

Strategic Marketing Plan

Example Output by **EXMAR**
Detailed Analysis Addendum



The
**Marketing
Process**
COMPANY

Strategic Marketing Plan

International Bearings Ltd

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1. Product-Market Objectives and Strategies

1.1 Assemblies - Auto

1.1.1 Assemblies - Auto: Assumptions

Assumptions This market is the second most attractive market for IBL. We are number 2 in a very fragmented market and intend to become joint leader this sector .

1.1.2 Assemblies - Auto: Objectives

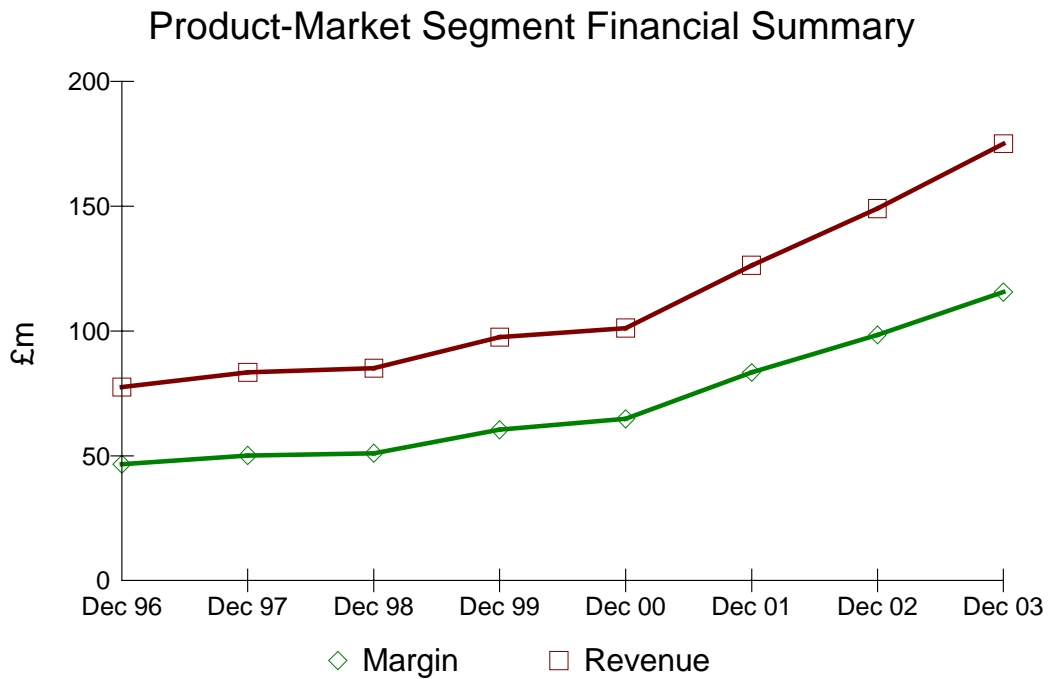
Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 342.0 | |
| H | 31/12/97 | | | 372.8 | 9.0 |
| H | 31/12/98 | | | 406.4 | 9.0 |
| H | 31/12/99 | | | 443.0 | 9.0 |
| C | 31/12/00 | | | 482.9 | 9.0 |
| O | 31/12/01 | | | 526.4 | 9.0 |
| O | 31/12/02 | | | 573.8 | 9.0 |
| O | 31/12/03 | | | 625.4 | 9.0 |

-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|---------------------------|-------------------------------|----------|-----------|--|---|
| H | 31/12/96 | | 77.6 | | 22.7 | 60.0 | 46.6 | | 30.0 |
| H | 31/12/97 | | 83.4 | | 22.4 | 60.0 | 50.0 | | 30.0 |
| H | 31/12/98 | | 85.1 | | 20.9 | 60.0 | 51.1 | | 30.0 |
| H | 31/12/99 | | 97.5 | | 22.0 | 62.0 | 60.5 | | 30.0 |
| C | 31/12/00 | | 101.2 | | 21.0 | 64.0 | 64.8 | | 30.0 |
| O | 31/12/01 | | 126.3 | | 24.0 | 66.0 | 83.4 | | 30.0 |
| O | 31/12/02 | | 149.2 | | 26.0 | 66.0 | 98.5 | | 30.0 |
| O | 31/12/03 | | 175.1 | | 28.0 | 66.0 | 115.6 | | 30.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003**1.1.3 Assemblies - Auto: Strategies****Give a description of the Product-Market Segment Strategy**

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

We need to reduce costs of production in this product in Europe and delivery must be better than NICL. Failure rates are still too high and quality is still not good enough.

Actions to achieve Strategy

We should consider moving all manufacturing to one site in Europe. Stock holding needs to be rationalised.

Responsibility

Neil Armstrong, the Transport Manager of Space Logistics Inc., will lead the project.

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

1.2 Bearings - Chemical

1.2.1 Bearings - Chemical: Assumptions

Assumptions This is an attractive market and we believe there are opportunities to increase sales and margins.

1.2.2 Bearings - Chemical: Objectives

Market Information

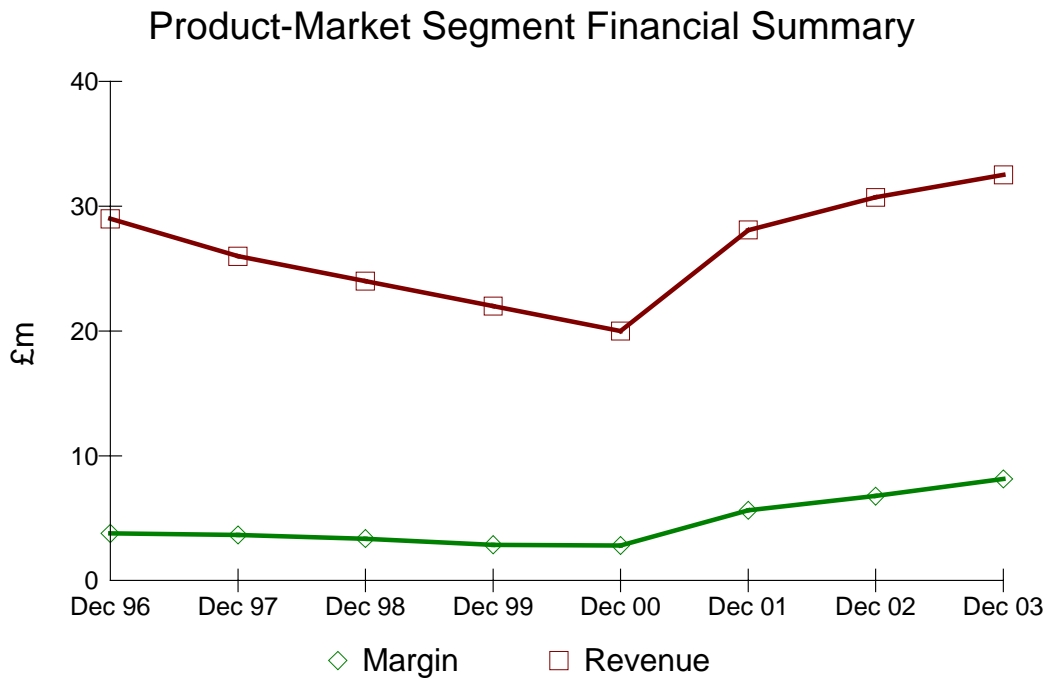
| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 340.0 | -10.0 |
| H | 31/12/97 | | | 306.0 | -10.0 |
| H | 31/12/98 | | | 275.4 | -10.0 |
| H | 31/12/99 | | | 247.9 | -10.0 |
| C | 31/12/00 | | | 223.1 | -10.0 |
| O | 31/12/01 | | | 200.8 | -10.0 |
| O | 31/12/02 | | | 180.7 | -10.0 |
| O | 31/12/03 | | | 162.6 | -10.0 |

-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|---------------------------|-------------------------------|----------|-----------|--|---|
| H | 31/12/96 | | 29.0 | | 8.5 | 13.0 | 3.8 | | 34.0 |
| H | 31/12/97 | | 26.0 | | 8.5 | 14.0 | 3.6 | | 34.0 |
| H | 31/12/98 | | 24.0 | | 8.7 | 14.0 | 3.4 | | 34.0 |
| H | 31/12/99 | | 22.0 | | 8.9 | 13.0 | 2.9 | | 34.0 |
| C | 31/12/00 | | 20.0 | | 9.0 | 14.0 | 2.8 | | 34.0 |
| O | 31/12/01 | | 28.1 | | 14.0 | 20.0 | 5.6 | | 40.0 |
| O | 31/12/02 | | 30.7 | | 17.0 | 22.0 | 6.8 | | 45.0 |
| O | 31/12/03 | | 32.5 | | 20.0 | 25.0 | 8.1 | | 45.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003



1.2.3 Bearings - Chemical: Strategies

Give a description of the Product-Market Segment Strategy

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

Channels to market need to be improved and we must improve delivery in this sector. The product does not work as well as the competition in some areas of the Chemical Industry, such as fine chemical production.

Actions to achieve Strategy

Sign up more distributors across Europe.

Responsibility

David Copperfield - Channel Manager

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

1.3 Bearings - Electrical

1.3.1 Bearings - Electrical: Assumptions

Assumptions The market is fragmented with the market leader having a 5% market share. Although at present IBL has less than 1% market share we believe that at the end of the period we will achieve a market share of 7%.

This market is growing at 20% per annum and the opportunity to increase revenues are great, but further analysis needs to be undertaken.

1.3.2 Bearings - Electrical: Objectives

Market Information

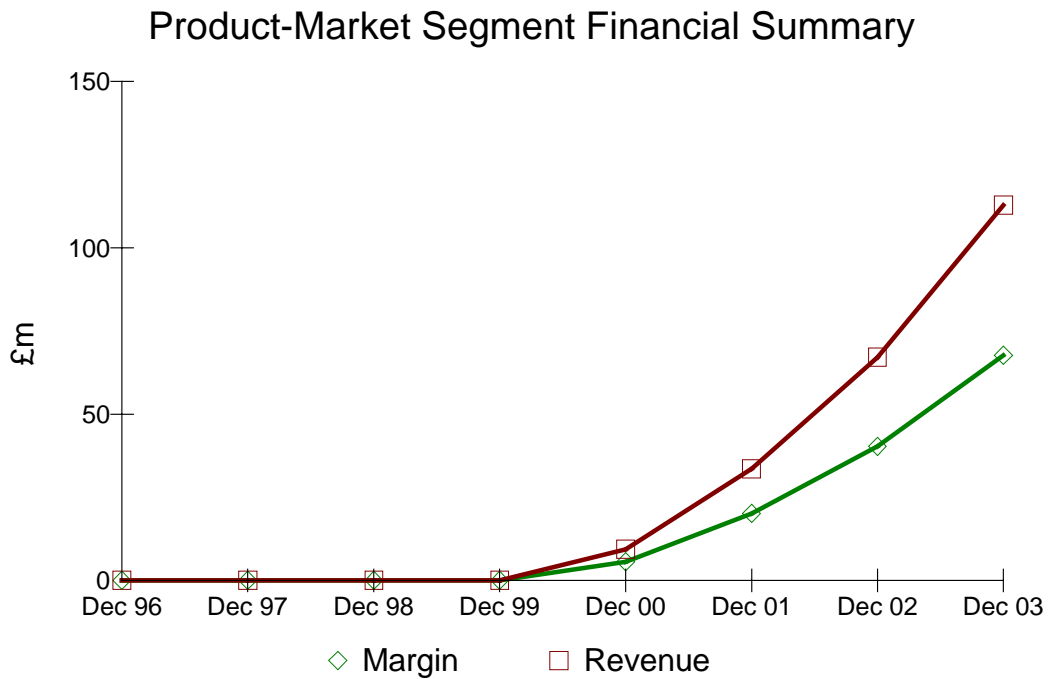
| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 450.0 | |
| H | 31/12/97 | | | 540.0 | 20.0 |
| H | 31/12/98 | | | 648.0 | 20.0 |
| H | 31/12/99 | | | 777.6 | 20.0 |
| C | 31/12/00 | | | 933.1 | 20.0 |
| O | 31/12/01 | | | 1119.7 | 20.0 |
| O | 31/12/02 | | | 1343.7 | 20.0 |
| O | 31/12/03 | | | 1612.4 | 20.0 |

-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|--|---|
| H | 31/12/96 | | | | | | | | 5.0 |
| H | 31/12/97 | | | | | | | | 5.0 |
| H | 31/12/98 | | | | | | | | 5.0 |
| H | 31/12/99 | | | | | | | | 5.0 |
| C | 31/12/00 | | 9.3 | | 1.0 | 60.0 | 5.6 | | 5.0 |
| O | 31/12/01 | | 33.6 | | 3.0 | 60.0 | 20.2 | | 5.0 |
| O | 31/12/02 | | 67.2 | | 5.0 | 60.0 | 40.3 | | 5.0 |
| O | 31/12/03 | | 112.9 | | 7.0 | 60.0 | 67.7 | | 5.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003



1.3.3 Bearings - Electrical: Strategies

Give a description of the Product-Market Segment Strategy

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

We must reduce prices and costs. The aim is to be as good as AMC, the market leader.

Actions to achieve Strategy

Margins must be preserved by greater cost reductions. Increased stocks will help with the supply problems.

Responsibility

Tom Jones

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

1.4 Bearings - Food

1.4.1 Bearings - Food: Assumptions

Assumptions Of the markets we are addressing this is the fifth most attractive. We intend to grow faster than the market.

