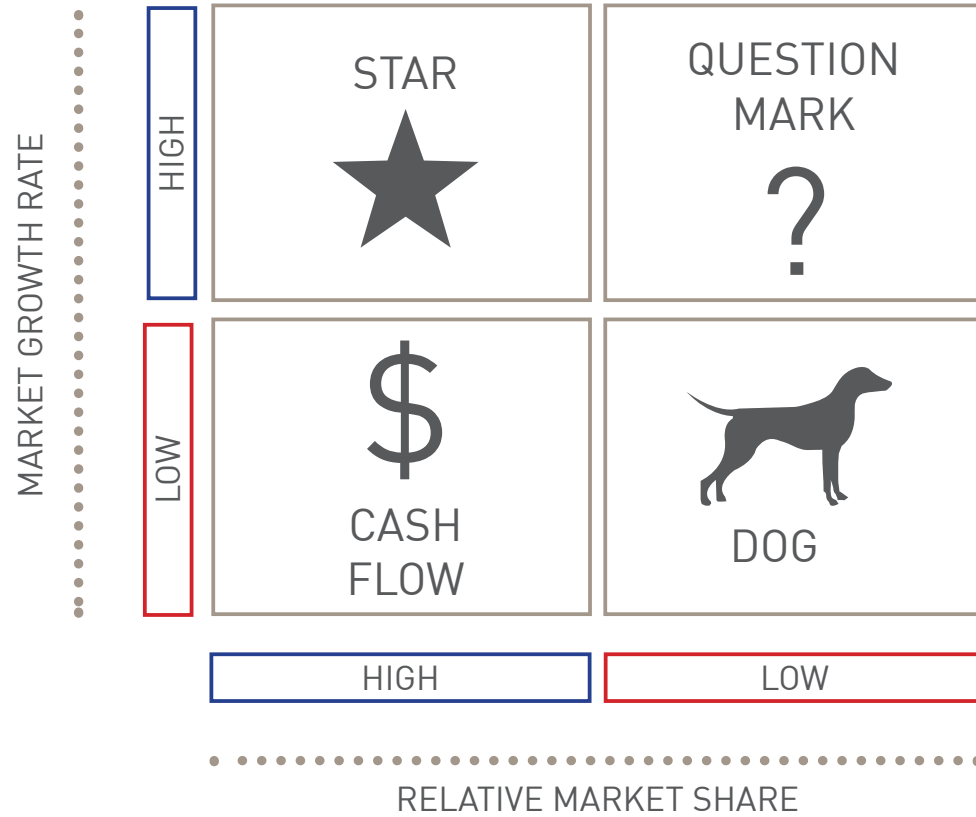
PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