1.4.2 Bearings - Food: Objectives

Market Information

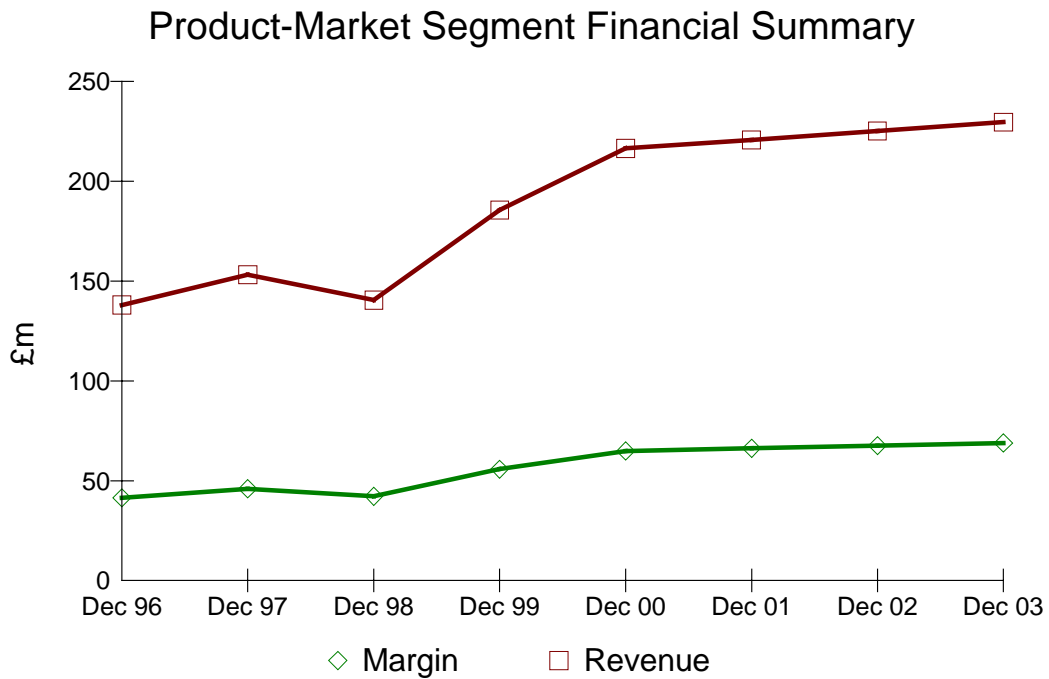
| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 500.0 | |
| H | 31/12/97 | | | 510.0 | 2.0 |
| H | 31/12/98 | | | 520.2 | 2.0 |
| H | 31/12/99 | | | 530.6 | 2.0 |
| C | 31/12/00 | | | 541.2 | 2.0 |
| O | 31/12/01 | | | 552.0 | 2.0 |
| O | 31/12/02 | | | 563.0 | 2.0 |
| O | 31/12/03 | | | 574.3 | 2.0 |

-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|--|---|
| H | 31/12/96 | | 138.0 | | 27.6 | 30.0 | 41.4 | | 12.0 |
| H | 31/12/97 | | 153.2 | | 30.0 | 30.0 | 46.0 | | 12.0 |
| H | 31/12/98 | | 140.5 | | 27.0 | 30.0 | 42.2 | | 12.0 |
| H | 31/12/99 | | 185.7 | | 35.0 | 30.0 | 55.7 | | 12.0 |
| C | 31/12/00 | | 216.5 | | 40.0 | 30.0 | 64.9 | | 12.0 |
| O | 31/12/01 | | 220.8 | | 40.0 | 30.0 | 66.2 | | 12.0 |
| O | 31/12/02 | | 225.2 | | 40.0 | 30.0 | 67.6 | | 12.0 |
| O | 31/12/03 | | 229.7 | | 40.0 | 30.0 | 68.9 | | 12.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003



1.4.3 Bearings - Food: Strategies

Give a description of the Product-Market Segment Strategy

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

Improvement in a small number of countries is required. The new plant in Germany should improve quality and early trials have shown the new designs to be excellent.

Actions to achieve Strategy

The new plant should be commissioned by April. We should then be able to lower discounts for volume and sign-up longer term contracts.

Responsibility

This project will be lead by Mel Gibson, Manufacturing Director, with support from Ben Nevis, the Munich Production Manager.

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

1.5 HighPerf - Chemical

1.5.1 HighPerf - Chemical: Assumptions

Assumptions We shall withdraw from this market due to low margins, flat growth and an inferior product & performance.

1.5.2 HighPerf - Chemical: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 650.0 | |
| H | 31/12/97 | | | 650.0 | |
| H | 31/12/98 | | | 650.0 | |
| H | 31/12/99 | | | 650.0 | |
| C | 31/12/00 | | | 650.0 | |
| O | 31/12/01 | | | 650.0 | |
| O | 31/12/02 | | | 650.0 | |
| O | 31/12/03 | | | 650.0 | |

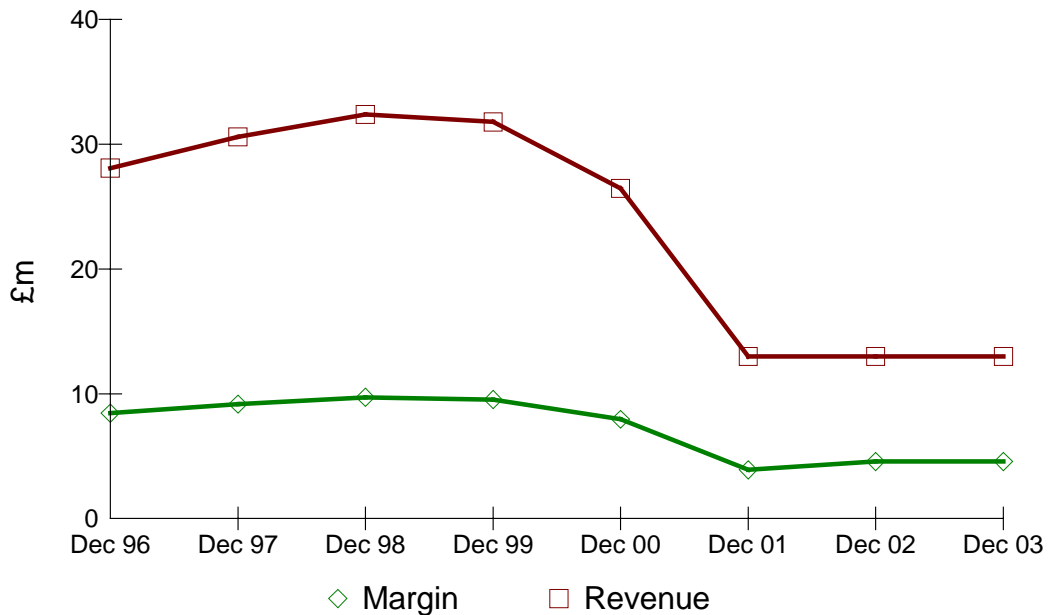
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|--|---|
| H | 31/12/96 | | 28.1 | | 4.3 | 30.0 | 8.4 | | 42.0 |
| H | 31/12/97 | | 30.6 | | 4.7 | 30.0 | 9.2 | | 42.0 |
| H | 31/12/98 | | 32.4 | | 5.0 | 30.0 | 9.7 | | 42.0 |
| H | 31/12/99 | | 31.8 | | 4.9 | 30.0 | 9.5 | | 42.0 |
| C | 31/12/00 | | 26.5 | | 4.1 | 30.0 | 7.9 | | 45.0 |
| O | 31/12/01 | | 13.0 | | 2.0 | 30.0 | 3.9 | | 45.0 |
| O | 31/12/02 | | 13.0 | | 2.0 | 35.0 | 4.6 | | 45.0 |
| O | 31/12/03 | | 13.0 | | 2.0 | 35.0 | 4.6 | | 45.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003

Product-Market Segment Financial Summary



1.5.3 HighPerf - Chemical: Strategies

Give a description of the Product-Market Segment Strategy

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

We are going to withdraw from this market. All new design work to be stopped.

Actions to achieve Strategy

Orders should not be put on priority status in the future. No discounts to be given for volume. All existing contracts to be renegotiated. 10% price increases for all current stocks of product.

Responsibility

Adrian Fellows, Sales and Marketing, to introduce a programme of events.

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

1.6 Systems - Electrical

1.6.1 Systems - Electrical: Assumptions

Assumptions The electrical market has been heavily research by IBL and we are confident of success in this market.

1.6.2 Systems - Electrical: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 430.0 | |
| H | 31/12/97 | | | 430.0 | |
| H | 31/12/98 | | | 430.0 | |
| H | 31/12/99 | | | 430.0 | |
| C | 31/12/00 | | | 430.0 | |
| O | 31/12/01 | | | 473.0 | 10.0 |
| O | 31/12/02 | | | 520.3 | 10.0 |
| O | 31/12/03 | | | 572.4 | 10.0 |

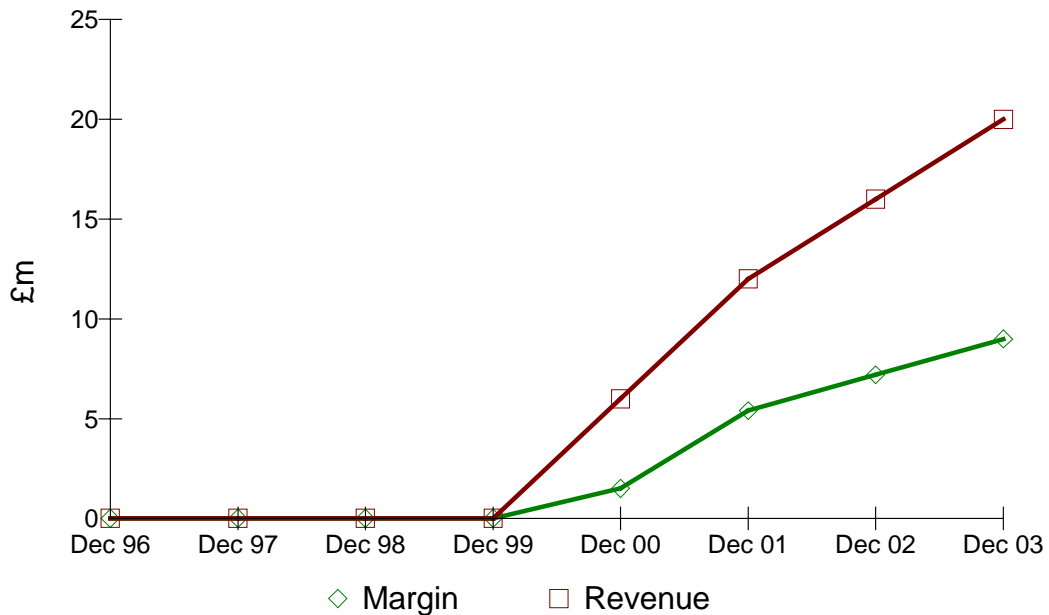
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|--|---|
| H | 31/12/96 | | | | | | | | 35.0 |
| H | 31/12/97 | | | | | | | | 35.0 |
| H | 31/12/98 | | | | | | | | 35.0 |
| H | 31/12/99 | | | | | | | | 35.0 |
| C | 31/12/00 | | 6.0 | | 1.4 | 25.0 | 1.5 | | 35.0 |
| O | 31/12/01 | | 12.0 | | 2.5 | 45.0 | 5.4 | | 35.0 |
| O | 31/12/02 | | 16.0 | | 3.1 | 45.0 | 7.2 | | 35.0 |
| O | 31/12/03 | | 20.0 | | 3.5 | 45.0 | 9.0 | | 35.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003

Product-Market Segment Financial Summary



1.6.3 Systems - Electrical: Strategies

Give a description of the Product-Market Segment Strategy

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

Delivery must be improved within the next three months. Prices are too high compared to our competitors. We can improve costs by rationalisation of the product range and better co-ordination in the European factories.

Actions to achieve Strategy

A new method of scheduling must be adopted in all the European factories. A cost reduction exercise must be approved within months.

Responsibility

Isaac Mountfield - Manufacturing Department

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

1.7 Systems - Food

1.7.1 Systems - Food: Assumptions

Assumptions Reduce costs in the business and achieve a market share of 20%. This is in line with AMC, the market leader. The market share gains will be made from NICL and some of the very small players.

1.7.2 Systems - Food: Objectives

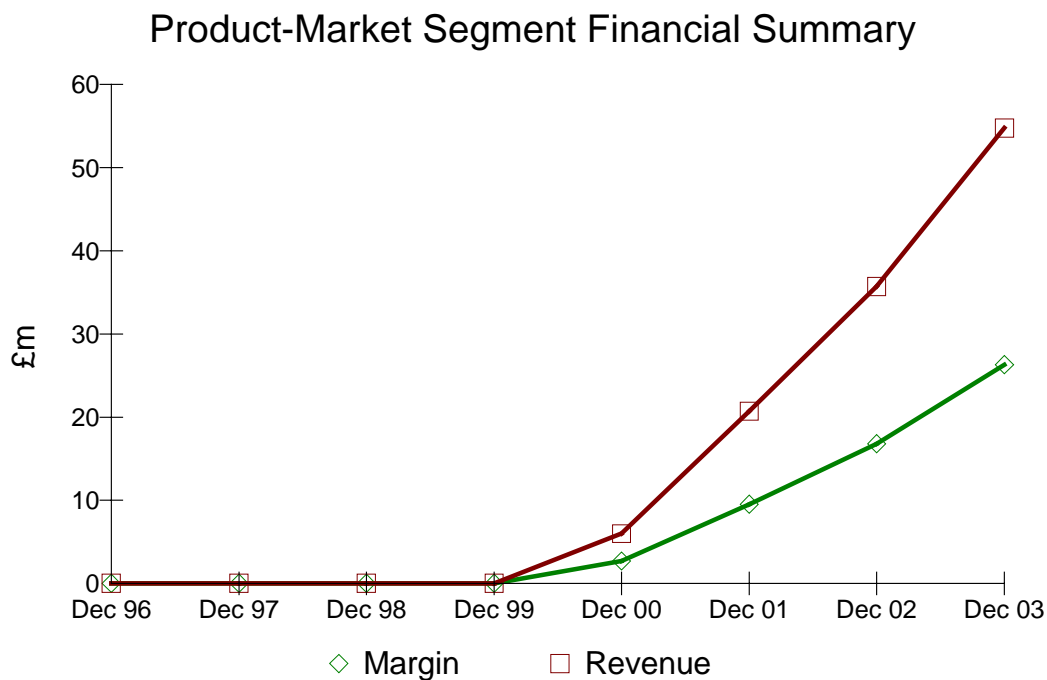
Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 103.0 | |
| H | 31/12/97 | | | 118.4 | 15.0 |
| H | 31/12/98 | | | 136.3 | 15.1 |
| H | 31/12/99 | | | 156.7 | 15.0 |
| C | 31/12/00 | | | 180.2 | 15.0 |
| O | 31/12/01 | | | 207.2 | 15.0 |
| O | 31/12/02 | | | 238.3 | 15.0 |
| O | 31/12/03 | | | 274.0 | 15.0 |

-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m | Largest Competitor Market Volume % Share | Largest Competitor Market Revenue % Share |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|--|---|
| H | 31/12/96 | | | | | 35.0 | | | 40.0 |
| H | 31/12/97 | | | | | 35.4 | | | 40.0 |
| H | 31/12/98 | | | | | 35.3 | | | 40.0 |
| H | 31/12/99 | | | | | 40.0 | | | 40.0 |
| C | 31/12/00 | | 6.0 | | 3.3 | 45.0 | 2.7 | | 40.0 |
| O | 31/12/01 | | 20.7 | | 10.0 | 46.0 | 9.5 | | 45.0 |
| O | 31/12/02 | | 35.7 | | 15.0 | 47.0 | 16.8 | | 45.0 |
| O | 31/12/03 | | 54.8 | | 20.0 | 48.0 | 26.3 | | 45.0 |

where H = History Period , C = Current Year and O = Objective Period

Periods: 1996 to 2003**1.7.3 Systems - Food: Strategies****Give a description of the Product-Market Segment Strategy**

These Product-Market Strategies discuss the Top Level issues only. Full details are described in the individual strategies by each Critical Success Factor.

In some areas we need to review the discount structure as this is not in line with our competitors.

Actions to achieve Strategy

Compare our pricing structure with the industry. A value engineering project should be started as soon as possible.

Responsibility

Rob Sell - Marketing

Implementation Cost of Strategy

Full costs are shown in the CSF Strategies.

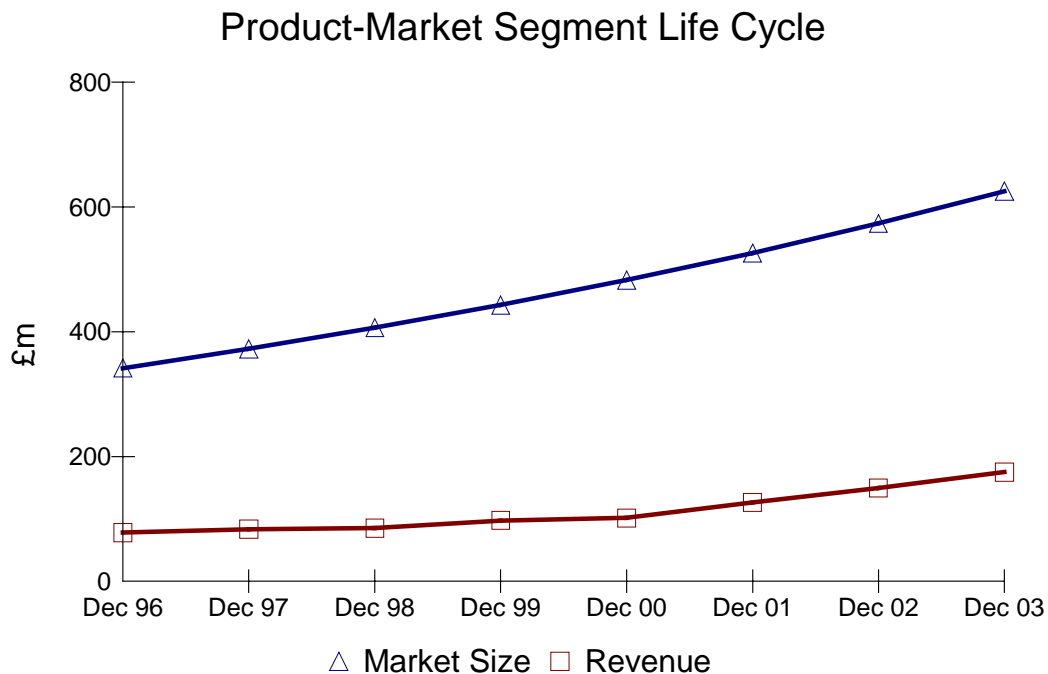
2. SWOT Analysis of Product-Markets

The SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis is carried out for each of the Product-Markets chosen for analysis. Within any given market segment there are Critical Success Factors (CSFs) for winning the business; for example, reliable delivery, acceptable design. They are defined from the customers' point of view, that is, how a customer chooses between rival suppliers. Each product-market has a different set of CSFs.

2.1 Assemblies - Auto

2.1.1 Assemblies - Auto: Life-Cycle

Periods: 1996 to 2003



2.1.2 Assemblies - Auto: Opportunities, Threats and Issues

Opportunities Growth of the market is improving from 5% to 8%. We are the market leader and must capitalise on this position.

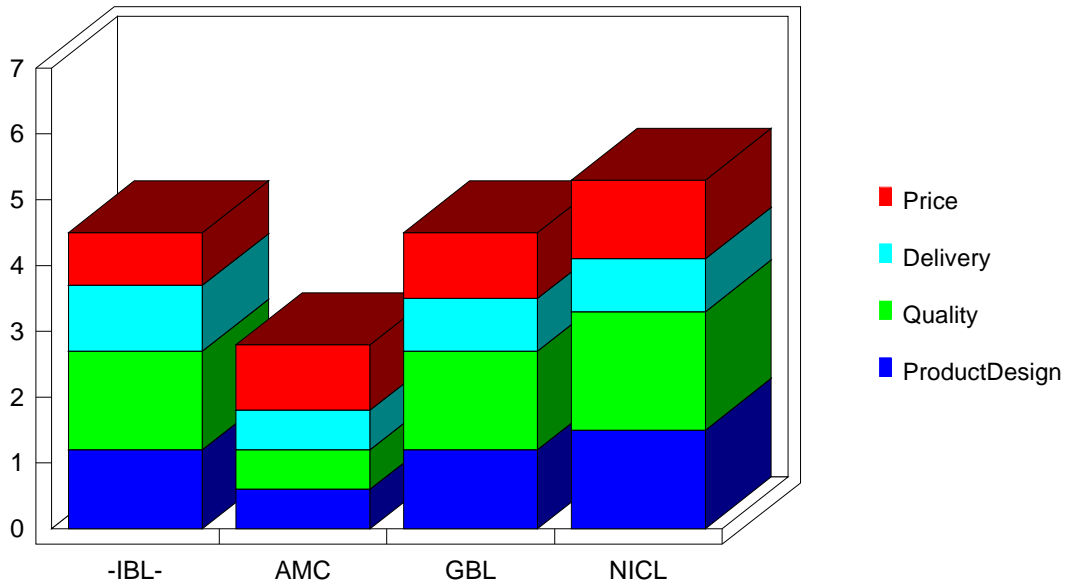
Threats Possible new competitor from Japan will cause a price war.

Key Issues Our quality is significantly better than all the competition in this market. Life time costs are important and we must continue to stress this feature.

2.1.3 Assemblies - Auto: CSF Comparison

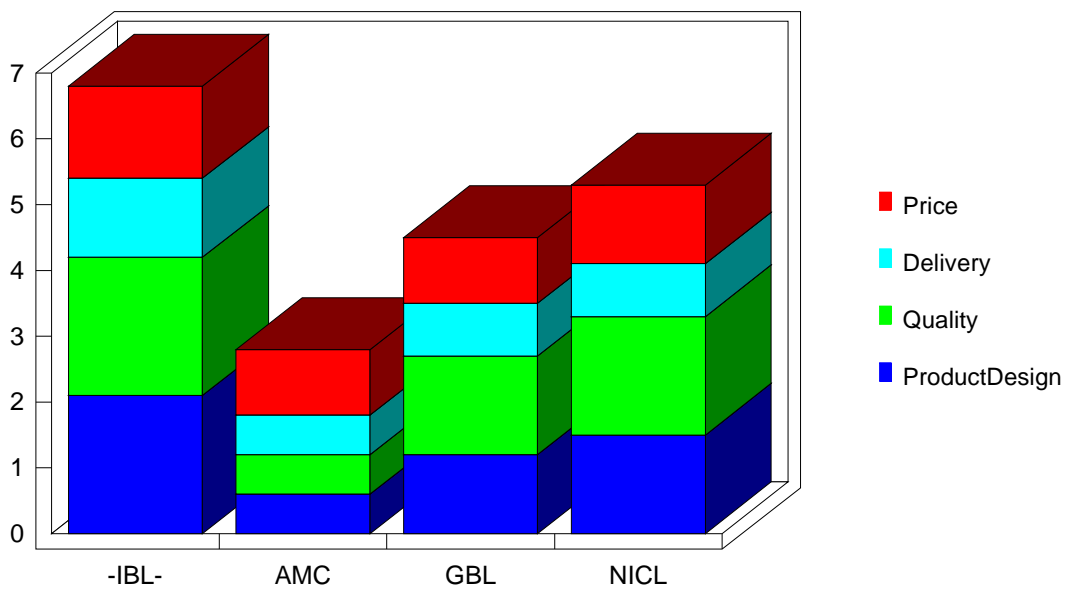
Period End: 2000

CSF Bar Chart



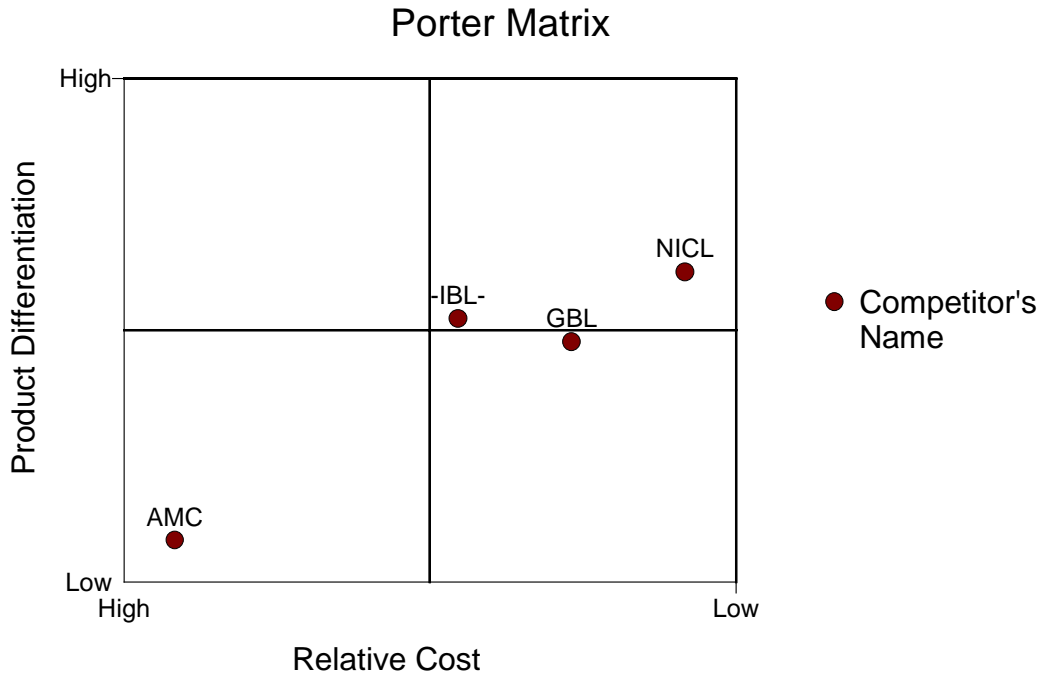
Period End: 2003

CSF Bar Chart

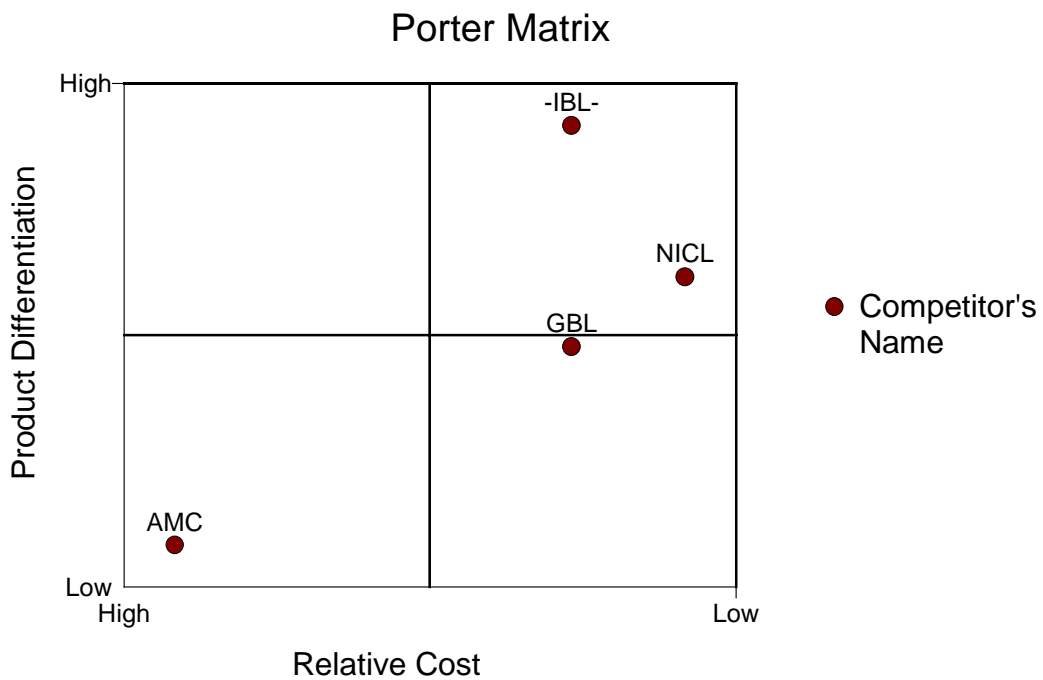


2.1.4 Assemblies - Auto: Porter Matrix

Period End: 2000



Period End: 2003



2.1.5 Assemblies - Auto: Competitor Analysis

2.1.6 Assemblies - Auto: CSF Product-Market Segment Strategies

Strategy for the -PorterCOST- CSF

| | |
|---|---|
| Give a description of the Strategy | We need to reduce costs of production for this product in Europe. |
| Actions to achieve Strategy | Put all manufacturing on one site. |
| Responsibility | Ivor Plant - Manufacturing Director |
| Implementation Cost of Strategy | £80,000 but should save £100,000 in costs in year one. |

Strategy for the Delivery CSF

| | |
|---|--|
| Give a description of the Strategy | We need to move from number 2 to number 1 in this market. Delivery must be better than NICL. |
| Actions to achieve Strategy | Stock holding needs to be rationalised. Customer requirements are not as well understood as they should be in this market. We must improve our logistics capability. |
| Responsibility | Neil Armstrong - Transport Manager - Space Logistics Inc |
| Implementation Cost of Strategy | Better utilisation of fleet is required. The cost will be £35,000. |

Strategy for the Price CSF

| | |
|---|--|
| Give a description of the Strategy | As we are strong in this market we can reduce prices marginally to hurt the competitors. |
| Actions to achieve Strategy | Finance are re-costing all the numbers based on current productivity improvements. |
| Responsibility | Ronnie Biggs - Finance Director |
| Implementation Cost of Strategy | None |

Strategy for the ProductDesign CSF

Give a description of the Strategy Failure rates are still too high.

Actions to achieve Strategy Life-time costs need to be reduced. Design and quality need to improved.

Responsibility Dr E Stein and Mr R Chemedes - R&D

Implementation Cost of Strategy £200,000

Strategy for the Quality CSF

Give a description of the Strategy Quality is still not good enough and we are behind NICL.

Actions to achieve Strategy We intend to purchase NICL product and destruction test against IBL Assemblies.