DISTRIBUTION ANALYSIS

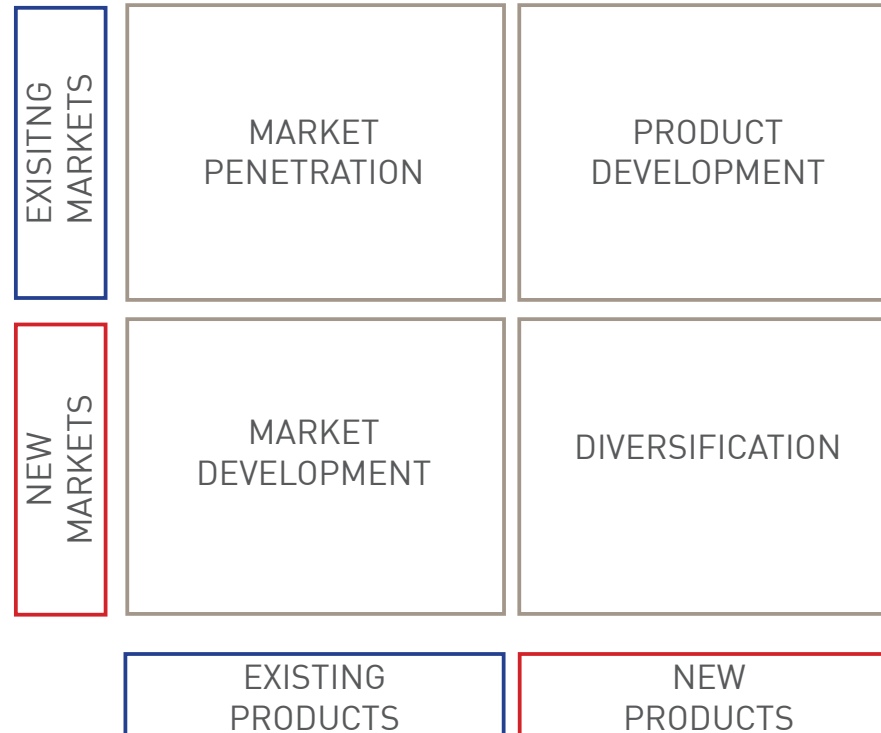
COMPANY ANALYSIS

BCG GROWTH SHARE MATRIX



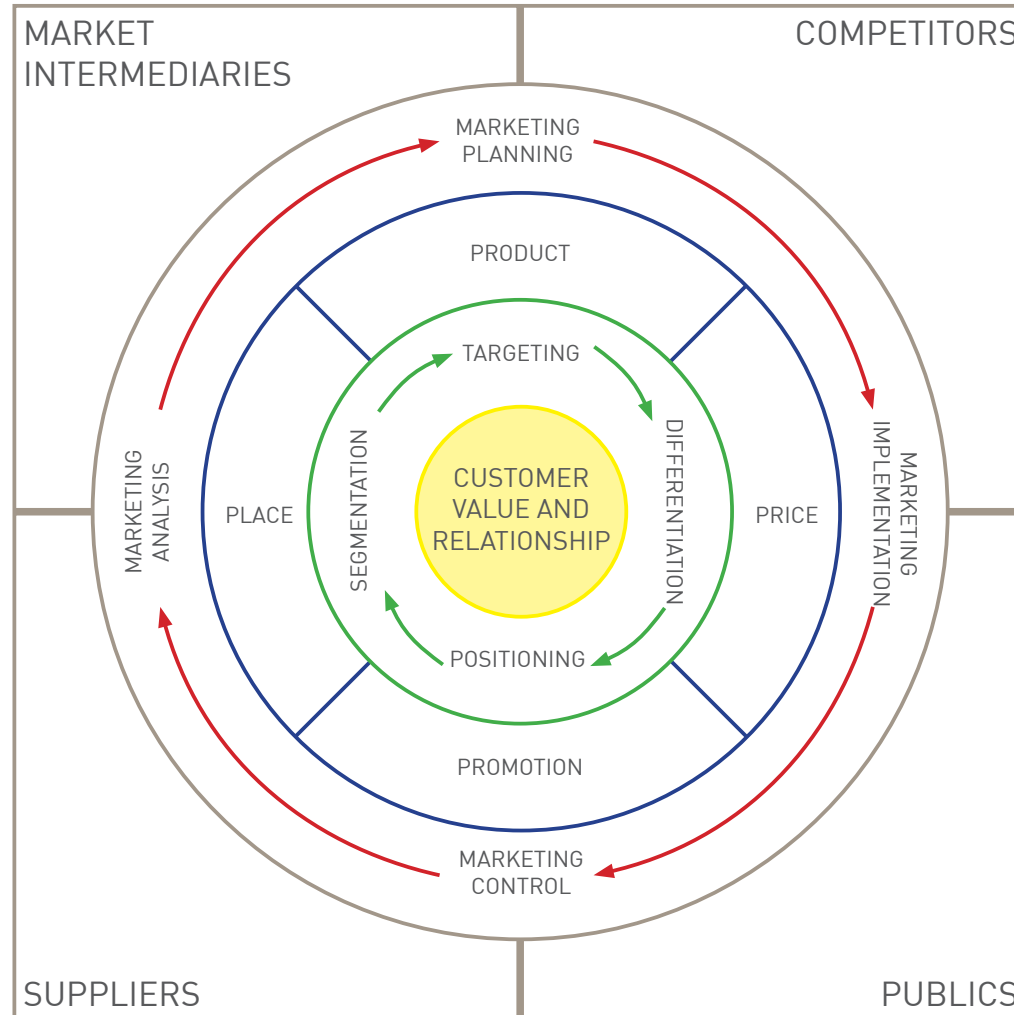
COMPANY ANALYSIS

PRODUCT/MARKET EXPANSION GRID



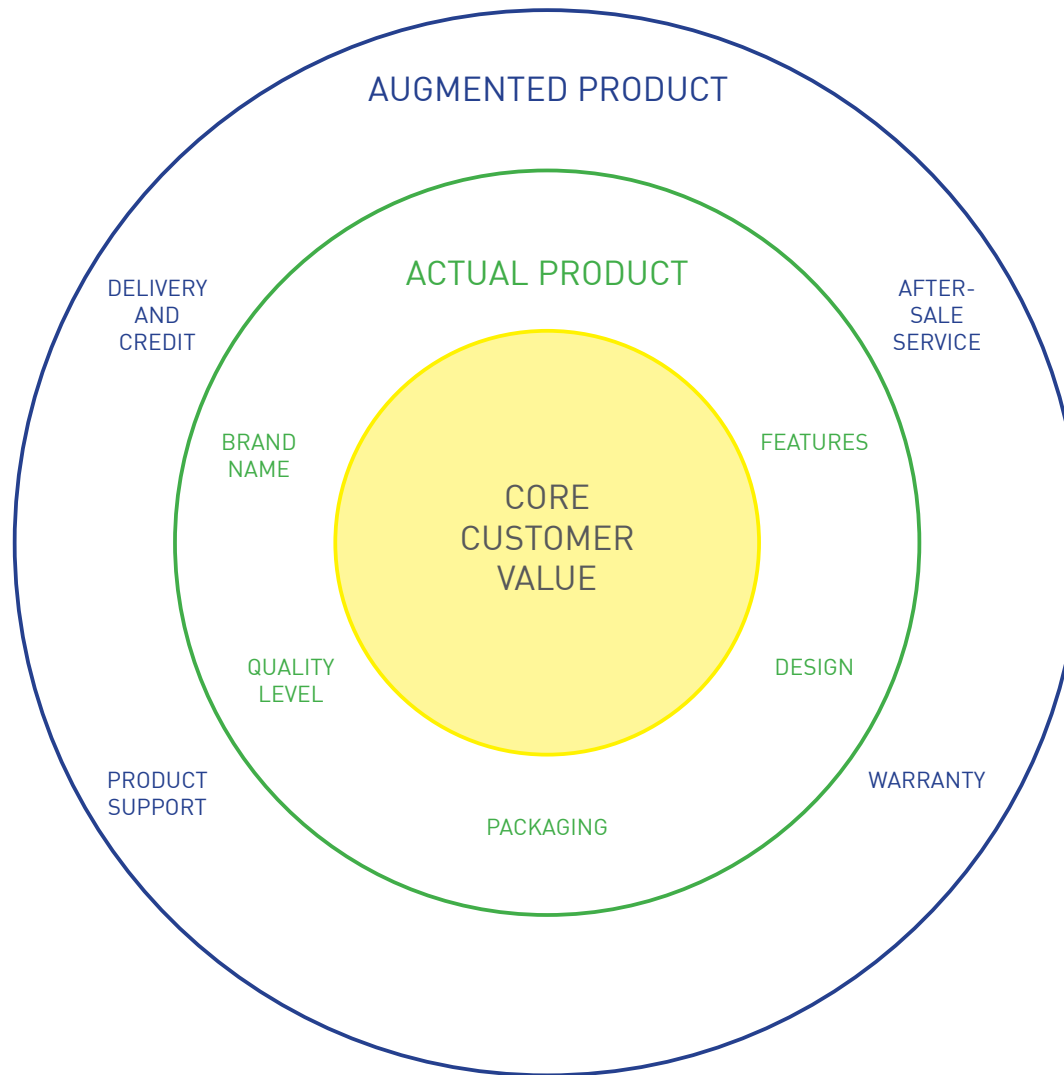
COMPANY ANALYSIS