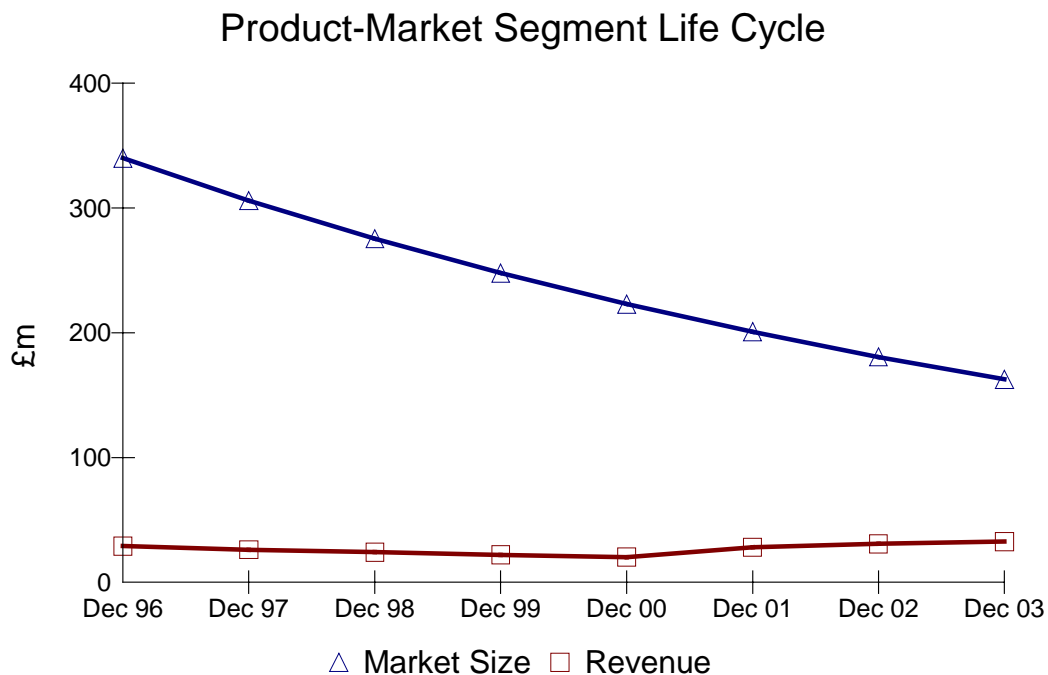
Responsibility Mr B Tidy - Quality Manager

Implementation Cost of Strategy Part of ongoing improvements, but there will be a specific investment of £34,000.

2.2 Bearings - Chemical

2.2.1 Bearings - Chemical: Life-Cycle

Periods: 1996 to 2003

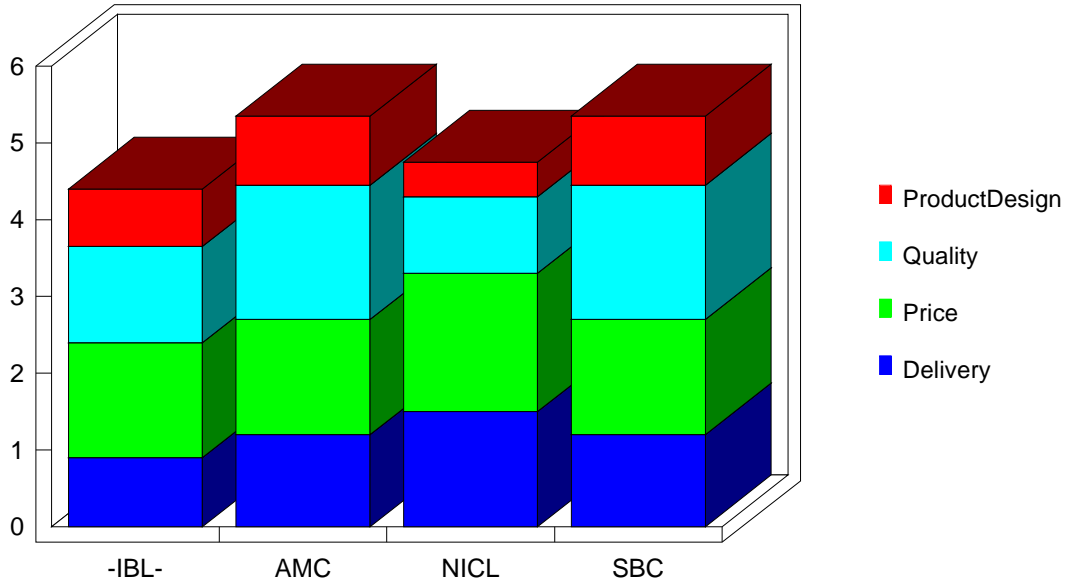


2.2.2 Bearings - Chemical: Opportunities, Threats and Issues

2.2.3 Bearings - Chemical: CSF Comparison

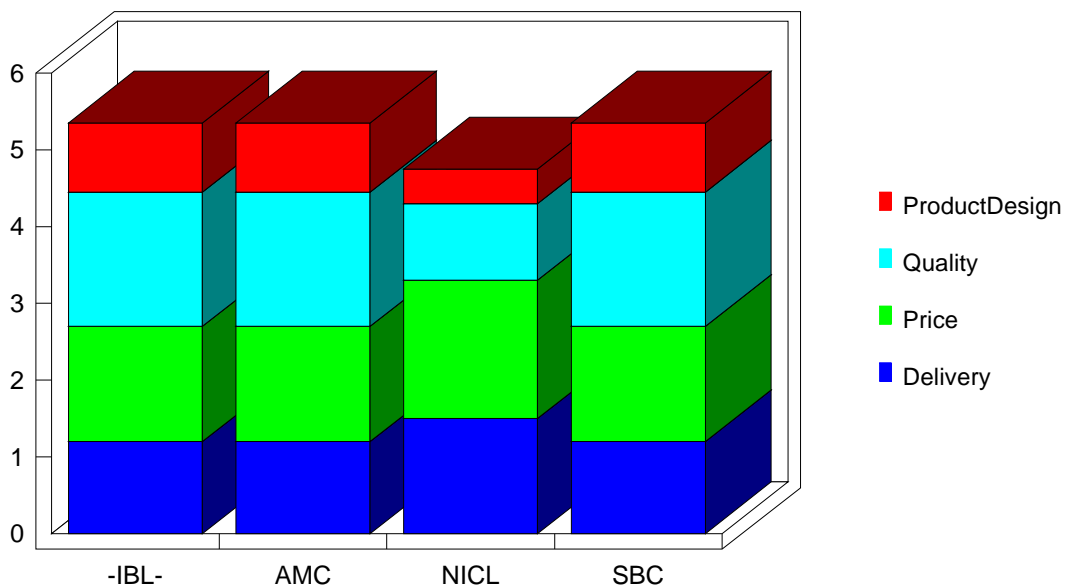
Period End: 2000

CSF Bar Chart



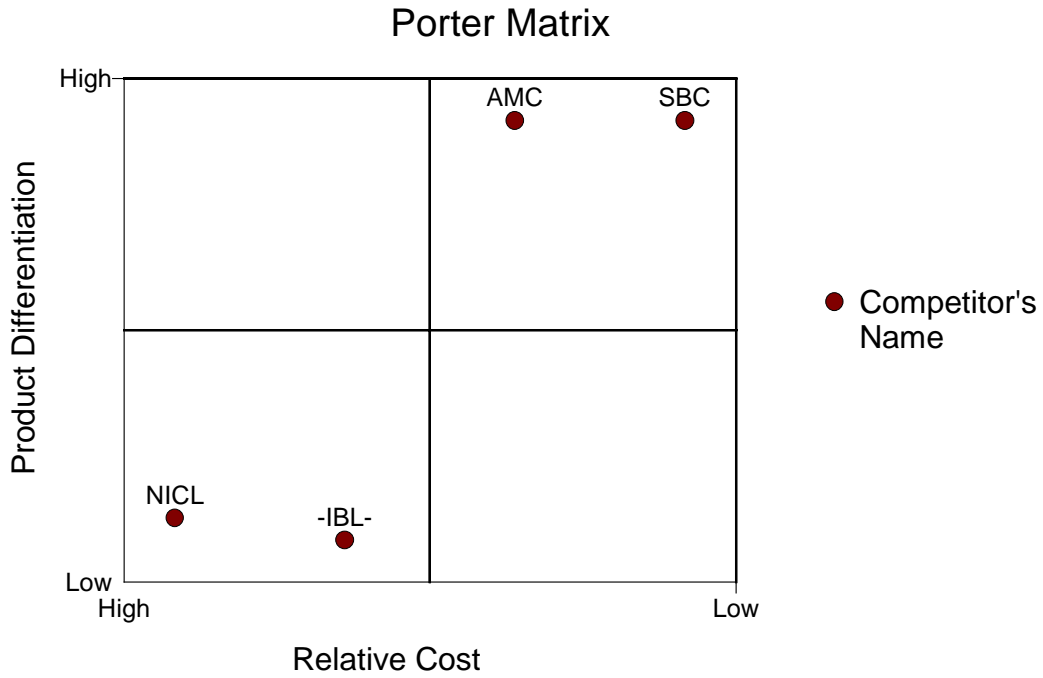
Period End: 2003

CSF Bar Chart

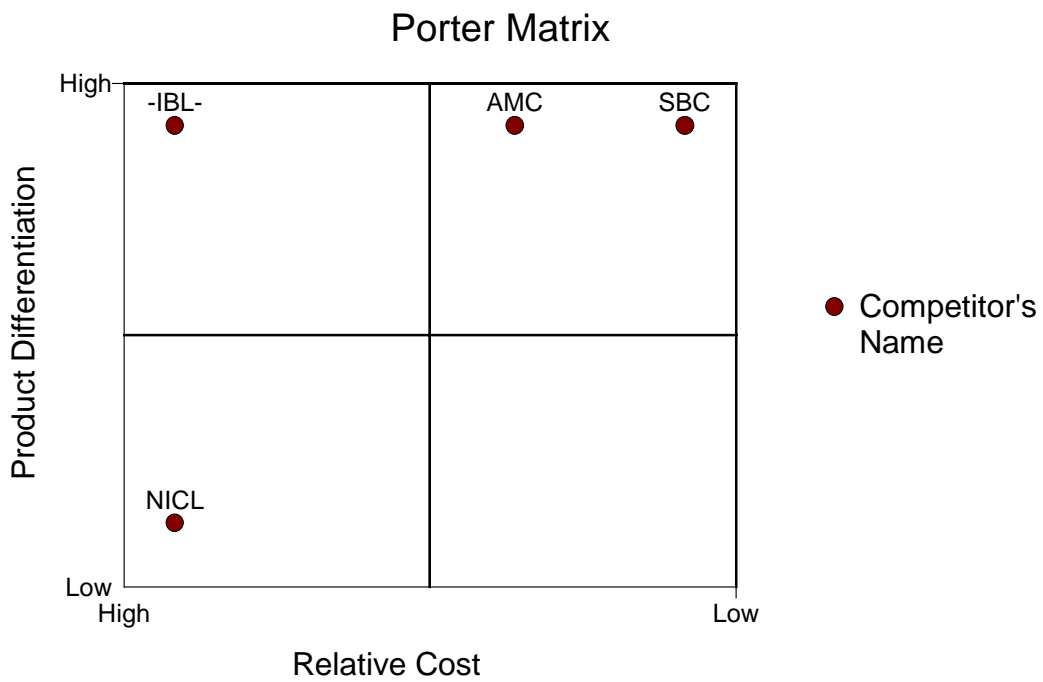


2.2.4 Bearings - Chemical: Porter Matrix

Period End: 2000



Period End: 2003



2.2.5 Bearings - Chemical: Competitor Analysis

2.2.6 Bearings - Chemical: CSF Product-Market Segment Strategies

Strategy for the Delivery CSF

| | |
|---|---|
| Give a description of the Strategy | We need to improve delivery in this market. Channels to market need to be improved and delivery times. |
| Actions to achieve Strategy | Sign up more distributors across Europe. |
| Responsibility | David Copperfield |
| Implementation Cost of Strategy | Some stock holding costs which need further evaluation. |

Strategy for the ProductDesign CSF

| | |
|---|---|
| Give a description of the Strategy | The product does not work as well as the competition in some areas of the Chemical Industry such as fine chemical production. |
| Actions to achieve Strategy | Discuss the issues in more detail with ICI. |
| Responsibility | Gary Davies |
| Implementation Cost of Strategy | £23,000 has been allocated. |

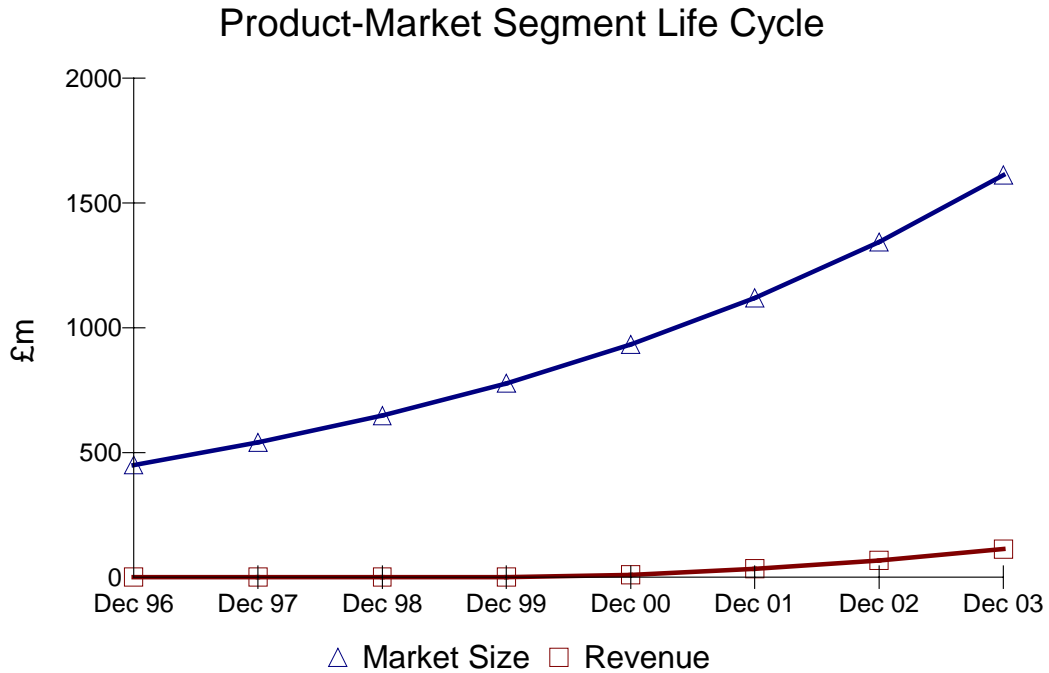
Strategy for the Quality CSF

| | |
|---|--|
| Give a description of the Strategy | Failure rates are too high. |
| Actions to achieve Strategy | Part of major initiative on quality improvement. |
| Responsibility | Michael Jackson - Quality Manager |
| Implementation Cost of Strategy | No specific costs for this project at present. |

2.3 Bearings - Electrical

2.3.1 Bearings - Electrical: Life-Cycle

Periods: 1996 to 2003



2.3.2 Bearings - Electrical: Opportunities, Threats and Issues

Opportunities Since the market is growing very rapidly we know that there is not enough capacity to meet demand. Our new production plant should satisfy some of the demand.