MARKETING MIX: 4 OR MORE P's



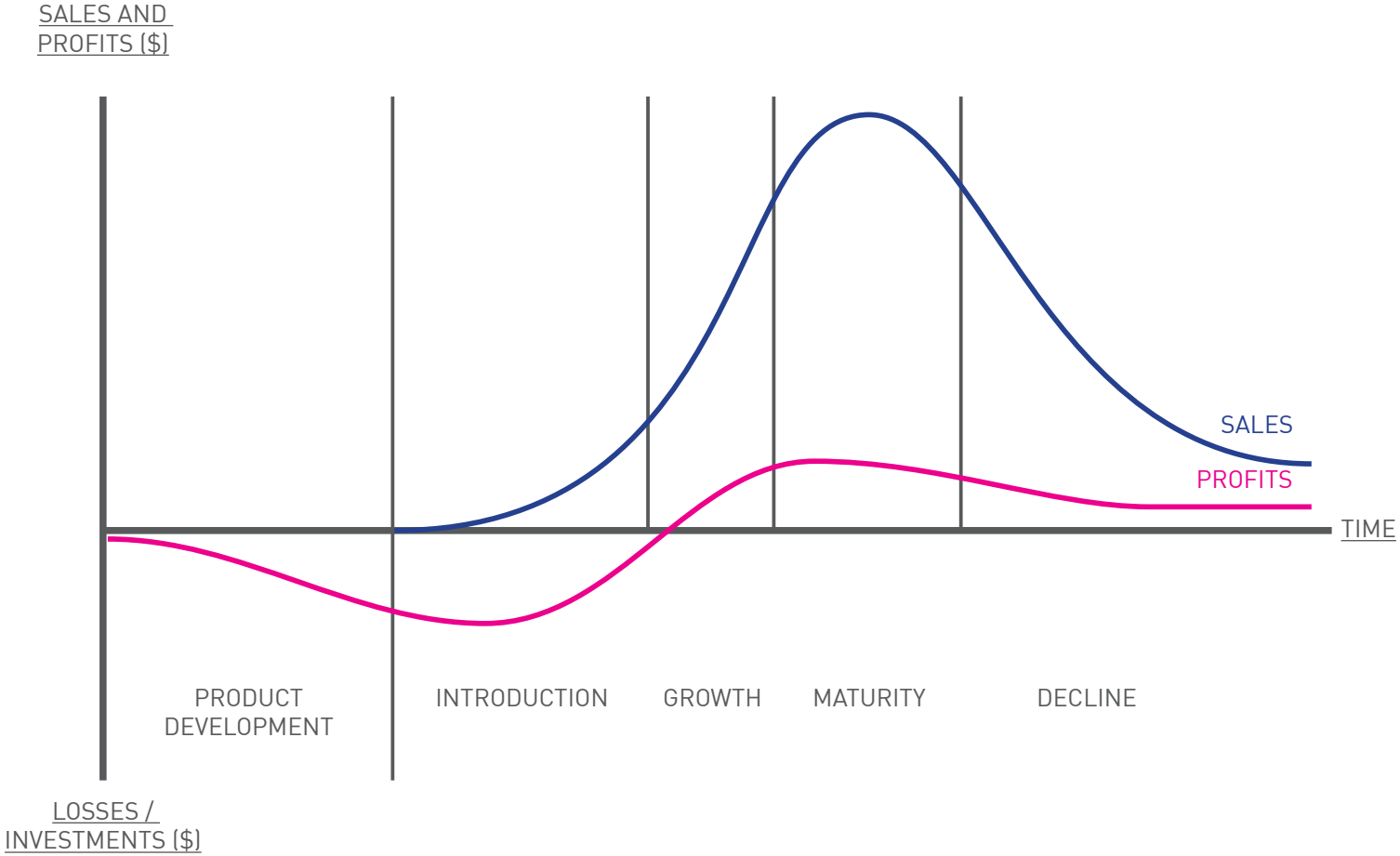
COMPANY ANALYSIS

THREE LEVELS OF PRODUCT



COMPANY ANALYSIS

PRODUCT'S LIFE



Source: PRINCIPLES OF MARKETING by Kotler, Philip, p. 296, Fig. 9.2 Sales and Profits over the Product's Life from Inception to Decline