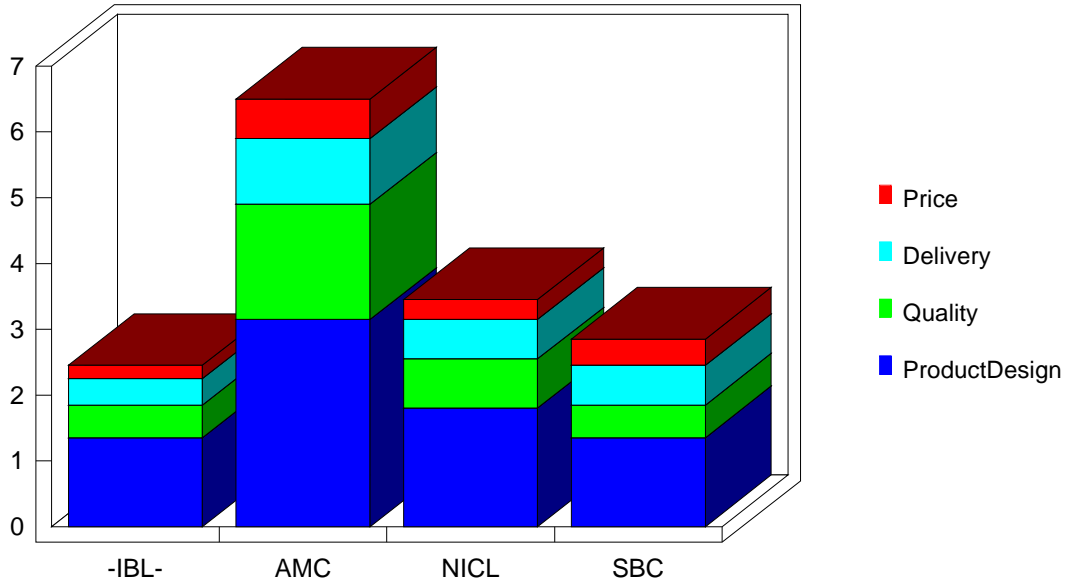
Threats NICL could import product from the USA at low prices. Japanese suppliers are likely to enter this market soon.

Key Issues Ensure the plant is running as fast as possible. We need to recruit a new sales and marketing team with industry knowledge.

2.3.3 Bearings - Electrical: CSF Comparison

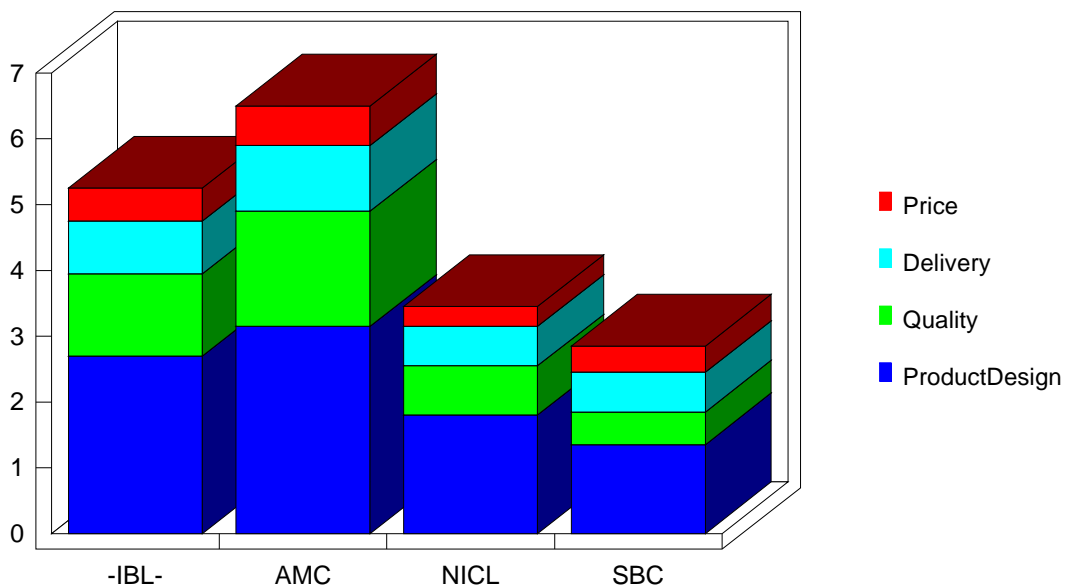
Period End: 2000

CSF Bar Chart



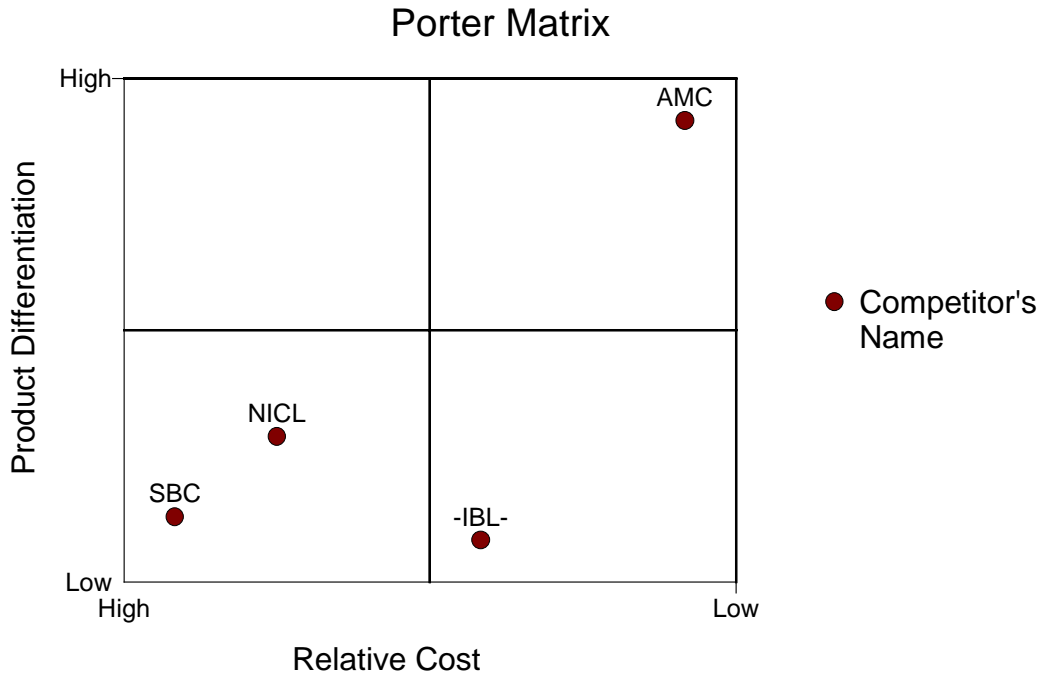
Period End: 2003

CSF Bar Chart

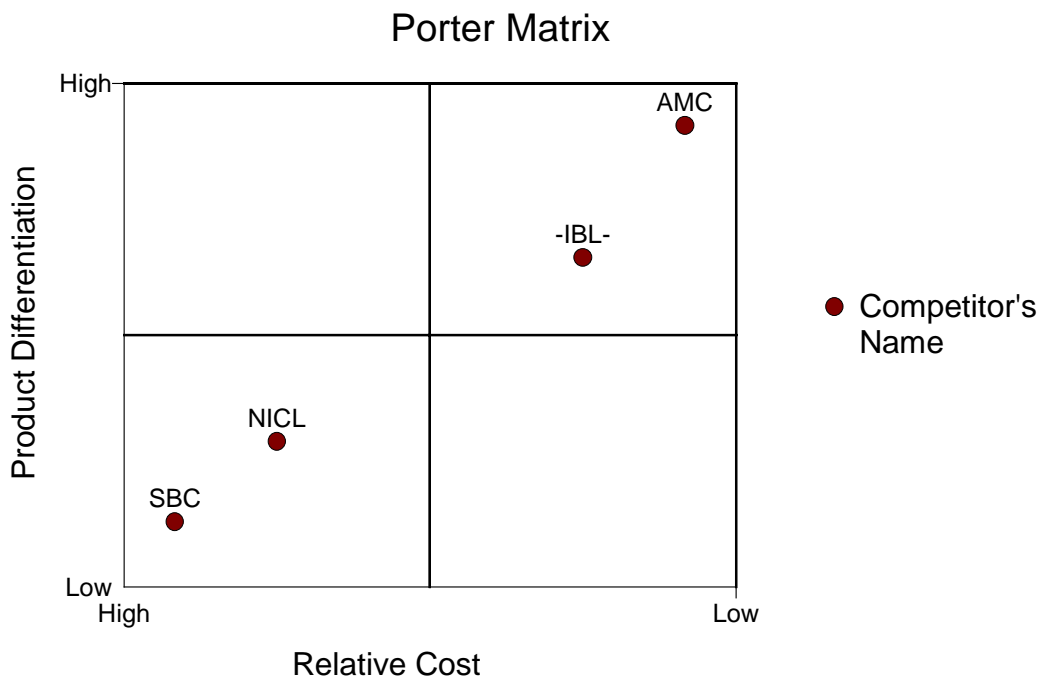


2.3.4 Bearings - Electrical: Porter Matrix

Period End: 2000



Period End: 2003



2.3.5 Bearings - Electrical: Competitor Analysis

2.3.6 Bearings - Electrical: CSF Product-Market Segment Strategies

Strategy for the Delivery CSF

| | |
|---|---|
| Give a description of the Strategy | The aim is to be as good as AMC, the market leader. |
| Actions to achieve Strategy | Increase stocks. |
| Responsibility | Gary Davies |
| Implementation Cost of Strategy | £40,000 in increased stock holding in France and Germany. |

Strategy for the Price CSF

| | |
|---|---|
| Give a description of the Strategy | We must reduce prices and costs. |
| Actions to achieve Strategy | Margins must be preserved by greater cost reductions. |
| Responsibility | Tom Jones |

Strategy for the ProductDesign CSF

| | |
|---|--|
| Give a description of the Strategy | We are being forced to improve drag co-efficients. |
| Actions to achieve Strategy | Redesign bearing using new materials. |
| Responsibility | George Marshall |
| Implementation Cost of Strategy | £21,000 |

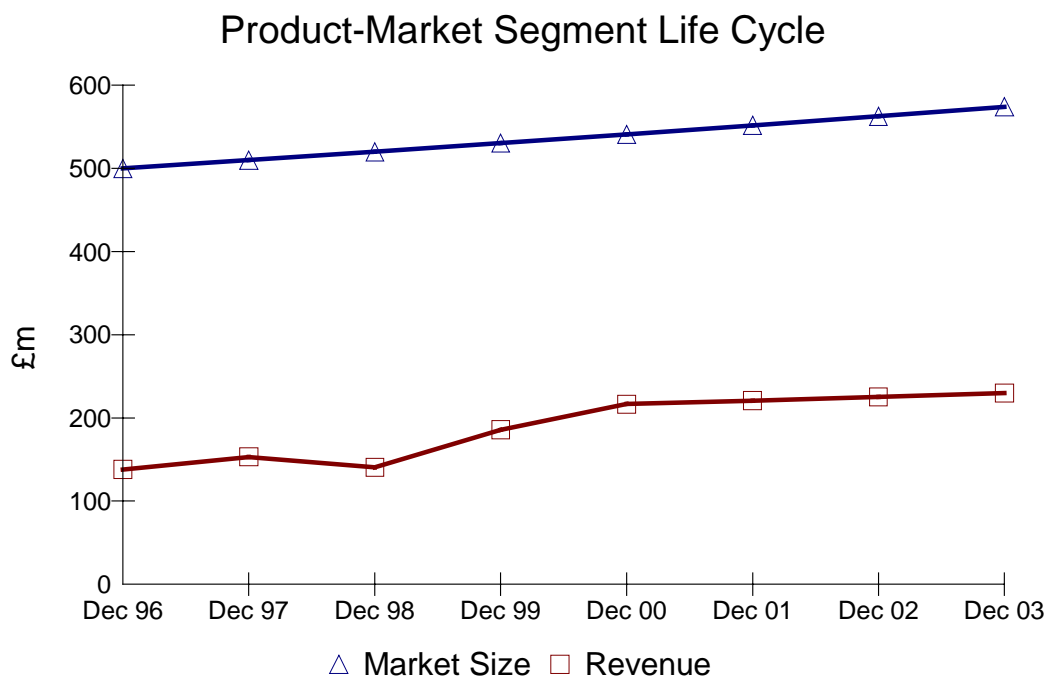
Strategy for the Quality CSF

| | |
|---|--|
| Give a description of the Strategy | There is a project starting to improve all aspects of the performance in this area. Can we match AMC in this area ? |
| Actions to achieve Strategy | Part of major initiative. |
| Responsibility | Roger Rabbit |
| Implementation Cost of Strategy | £12,500 |

2.4 Bearings - Food

2.4.1 Bearings - Food: Life-Cycle

Periods: 1996 to 2003



2.4.2 Bearings - Food: Opportunities, Threats and Issues

Opportunities Market growth rates are forecast to increase from 3% to 9%.

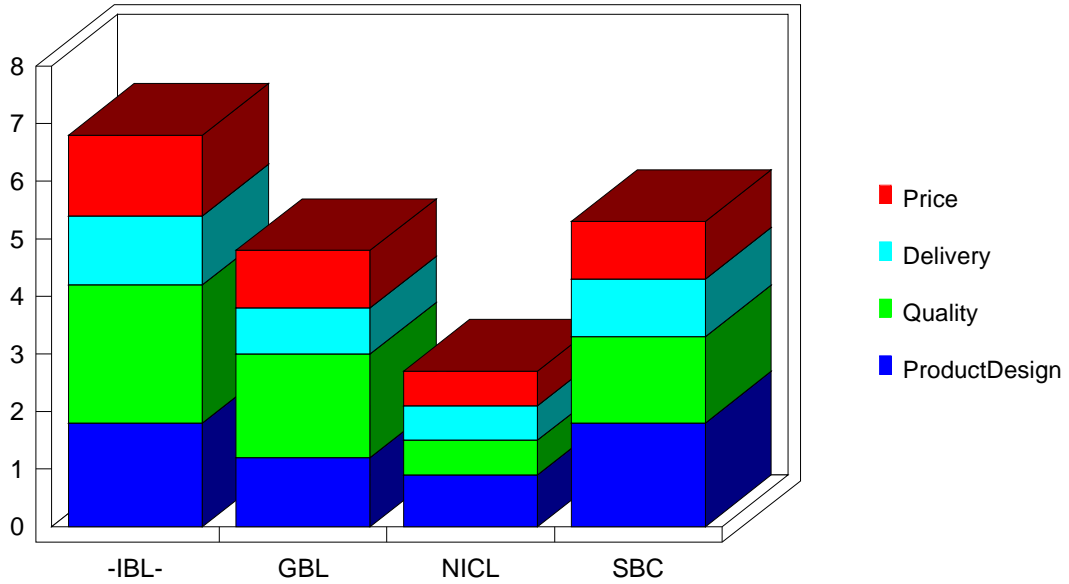
Threats GBL have a new plant in Germany that is being commissioned at the moment.