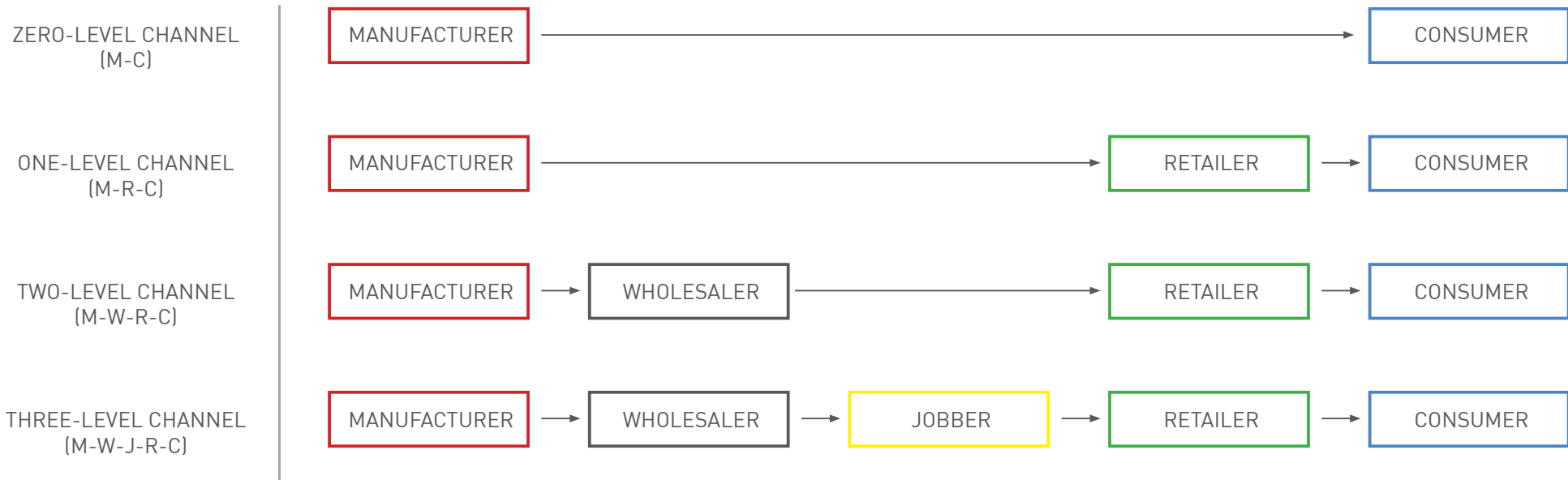
COMPANY ANALYSIS

PRICE



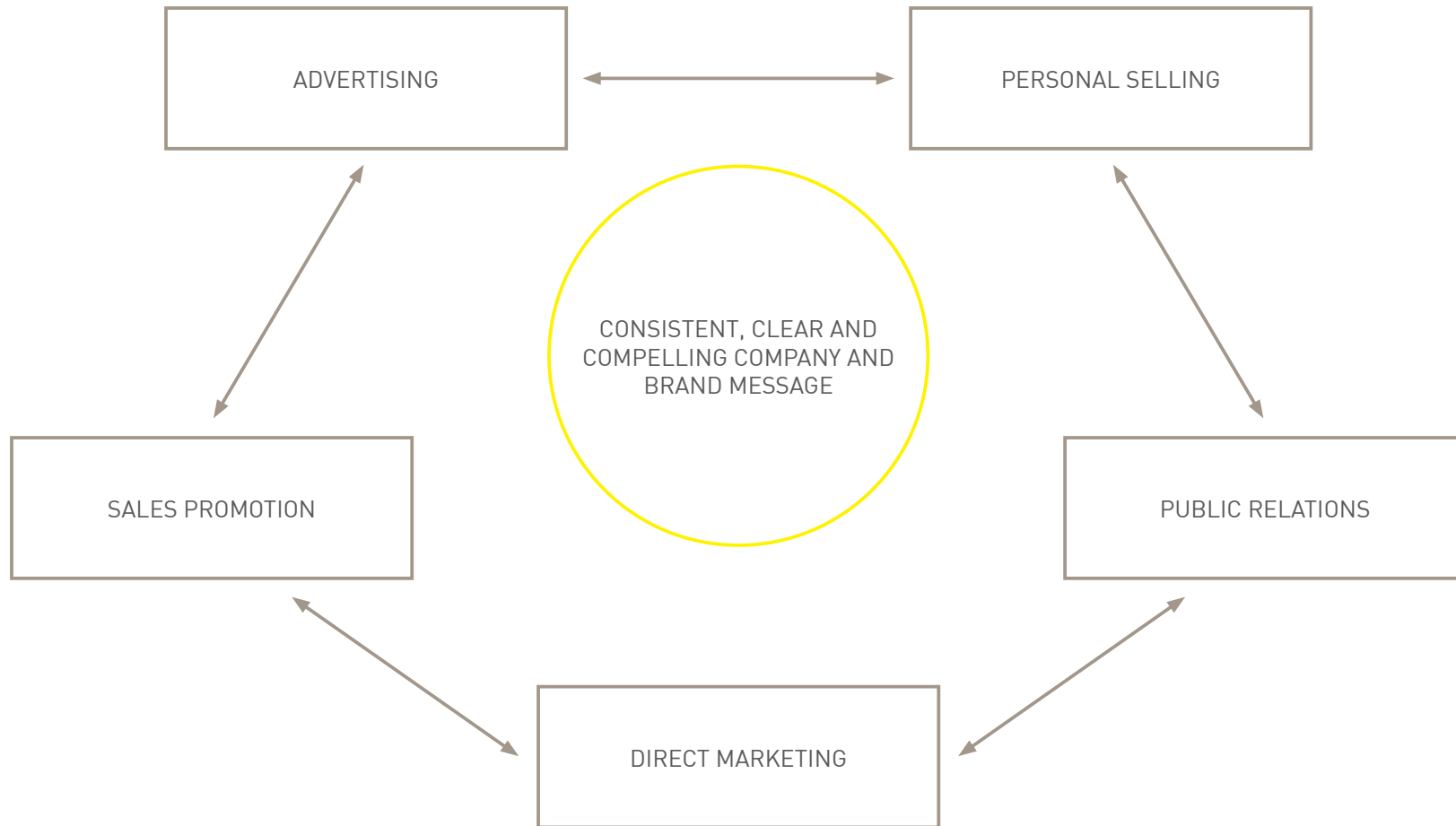
COMPANY ANALYSIS

PLACE



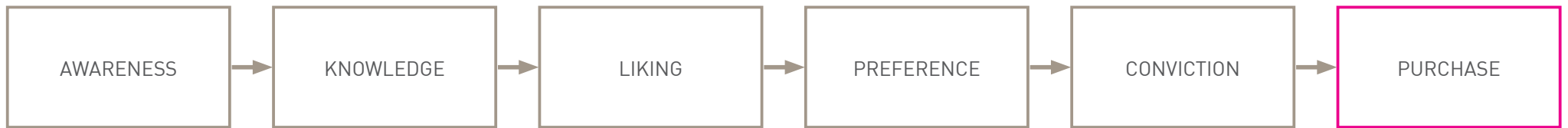
COMPANY ANALYSIS

INTEGRATED MARKETING COMMUNICATIONS



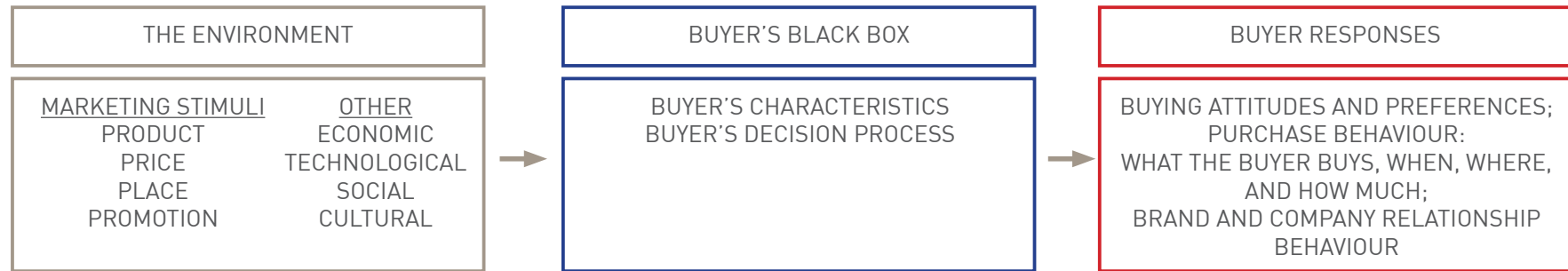
COMPANY ANALYSIS

PROMOTION



COMPANY ANALYSIS

MODEL OF BUYER BEHAVIOUR



COMPANY ANALYSIS

SALES + MARKETING

COMPANY STRATEGY

POSITIONING ANALYSIS

MARKETING STRATEGY

PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

DISTRIBUTION ANALYSIS

TOM DIXON VERSUS M0001

previous data selection of TOM DIXON and M0001

- Analyze the two companies marketing
- Identify the company marketing strategies: compare and contrast
- Identify strengths and weaknesses: compare and contrast
- Be prepared to argument

COMPANY STRATEGY
MARKETING AND SALES

COMPANY INTRODUCTION

TOM DIXON & M0001

**Tom
Dixon.**

Lighting Furniture Accessories Blog

[Home](#) / [About](#) /

Tom Dixon Timeline

Established in 2002, Tom Dixon is a British design and manufacturing company of lighting and furniture. With a commitment to innovation and a mission to revive the British furniture industry, the brand is inspired by our nation's unique heritage. Tom Dixon launches new collections annually with products sold more than 60 countries.