Key Issues We must improve product design and quality.

2.4.3 Bearings - Food: CSF Comparison

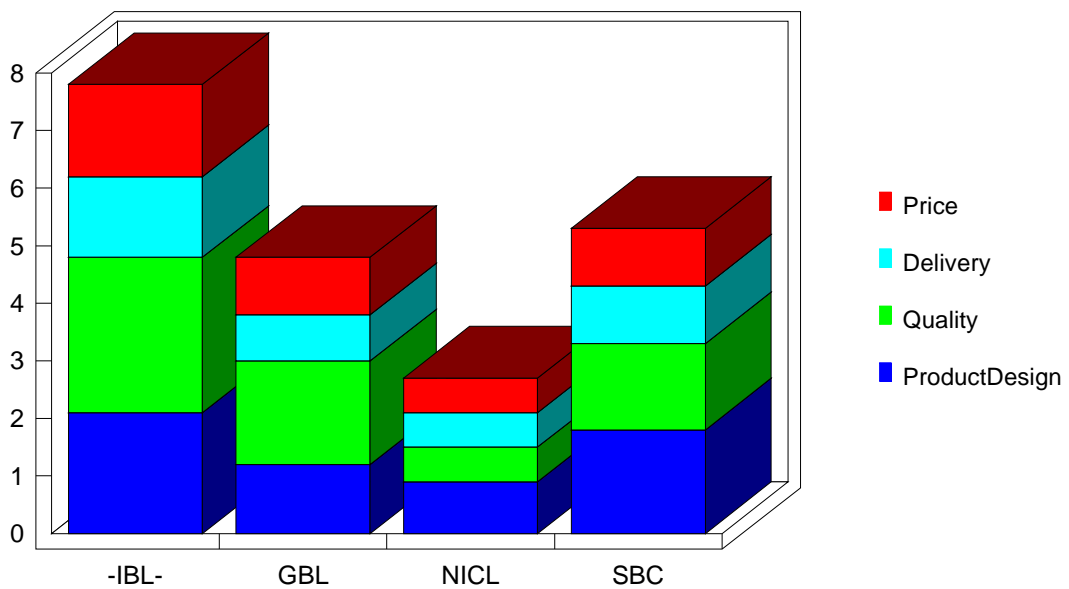
Period End: 2000

CSF Bar Chart



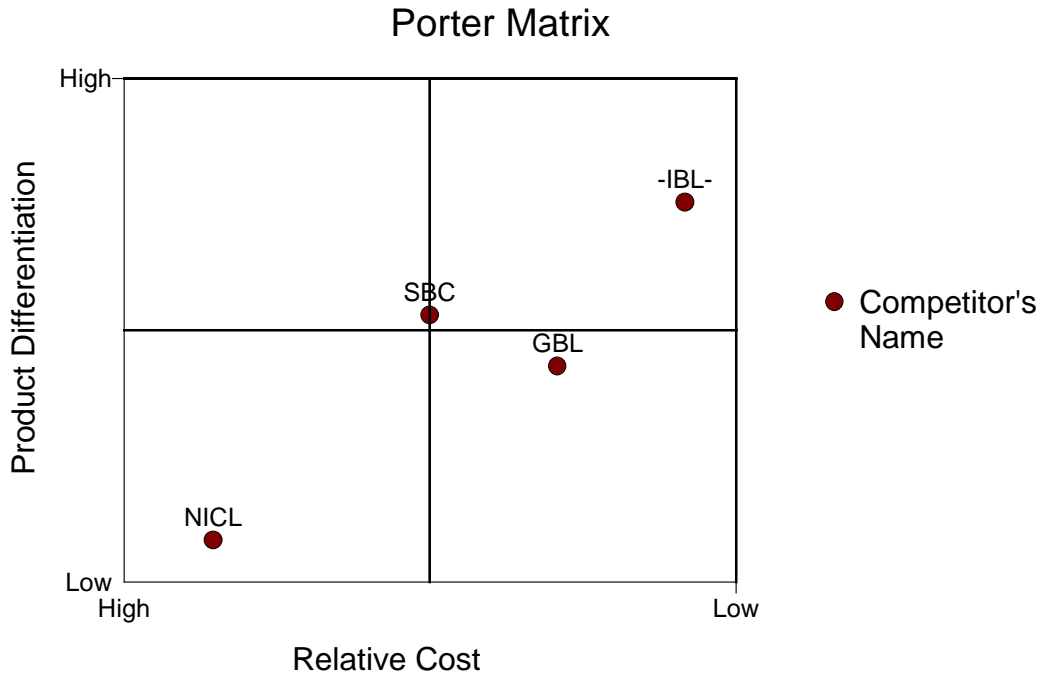
Period End: 2003

CSF Bar Chart

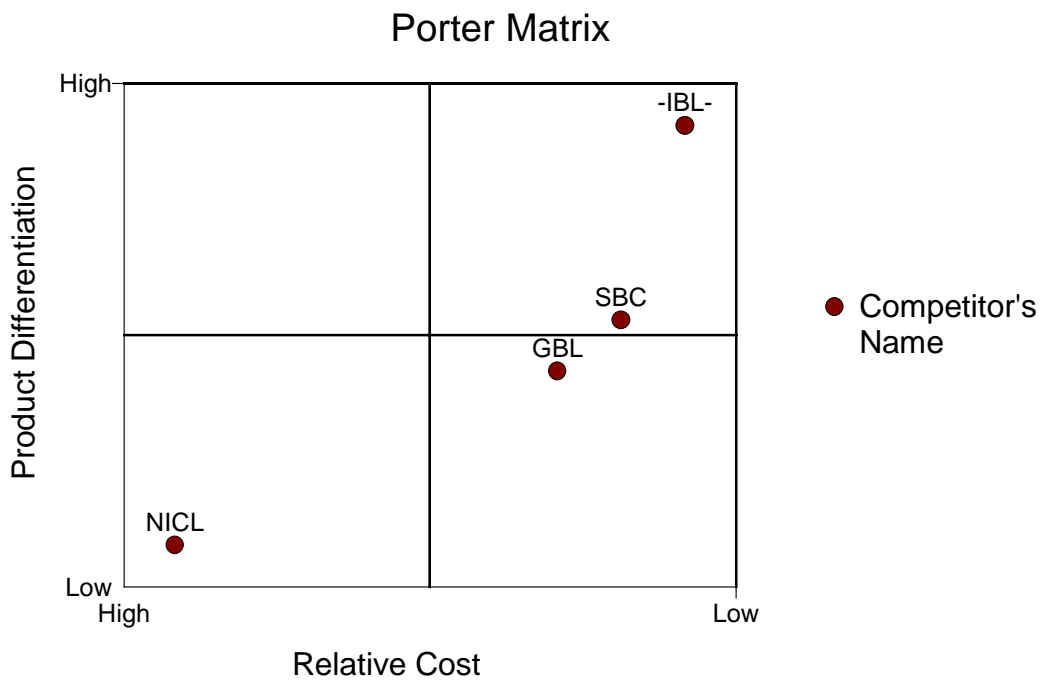


2.4.4 Bearings - Food: Porter Matrix

Period End: 2000



Period End: 2003



2.4.5 Bearings - Food: Competitor Analysis

2.4.6 Bearings - Food: CSF Product-Market Segment Strategies

Strategy for the Delivery CSF

| | |
|---|--|
| Give a description of the Strategy | Improvement in a small number of countries is required. |
| Actions to achieve Strategy | We need to evaluate the type and size of the delivery fleet. There is also a requirement for better information on order progressing in the factory. |
| Responsibility | Mel Gibson - Manufacturing Director |
| Implementation Cost of Strategy | £120,000 |

Strategy for the Price CSF

| | |
|---|---|
| Give a description of the Strategy | As we offer better value than all of our competitors we should start to move prices up. |
| Actions to achieve Strategy | Lower discounts for volume and sign-up longer contracts. |
| Responsibility | Sales |

Strategy for the ProductDesign CSF

| | |
|---|--|
| Give a description of the Strategy | The new plant in Germany should improve quality and early trials have shown the new designs to be excellent. |
| Actions to achieve Strategy | The new plant should be commissioned by April. |
| Responsibility | Ben Nevis - Manufacturing |
| Implementation Cost of Strategy | Capital expenditure in last year's budget at £670,000. |

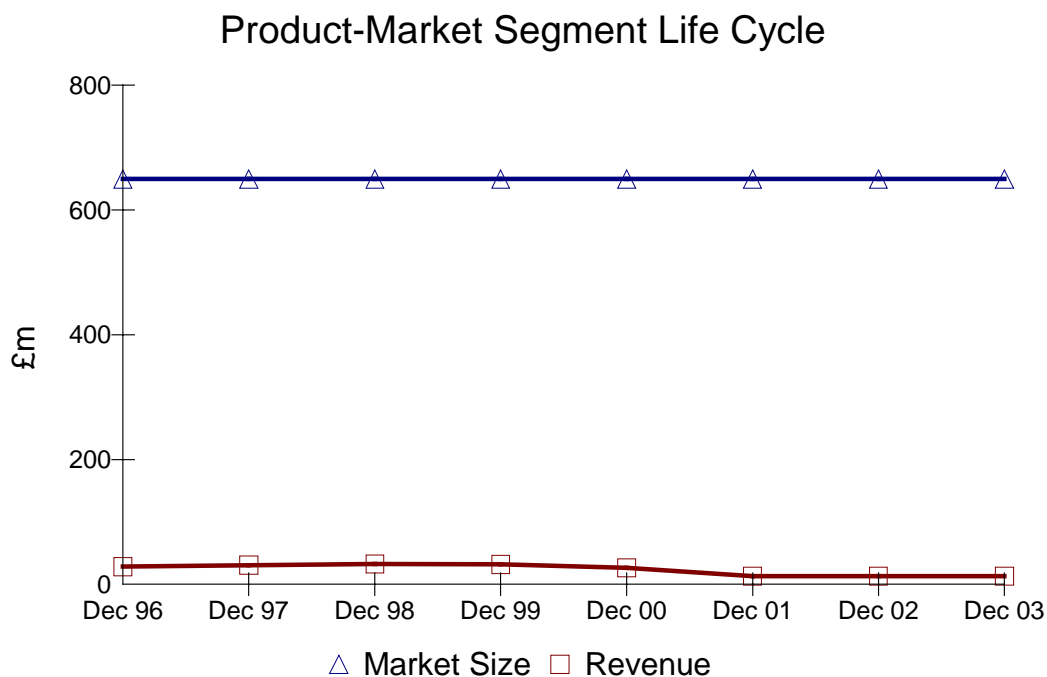
Strategy for the Quality CSF

| | |
|---|---------------------|
| Give a description of the Strategy | Same as Electrical. |
|---|---------------------|

2.5 HighPerf - Chemical

2.5.1 HighPerf - Chemical: Life-Cycle

Periods: 1996 to 2003



2.5.2 HighPerf - Chemical: Opportunities, Threats and Issues

Opportunities GBL is number one but is putting no effort into improving the products.

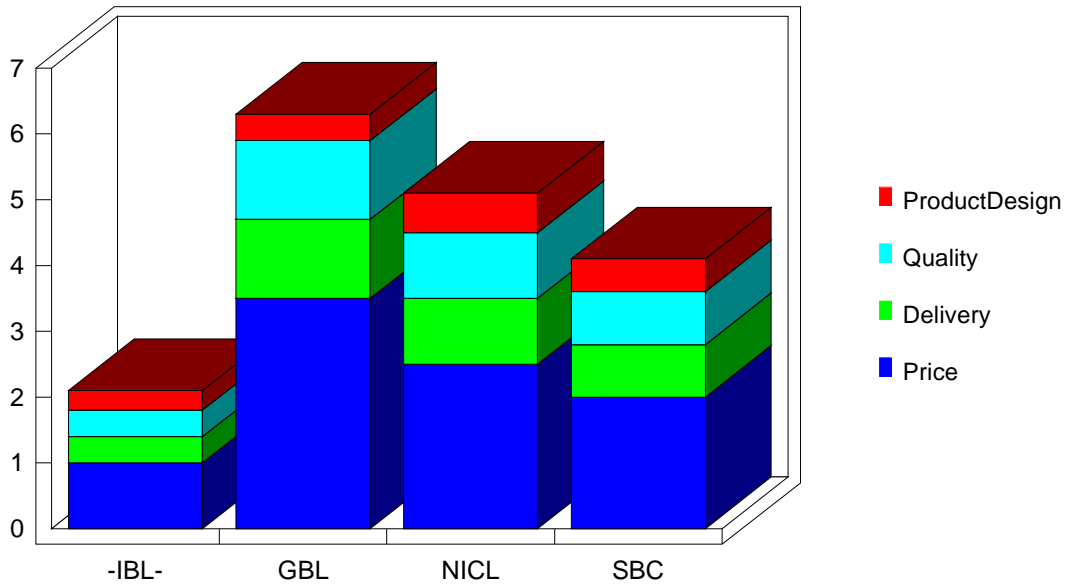
Threats NICL have some new innovative product designs and we need to watch them closely.

Key Issues IBL's product quality is suspect.

2.5.3 HighPerf - Chemical: CSF Comparison

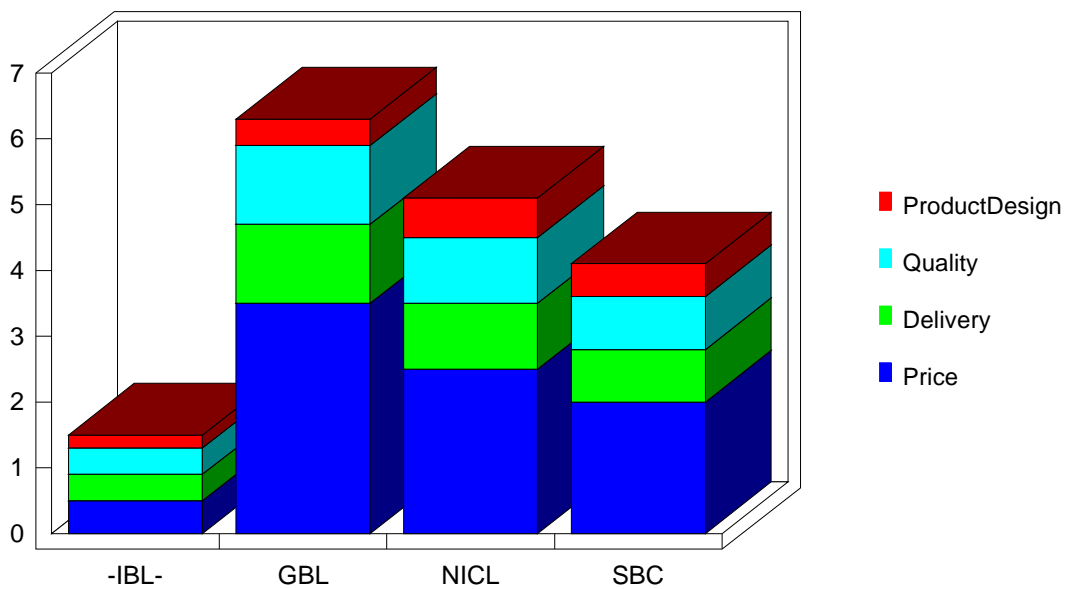
Period End: 2000

CSF Bar Chart



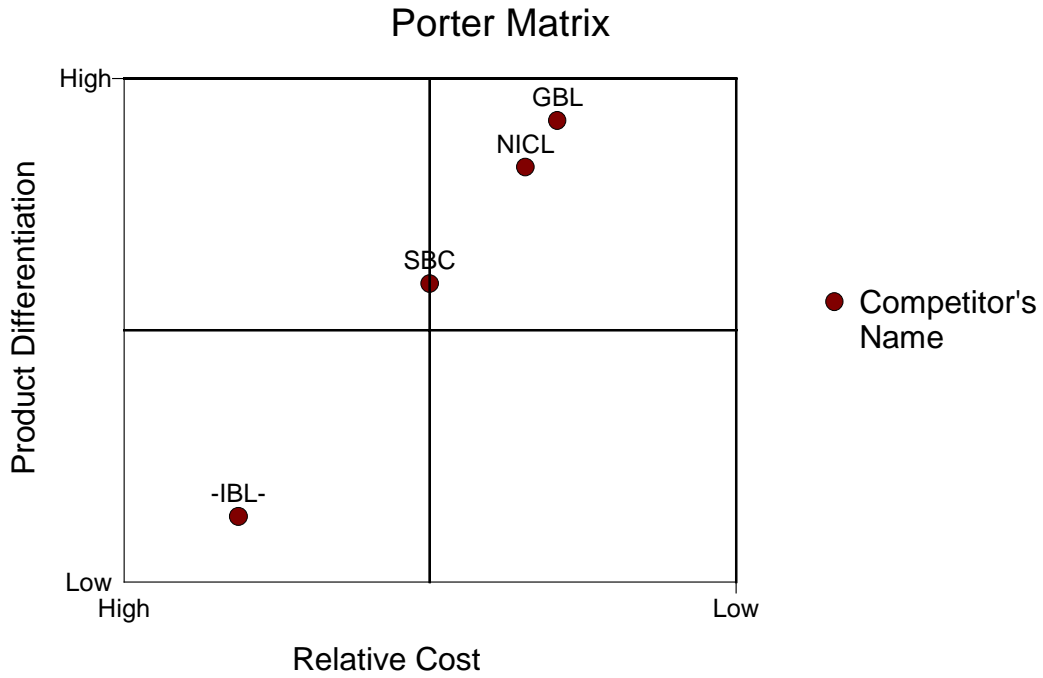
Period End: 2003

CSF Bar Chart

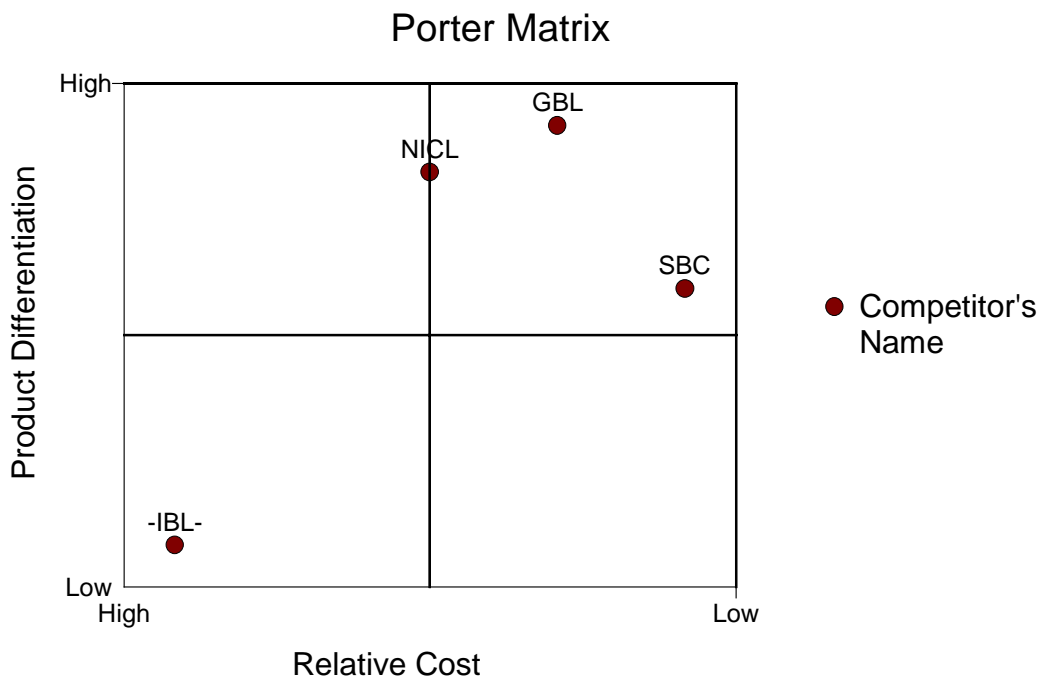


2.5.4 HighPerf - Chemical: Porter Matrix

Period End: 2000



Period End: 2003



2.5.5 HighPerf - Chemical: Competitor Analysis

2.5.6 HighPerf - Chemical: CSF Product-Market Segment Strategies

Strategy for the Delivery CSF

| | |
|---|---|
| Give a description of the Strategy | We are going to withdraw from this market. |
| Actions to achieve Strategy | Lower the level of delivery to this market. Orders should not be put on priority status in the future. |
| Responsibility | John Brown |
| Implementation Cost of Strategy | Savings of £250,000 per annum on transport costs. |

Strategy for the Price CSF

| | |
|---|--|
| Give a description of the Strategy | We wish to be uncompetitive in this market. |
| Actions to achieve Strategy | No discounts to be given for volume. All existing contracts to be renegotiated. 10% price increases for all current stocks of product. |
| Responsibility | Adrian Fellows- Sales and Marketing to introduce a programme of events. |

Strategy for the ProductDesign CSF

| | |
|---|---|
| Give a description of the Strategy | All new design work to be stopped. |
| Responsibility | R&D to be informed and projects closed. |
| Implementation Cost of Strategy | Savings on £20,000. |

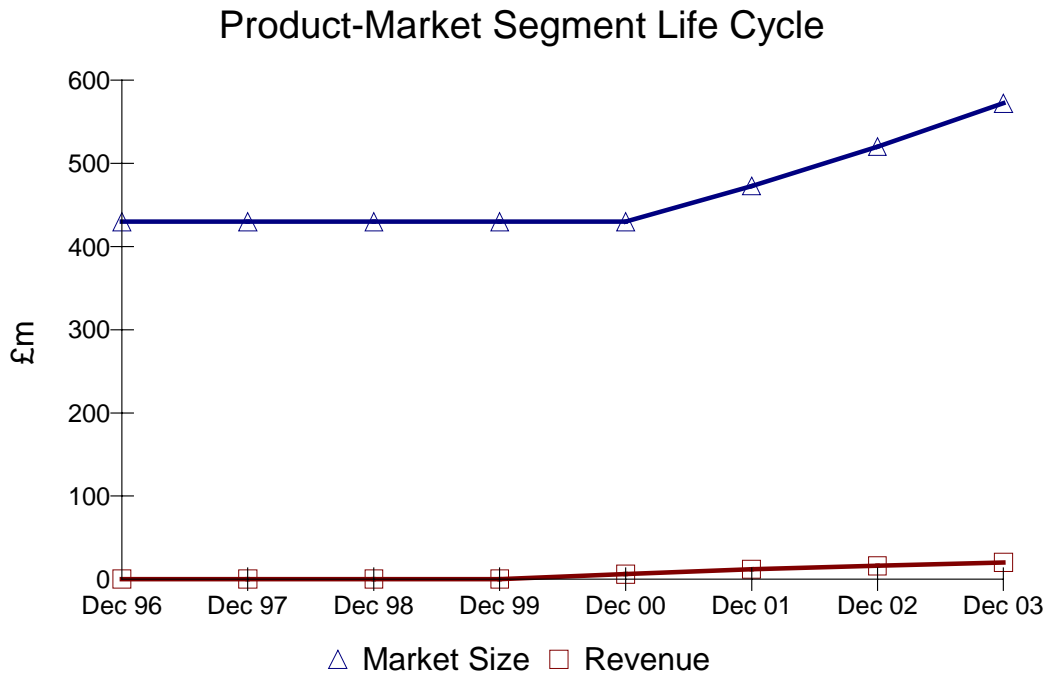
Strategy for the Quality CSF

| | |
|---|---|
| Give a description of the Strategy | Product quality and material suitability are a problem. |
| Actions to achieve Strategy | No new developments to take place. |
| Responsibility | R&D and quality |
| Implementation Cost of Strategy | None |

2.6 Systems - Electrical

2.6.1 Systems - Electrical: Life-Cycle

Periods: 1996 to 2003



2.6.2 Systems - Electrical: Opportunities, Threats and Issues

Opportunities We are number four in the market in terms of market share and are an unknown supplier.

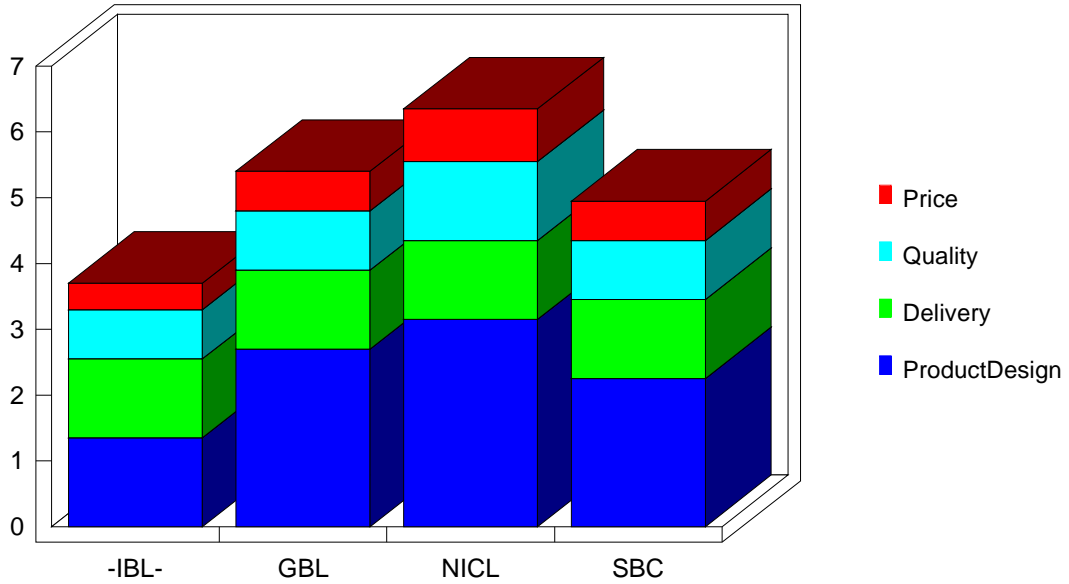
Threats The new product design should make big in-roads into this market.

Key Issues We need a new sales and marketing team. We must increase marketing expenditure.