1970s Disco & Motorbikes

How it all started



1980s Smash Hits

Experimenting with metal



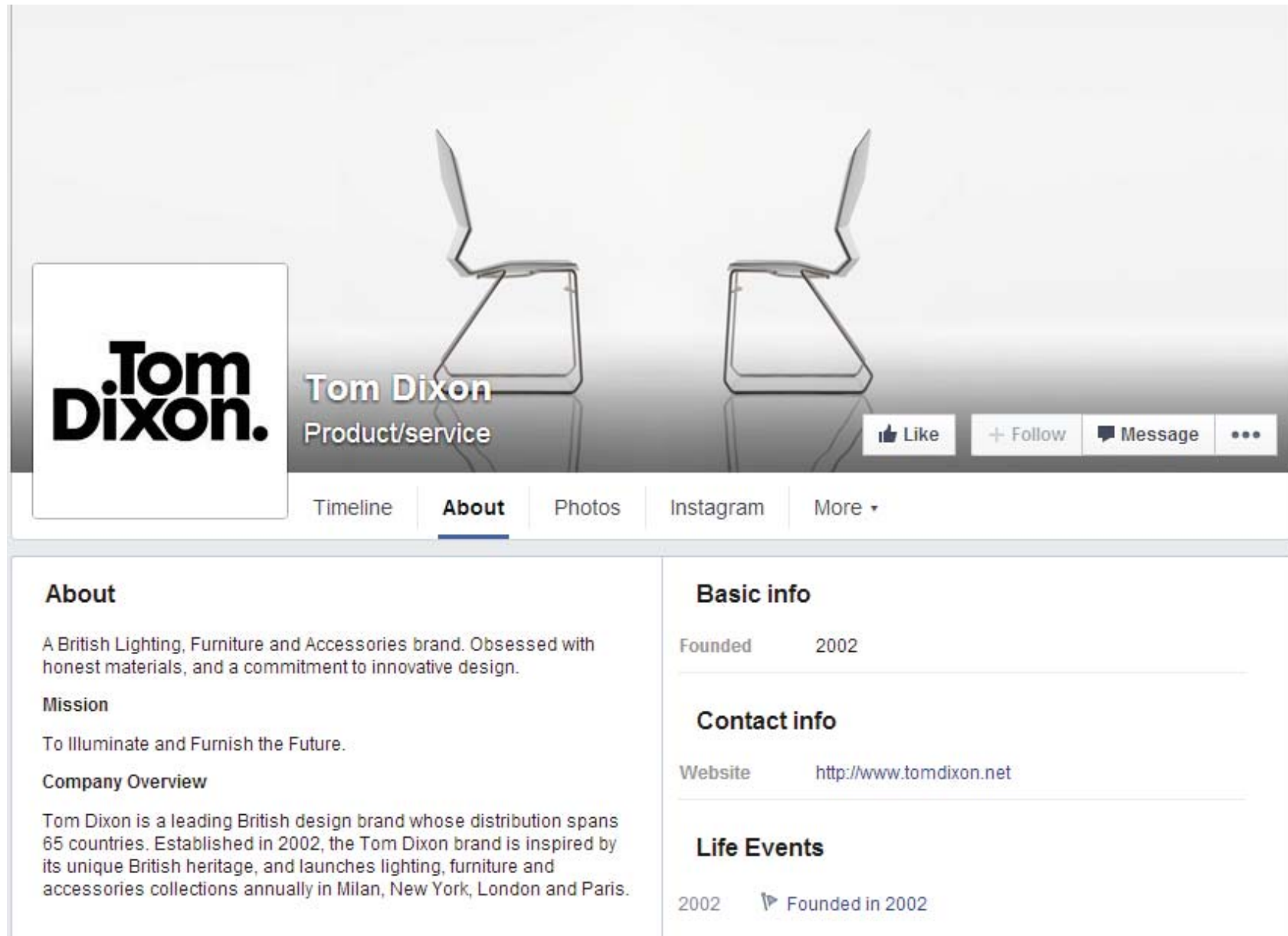
1987 S Chair

Making friends with



COMPANY ANALYSIS

TOM DIXON
MISSION



Tom Dixon.

Tom Dixon
Product/service

Like Follow Message

Timeline **About** Photos Instagram More

About

A British Lighting, Furniture and Accessories brand. Obsessed with honest materials, and a commitment to innovative design.

Mission

To Illuminate and Furnish the Future.

Company Overview

Tom Dixon is a leading British design brand whose distribution spans 65 countries. Established in 2002, the Tom Dixon brand is inspired by its unique British heritage, and launches lighting, furniture and accessories collections annually in Milan, New York, London and Paris.


Basic info

Founded 2002

Contact info

Website <http://www.tomdixon.net>

Life Events

2002  Founded in 2002

TOM DIXON
DESIGNER

📅 22 January 2014

Maison & Objet 'Designer of the Year' 2014



We're proud to announce that Tom Dixon has been named as Maison & Objet's 'Designer of the Year' 2014. The award comes in our third year at Maison & Objet, a fair that explores every facet of home life and the art of living.

Alongside our stand at the fair, this January sees our adidas by Tom Dixon collection launch at Parisian Concept store, Merci, and the opening of our first French interior design project: Eclectic, a new restaurant from Fabienne and Philippe Amzalak and Jean-Louis Costes.

We'll be marking the award with a special installation at the September edition of Maison & Objet later this year. Watch this space.

COMPANY ANALYSIS

TOM DIXON
COLLECTION

LIGHTS



TABLES



CHAIRS



UPHOLSTERY

more colours



more colours



more colours




ACCESSORIES



COMPANY ANALYSIS

MOOOI STORY



For more than ten years Moooi has inspired and seduced the world with sparkling and innovative designs. The venture founded in 2001 by Marcel Wanders and Casper Vissers is named after their native Dutch word for beautiful – the third ‘o’ in the brand name stands for an extra value in terms of beauty & uniqueness. The core strengths of both men continue to complement each other perfectly; Marcel, the obstinate, passionate designer with a nose for business, and Casper, the driven marketeer with a keen eye for design.

In addition to Marcel Wanders’ designs, the Moooi portfolio contains a range of work from other nationally and internationally recognized designers. These include, amongst others, Jurgen Bey, Bertjan Pot, Maarten Baas, Jaime Hayon, Neri & Hu, Studio Job and Nika Zupanc. The collections style is exclusive, daring, playful, exquisite and based on the belief that design is a question of love. Moooi takes pride in producing timeless objects of beauty which possess the uniqueness and character of antiques combined with the freshness of modern times. This fusion brings the brand to focus on the production of iconic objects.

With this unique and iconic mix of lighting, furniture and accessories, which outlast everyday interiors, Moooi creates interior environments decorated with an inspiring variety of patterns and colours to embrace any kind of space and make people of different ages, cultures and personalities fall in love with their homes.

This unexpected home vision brings to life a whole world of new ideas and inspiring complete Moooi settings to brighten up daily life with a touch of magic. They represent places where visions converge and where everyone can stop and feel comfortable within the perfect eclectic mix of culture & experiences that makes a home environment more beautiful and unique.

During the last couple of years Moooi has expanded its horizons at a rapid pace, opening several showrooms in strategically located key-cities: Amsterdam, London, Milan and New York. The Moooi showrooms are the perfect place for design professionals to experience the Moooi collection in a unique, inspiring setting and to have perfect visual examples of the many possibilities of the Moooi product range!

COMPANY ANALYSIS

MOOOI MISSION

"Moooi leads the understanding of culture, human needs and technology. It contributes by creating the most successful innovative design-collection ever and creates unprecedented value and opportunity for its customers, employees, investors and partners. This is our challenge and vision and we ask you to hold us to it and help us realise it."



COMPANY ANALYSIS

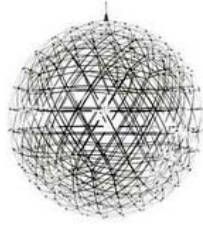
MOOOI
DESIGNERS



COMPANY ANALYSIS

MOOOI
COLLECTION

LIGHTING



TABLES



New



New



New



ACCESSORY



SEATERS

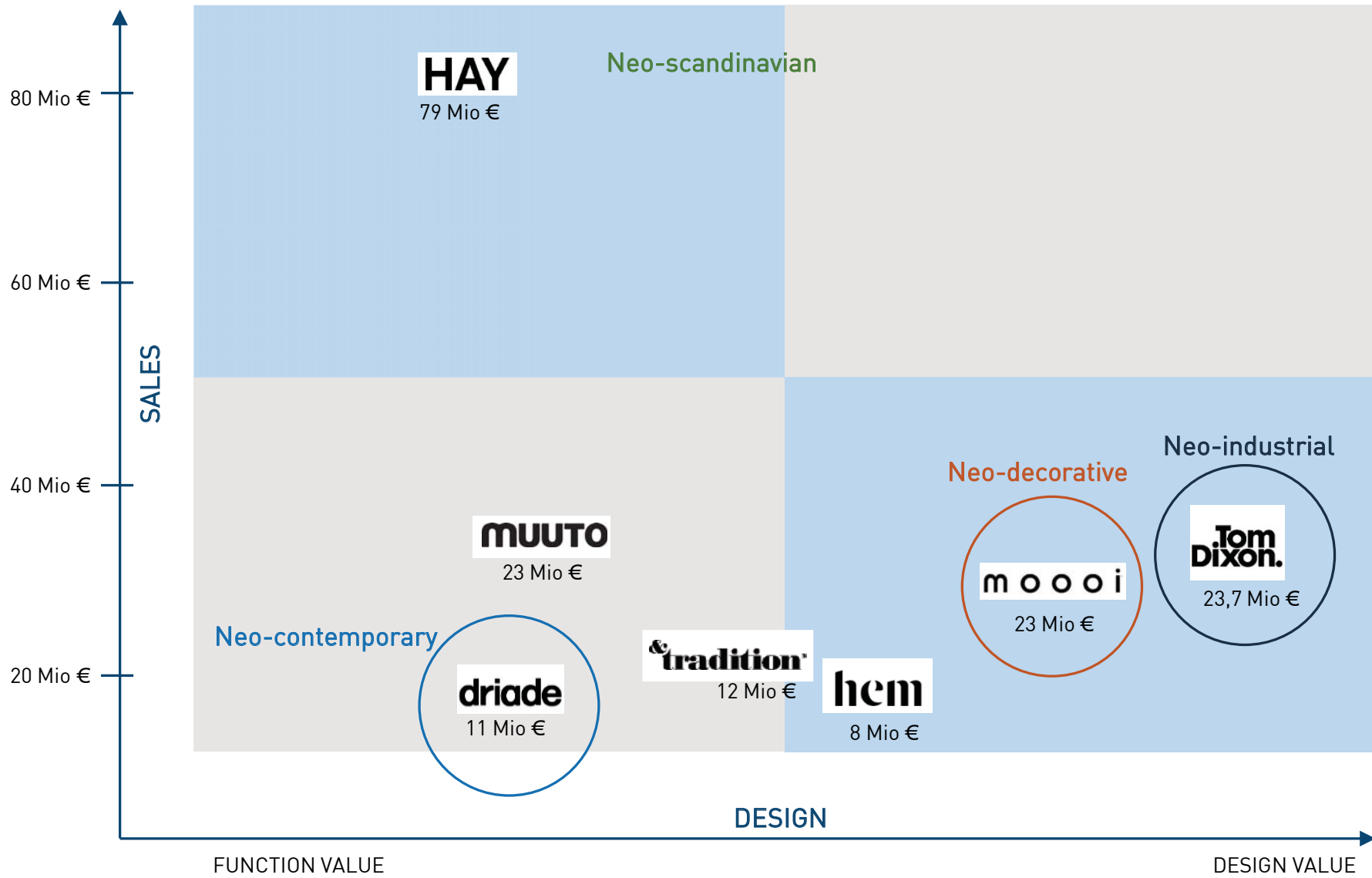


STORAGE



COMPANY ANALYSIS

COMPANY POSITIONING



COMPANY ANALYSIS

COMPANY BENCHMARK

m o o o i

Tom
Dixon.

MUUTO

HAY

&tradition®

hem

driade

Unexpected
welcome

Unique British
Heritage

New Nordic

Celebrate
Uncomplicated Design

Back to the
future

Design
made easy

Aesthetic
Laboratory

Beauty &
uniqueness

Commitment
to Innovation

Give new
perspectives

Meaningful &
Sincere

Influence the design
Climate of today

Unwind
in comfort

The Art
of Living

Design as a
question of love

Extraordinary
objects for everyday
use

Good Design starts
with the person

Classic design for
a contemporary
context

Create ground-
breaking Icons of
tomorrow

Originality
Paired with
Craftsmanship

Build atmosphere
of Subtle
Aestheticism

MARKETING ANALYSIS

VALUE CHAIN TOM DIXON VS. MOOOI

| TOM DIXON | | | | | | | | | | | | | | | | | | | |
|---------------------|---------------|-----------------------|---------------------------|------------------------|------------------------|-----------------|--------------|------|-----------------|---------|----|----------------------|-------|----|-----------------|-------|----|------------------|---------------------------|
| INFRASTRUCTURE COST | PURCHASE COST | LOGISITC INBOUND COST | DESIGN & DEVELOPMENT COST | SALES & MARKETING COST | OUTBOUND LOGISTIC COST | DISCOUNT | END CUSTOMER | | | | | | | | | | | | |
| TOTAL | 2,536 | 9% | TOTAL | 5,759 | 21% | TOTAL | 819 | 3% | TOTAL | 1,125 | 4% | TOTAL | 1,789 | 7% | TOTAL | 1,704 | 6% | 11,226 | GROSS SALES 26,908 |
| GENERAL | 1,212 | 5% | PURCHASE | 5,698 | 21% | PURCHASE | 737 | 2.7% | PD COSTS | 246 | 1% | DIRECT SELLING COSTS | 456 | 2% | WAREHOUSE | 897 | 3% | 41.72% | |
| (TOTAL PERSONNEL) | (3,386) | (13%) | | | | | | | MARKETING COSTS | 566 | 2% | OUTBOUND | 535 | 2% | ↓ | | | | |
| PERSONNEL COSTS | 1,325 | 5% | PERSONNEL COSTS | 62 | 0% | PERSONNEL COSTS | 82 | 0% | PERSONNEL COSTS | 880 | 3% | PERSONNEL COSTS | 766 | 3% | PERSONNEL COSTS | 272 | 1% | RETAIL/CONTRACT | |
| FTE | 16 | | FTE | 1.67 | | FTE | 2.00 | | FTE | 21.8333 | | FTE | 21.00 | | FTE | 13.92 | | SALES 15,682 58% | |

| MOOOI | | | | | | | | | | | | | | | | | | | |
|---------------------|---------------|-----------------------|---------------------------|------------------------|------------------------|----------|--------------|----|-----------|-----|----|----------|-------|----|--------------------|-------|----|--------|---------------------------|
| INFRASTRUCTURE COST | PURCHASE COST | LOGISITC INBOUND COST | DESIGN & DEVELOPMENT COST | SALES & MARKETING COST | OUTBOUND LOGISTIC COST | DISCOUNT | END CUSTOMER | | | | | | | | | | | | |
| TOTAL | 3,076 | 11% | TOTAL | 6,103 | 21% | TOTAL | 340 | 1% | TOTAL | 778 | 3% | TOTAL | 2,007 | 7% | TOTAL | 1,123 | 4% | 13,211 | GROSS SALES 29,163 |
| INFRA-STRUCTURE | 1,445 | 5% | PURCHASE | 6,103 | 21% | INBOUND | 340 | 1% | PD COSTS | 778 | 3% | SELLING | 1,147 | 4% | WAREHOUSE | 192 | 1% | 45.3% | |
| (TOTAL PERSONNEL) | (1,631) | (6%) | | | | | | | MARKETING | 860 | 3% | OUTBOUND | 931 | 3% | ↓ | | | | |
| | | | | | | | | | | | | | | | RETAIL/CONTRACT | | | | |
| | | | | | | | | | | | | | | | SALES 15,952 54.7% | | | | |
| | | | | | | | | | | | | | | | OTHER 82 | | | | |
| | | | | | | | | | | | | | | | 16,033 | | | | |

MARKETING ANALYSIS

PRODUCT MIX

ANALYSIS

ASSESSMENT

ACTION

SALES BREAKDOWN BY
MARKET/SEGMENT ANALYSIS



PORTFOLIO PERFORMANCE



IN/DIVESTMENT
AREA DEFINITION

MARKETING ANALYSIS

PRODUCT MIX
OF TOM DIXON AND MOOOI
2012

| | TOM DIXON % | MOOOI % |
|-------------|----------------|------------|
| Lighting | 78 | 70 |
| Furniture | 13 | |
| Upholstery | 5 | |
| Accessories | 3 | 3 |
| Deco | 1 | |
| Seaters | - | 13 |
| Storage | - | 2 |
| Tables | - | 12 |
| | ----- | ----- |
| Total | 100 | 100 |

MARKETING ANALYSIS

ABC ANALYSIS

ANALYSIS

ASSESSMENT

ACTION

ABC ANALYSIS



PORTFOLIO FOCUS AND
DISPERSION



PRODUCT PRUNING
LIST DEFINITION

MARKETING ANALYSIS

PRODUCT MIX
OF TOM DIXON AND MOOOI
2012

| TOM DIXON PRODUCTS | TOM DIXON % | | MOOOI PRODUCTS | MOOOI % |
|--------------------|-------------|--|----------------|---------|
| Black Beat (L) | 22 | | Raymond (L) | 19 |
| Copper (L) | 15 | | Random (L) | 19 |
| Etch (L) | 14 | | Container (T) | 9 |
| Base (L) | 7 | | LSS (L) | 8 |
| White Beat (L) | 4 | | Smoke (S) | 6 |
| Glass (L) | 4 | | Paper (C) | 6 |
| Void (L) | 4 | | Dear Ingo (L) | 5 |
| Wingback (U) | 4 | | Non Random (L) | 5 |

MARKETING ANALYSIS

CREATIVITY

ANALYSIS

ASSESSMENT

ACTION

NEW PRODUCT ANALYSIS



PORTFOLIO CREATIVITY



NEW PRODUCT
LAUNCH DEFINITION

MARKETING ANALYSIS

CREATIVITY
OF TOM DIXON AND M000I
2012

| | TOM DIXON No. of Projects | TOM DIXON % | M000I No. Of Projects | M000I % |
|---------------|------------------------------|----------------|--------------------------|------------|
| Evergreens | 6 | 48 | 5 | 54 |
| Salesbuilders | 9 | 36 | 8 | 24 |
| Icons | 22 | 16 | 13 | 22 |
| | ----- | ----- | ----- | ----- |
| Total | 37 | 100 | 26 | 100 |

MARKETING ANALYSIS

CREATIVITY
OF TOM DIXON AND MOOOI
2012

TOM DIXON

SALES OF PRODUCTS LAUNCHED IN

| Product Name | Year of Launch | Year | No. of Products | Sales |
|--------------|----------------|-----------|-----------------|------------------|
| Mirror Ball | 2004 | 2004 | 1 | 7,538.00 |
| Felt | 2005 | | | |
| Copper | 2005 | 2005 | 3 | 6,128.00 |
| Cone | 2005 | | | |
| Beat | 2006 | 2006 | 2 | 9,749.00 |
| Fat | 2006 | | | |
| Pipe | 2007 | 2007 | 3 | 2,957.00 |
| Base | 2007 | | | |
| Spin | 2007 | 2008 | 2 | 2,286.00 |
| Glass | 2008 | | | |
| Offcut | 2008 | 2009 | 2 | 3,961.00 |
| Void | 2009 | | | |
| Wingback | 2009 | 2010 | 8 | 6,410.00 |
| Slab | 2010 | | | |
| Screw | 2010 | 2011 | 2 | 377.00 |
| Peg | 2010 | | | |
| Etch | 2010 | 2012 | 3 | 964.00 |
| Scoop | 2010 | | | |
| Knob | 2010 | 2013 | 6 | 452.00 |
| Flash | 2010 | | | |
| Flask | 2010 | | | |
| Fan | 2011 | | | |
| Roll | 2011 | | | |
| Lustre | 2012 | | | |
| Custom | 2012 | | | |
| Fin | 2012 | | | |
| Cell | 2013 | | | |
| Gem | 2013 | | | |
| Mass | 2013 | | | |
| Drum | 2013 | | | |
| Bell | 2013 | | | |
| Spun | 2013 | | | |
| | | 10 | 32 | 40,822.00 |

MOOOI

SALES OF PRODUCTS LAUNCHED IN

| Product Name | Year of Launch | Year | No. of Products | Sales | Average Sales per new launch | Average Sales per new launch per year |
|--------------|----------------|-----------|-----------------|--------------------|------------------------------|---------------------------------------|
| AVL | 2005 | 2005 | 13 | 70.039.762 | 5.387.674 | 538.767 |
| Boon | 2005 | | | | | |
| Bottoni | 2005 | 2006 | 4 | 14.456.745 | 3.614.186 | 401.576 |
| Carbon | 2005 | | | | | |
| Container | 2005 | 2007 | 2 | 4.901.238 | 2.450.619 | 306.327 |
| Dandelion | 2005 | | | | | |
| LSS | 2005 | 2008 | 1 | 784.638 | 784.638 | 112.091 |
| Oblique | 2005 | | | | | |
| Random | 2005 | 2009 | 2 | 16.833.533 | 8.416.766 | 1.402.794 |
| Smoke | 2005 | | | | | |
| Two Tops | 2005 | 2010 | 2 | 1.800.395 | 900.197 | 180.039 |
| VIP | 2005 | | | | | |
| Wonders | 2005 | 2011 | 1 | 6.637.391 | 6.637.391 | 1.659.348 |
| Animals | 2006 | | | | | |
| Boutique | 2006 | 2012 | 1 | 828.298 | 828.298 | 276.010 |
| Dear Ingo | 2006 | | | | | |
| Paper | 2006 | 2013 | 2 | 919.831 | 459.915 | 229.958 |
| Carpets | 2007 | | | | | |
| Nonrandom | 2007 | 2014 | 1 | 372.597 | 372.597 | 372.597 |
| Delft Blue | 2008 | | | | | |
| Lolita | 2009 | | | | | |
| Raimond | 2009 | | | | | |
| Emperor | 2010 | | | | | |
| Monster | 2010 | | | | | |
| Heraclium | 2011 | | | | | |
| Valentine | 2012 | | | | | |
| Bart | 2013 | | | | | |
| Construction | 2013 | | | | | |
| Nest | 2014 | | | | | |
| | | 10 | 29 | 118.384.430 | 4.082.222 | 408.222 |

TOM DIXON

| | 2012 | | 2013 | | 2014 | |
|--|-------|-----------|-------|-----------|-------|-----------|
| | Light | Furniture | Light | Furniture | Light | Furniture |

Ratio 1

| | | | | | | |
|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Newness | 3 | 2 | 4 | 5 | 4 | 10 |
| Extension | 1 | 2 | 2 | 5 | 6 | - |
| Abortion* | 7 | 6 | 9 | 6 | 11 | 13 |
| Total Briefs | 11 | 10 | 15 | 16 | 21 | 23 |

Ratio 2

| | | | | | | |
|--|-----------------------|-----------------------|-----------------------|------------------------|------------------------|------------------------|
| $\frac{\text{Total Products Launched}}{\text{Total Briefs}}$ | $\frac{4}{11} = 36\%$ | $\frac{4}{10} = 25\%$ | $\frac{6}{15} = 40\%$ | $\frac{10}{16} = 63\%$ | $\frac{10}{21} = 48\%$ | $\frac{10}{23} = 43\%$ |
|--|-----------------------|-----------------------|-----------------------|------------------------|------------------------|------------------------|

M0001

| | 2012 | 2013 | 2014 |
|--|------|------|------|
|--|------|------|------|

Ratio 1

| | | | |
|--------------|---|----|----|
| Newness | 3 | 16 | 13 |
| Extension | 6 | 7 | 6 |
| Abortion* | 0 | 11 | 4 |
| <hr/> | | | |
| Total Briefs | 9 | 34 | 23 |

Ratio 2

| | | | |
|--|-----------------------|------------------------|------------------------|
| $\frac{\text{Total Products Launched}}{\text{Total Briefs}}$ | $\frac{9}{9} = 100\%$ | $\frac{23}{34} = 68\%$ | $\frac{19}{23} = 83\%$ |
|--|-----------------------|------------------------|------------------------|

MARKETING ANALYSIS

INVESTMENT

ANALYSIS

ASSESSMENT

ACTION

INVESTMENT ANALYSIS
(CONSUMER)



PORTFOLIO TARGETS AND
RESOURCES RELATIONSHIP



INVESTMENT DEFINITION

MARKETING ANALYSIS

INVESTMENT
OF TOM DIXON AND MOOOI
2012

| | TOM DIXON % | MOOOI % |
|---------------------------------|----------------|------------|
| Marketing | 46 | 25 |
| Activities | 10 | 14 |
| Sales Tools | 5 | 4 |
| Websites | 5 | 15 |
| Fairs | 15 | 20 |
| Printed+Photo+Adv +PR+Events | 10 | 16 |
| Others | 5 | 6 |
| | ----- | ----- |
| Total | 100 | 100 |

| | TOM DIXON % | MOOOI % |
|------------------|----------------|------------|
| Trade/Architects | 40 | 47 |
| Sales Force | 15 | 31 |
| Consumers | 45 | 15 |
| Others | 0 | 7 |
| | ----- | ----- |
| Total | 100 | 100 |

Design Management Lesson 4:
Company Analysis
Marketing and Sales: Part 2

FATTORINI +
RIZZINI +
PARTNERS
DESIGN
ADVISORY

KEY MESSAGES

1. YOU DO NOT DESIGN PRODUCTS IN A VACUUM.
2. YOU DESIGN AROUND PEOPLE'S NEEDS.
3. MAKE SURE YOU UNDERSTAND COMPANY POSITIONING AND STRATEGY.
4. MAKE SURE YOU KNOW WHERE AND HOW TO SELL AND DISTRIBUTE YOUR PRODUCTS.

COMPANY ANALYSIS

SALES + MARKETING

COMPANY STRATEGY

POSITIONING ANALYSIS

MARKETING STRATEGY

PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

DISTRIBUTION ANALYSIS

TOM DIXON VERSUS MOOOI

previous data selection of TOM DIXON and MOOOI

- Analyze the two companies sales data
- Identify the company sales strategies: compare and contrast
- Identify strengths and weaknesses: compare and contrast
- Be prepared to argument

SALES ANALYSIS

DISTRIBUTION OVERLAPS

TOM DIXON

| Product Category | 2011 | 2012 | 2013 | | | | | | | |
|------------------|---------------|----------------|-------------------|-------------|------------------|----------------|---------------|-------------|----------------------|---------------------|
| | Sales | Sales | Sales | Sales % | No. of Customers | % of Customers | No. of Orders | % of Orders | Average per Customer | Average Order Value |
| Lighting | 1,749,577 | 1,991,602 | 2,349,733 | 20% | 496 | 46.2% | 2,414 | 26% | 4,737 | 973 |
| Furniture | 13,987 | 37,804 | 174,705 | 1% | 3 | 0.3% | 47 | 1% | 58,235 | 3,717 |
| Overlaps | 5,639,531 | 8,519,610 | 9,209,796 | 78% | 575 | 53.5% | 6,834 | 74% | 16,017 | 1,348 |
| Total | 7,403K | 10,549K | 11,734,234 | 100% | 1,074 | 100% | 9,295 | 100% | 10,926 | 1,262 |

SALES ANALYSIS

DISTRIBUTION OVERLAPS

M0001

| 2012 | | | | | | | | |
|------------------|-------------------|-------------|------------------|-------------|-----------------|-------------|----------------------|-----------------------|
| Product Category | Sales | Sales % | No. of Customers | % Customers | No. of Invoices | % Invoices | Average per customer | Average Invoice Value |
| Lighting only | 3.334.856 | 20% | 506 | 38% | 2.289 | 20% | 6.591 | 1.457 |
| Overlaps | 13.572.197 | 80% | 825 | 62% | 9.390 | 80% | 16.451 | 1.445 |
| Non-lighting | | | | | | | | |
| Total | 16.907.052 | 100% | 1.331 | 100% | 11.679 | 100% | 12.703 | 1.448 |
| 2013 | | | | | | | | |
| Product Category | Sales | Sales % | No. of Customers | % Customers | No. of Invoices | % Invoices | Average per customer | Average Invoice Value |
| Lighting only | 3.308.590 | 17% | 496 | 35% | 2.044 | 16% | 6.671 | 1.619 |
| Overlaps | 15.792.455 | 83% | 916 | 65% | 10.489 | 84% | 17.241 | 1.506 |
| Non-lighting | | | | | | | | |
| Total | 19.101.045 | 100% | 1.412 | 100% | 12.533 | 100% | 13.528 | 1.542 |
| 2014 | | | | | | | | |
| Product Category | Sales | Sales % | No. of Customers | % Customers | No. of Invoices | % Invoices | Average per customer | Average Invoice Value |
| Lighting only | 4.072.251 | 18% | 497 | 34% | 2.313 | 17% | 8.194 | 1.761 |
| Overlaps | 18.635.432 | 82% | 946 | 66% | 11.005 | 83% | 19.699 | 1.693 |
| Non-lighting | | | | | | | | |
| Total | 22.707.683 | 100% | 1.443 | 100% | 13.318 | 100% | 15.736 | 1.705 |

SALES ANALYSIS

AREA MIX

ANALYSIS

ASSESSMENT

ACTION

SALES BREAKDOWN BY
AREA/COUNTRY ANALYSIS



GEOGRAPHIC PERFORMANCE



TARGET DEFINITION
BY AREA/COUNTRY

SALES ANALYSIS

AREA MIX
OF TOM DIXON AND MOOOI
2012

| | TOM DIXON % | MOOOI % |
|-------------|----------------|------------|
| Europe | 70 | 70 |
| UK | 16 | 6 |
| Scandinavia | | |
| Asia | 6 | 7 |
| USA | 6 | 17 |
| Far East | 2 | 0 |
| Row | | |
| | ----- | ----- |
| Total | 100 | 100 |

SALES ANALYSIS

CHANNEL MIX

ANALYSIS

ASSESSMENT

ACTION

SALES BREAKDOWN BY
CHANNEL



CHANNEL PERFORMANCE



TARGET DEFINITION
BY CHANNEL

SALES ANALYSIS

CHANNEL MIX OF TOM DIXON AND MOOOI 2012

| | TOM DIXON % | MOOOI % |
|-------------------|----------------|------------|
| Agent | 0.5 | 71 |
| Distributor | 23 | 6 |
| Retail Dealer | 50 | - |
| Contract Dealer | 13 | - |
| Direct + Internal | 11 | 23 |
| Wholesale | | |
| | ----- | ----- |
| Total | 100 | 100 |