2.6.3 Systems - Electrical: CSF Comparison

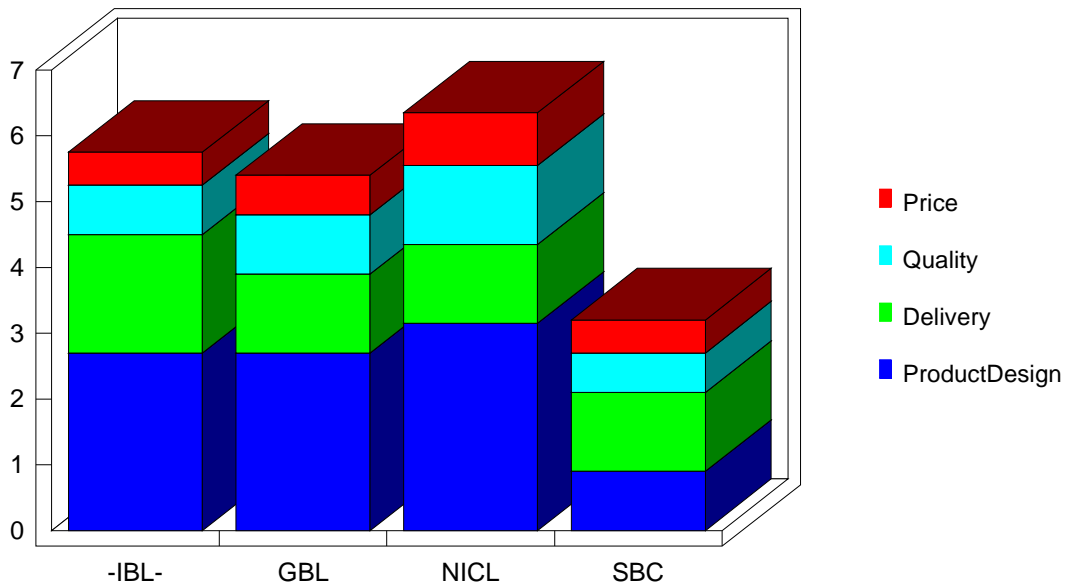
Period End: 2000

CSF Bar Chart



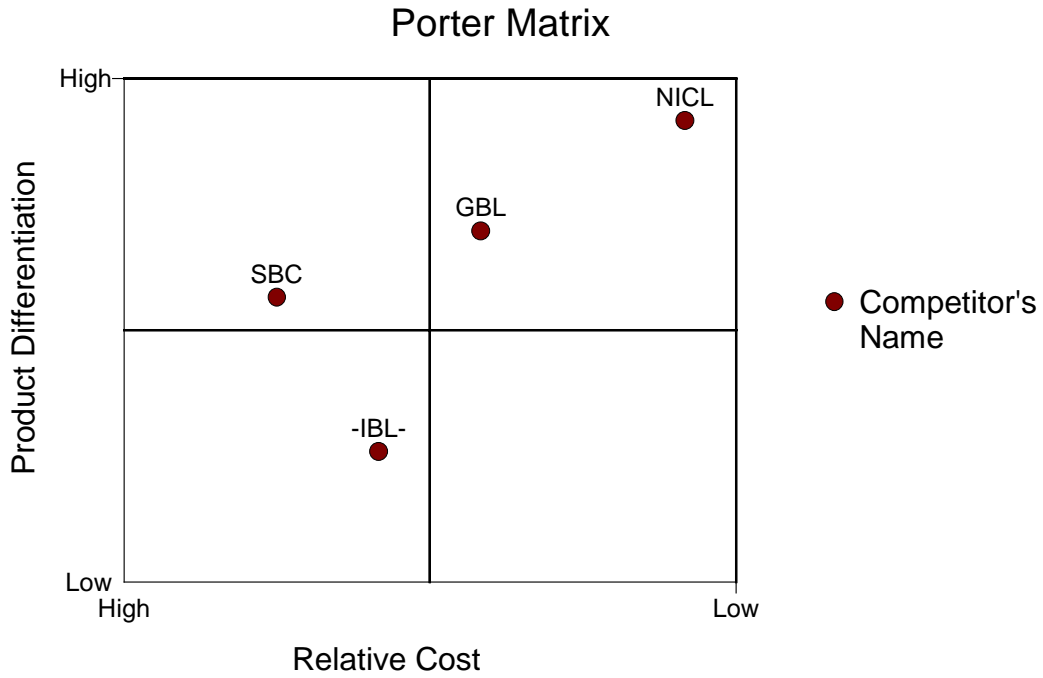
Period End: 2003

CSF Bar Chart

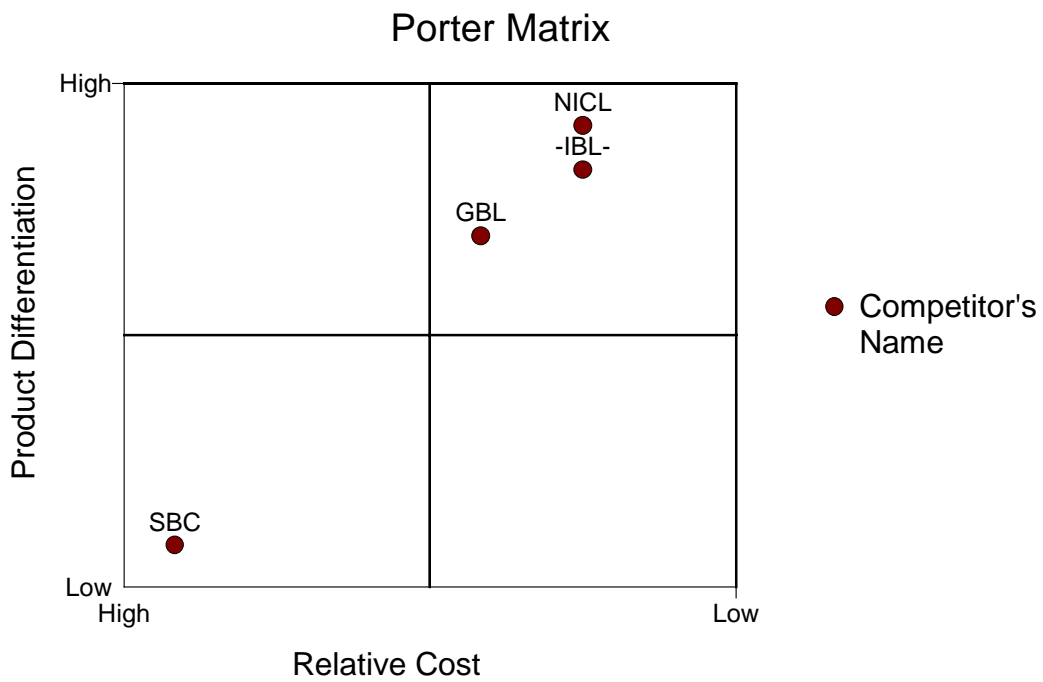


2.6.4 Systems - Electrical: Porter Matrix

Period End: 2000



Period End: 2003



2.6.5 Systems - Electrical: Competitor Analysis

2.6.6 Systems - Electrical: CSF Product-Market Segment Strategies

Strategy for the Delivery CSF

| | |
|---|---|
| Give a description of the Strategy | Delivery must be improved within the next three months. |
| Actions to achieve Strategy | A new method of scheduling must be adopted in all the European factories. |
| Responsibility | Isaac Mountfield - Manufacturing Department |
| Implementation Cost of Strategy | £75,000 |

Strategy for the Price CSF

| | |
|---|---|
| Give a description of the Strategy | Prices are too high compared to our competitors. We can improve costs by rationalisation of the product range and better co-ordination in the European factories. |
| Actions to achieve Strategy | A cost reduction exercise must be approved within months. |
| Responsibility | Manufacturing and Engineering |
| Implementation Cost of Strategy | £26,000 |

Strategy for the ProductDesign CSF

| | |
|---|--|
| Give a description of the Strategy | New materials need to be investigated. |
| Actions to achieve Strategy | Investigate the competitors products in more detail. |
| Responsibility | Marketing and R&D. |
| Implementation Cost of Strategy | £15,000 |

Strategy for the Quality CSF

Give a description of the Strategy Quality and product design need to improved dramatically.

Actions to achieve Strategy Existing Quality checks are not well designed.

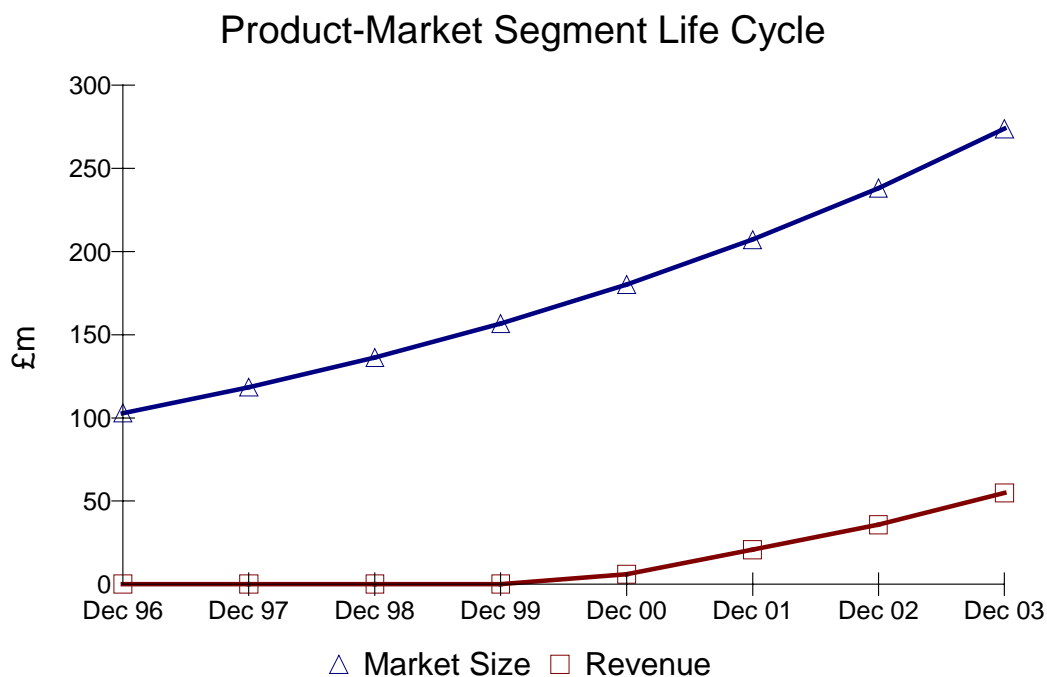
Responsibility Quality

Implementation Cost of Strategy Review all quality procedures.

2.7 Systems - Food

2.7.1 Systems - Food: Life-Cycle

Periods: 1996 to 2003



2.7.2 Systems - Food: Opportunities, Threats and Issues

Opportunities Delivery times in this market are critical. As we believe GBL will withdraw from the market we should be able to reduce our costs.

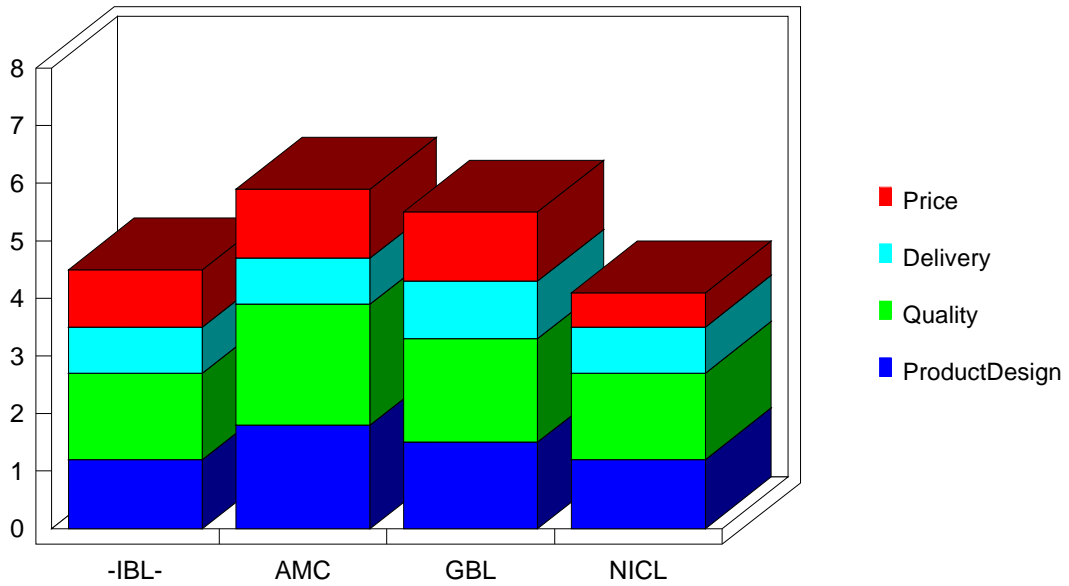
Threats Key staff are proving difficult to retain. We need to improve working conditions in the plant.

Key Issues Look at new pricing policy and be more selective on the customer base.

2.7.3 Systems - Food: CSF Comparison

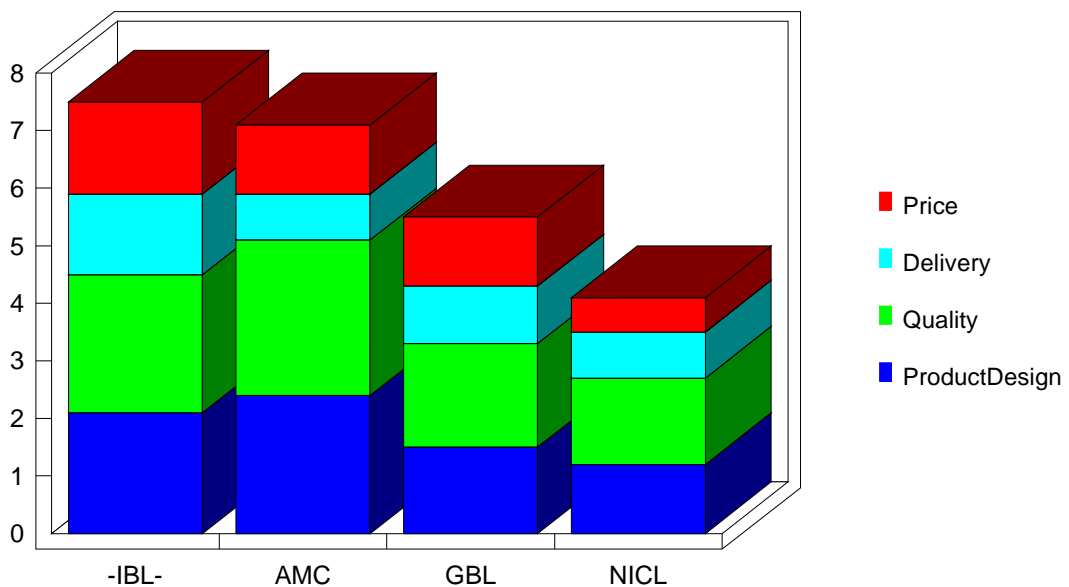
Period End: 2000

CSF Bar Chart



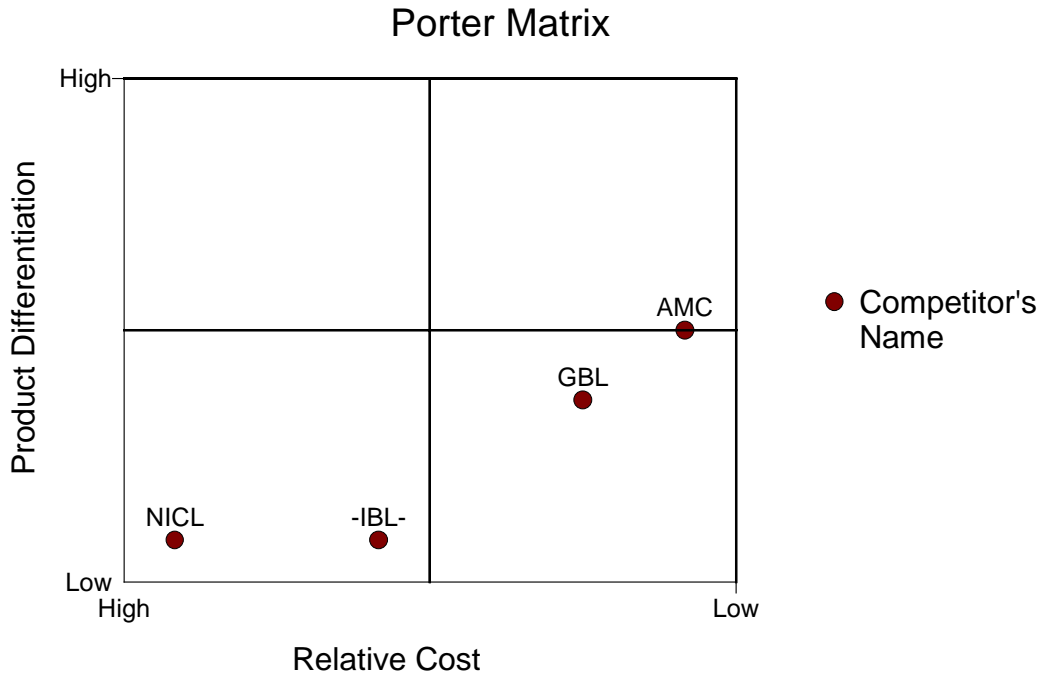
Period End: 2003

CSF Bar Chart

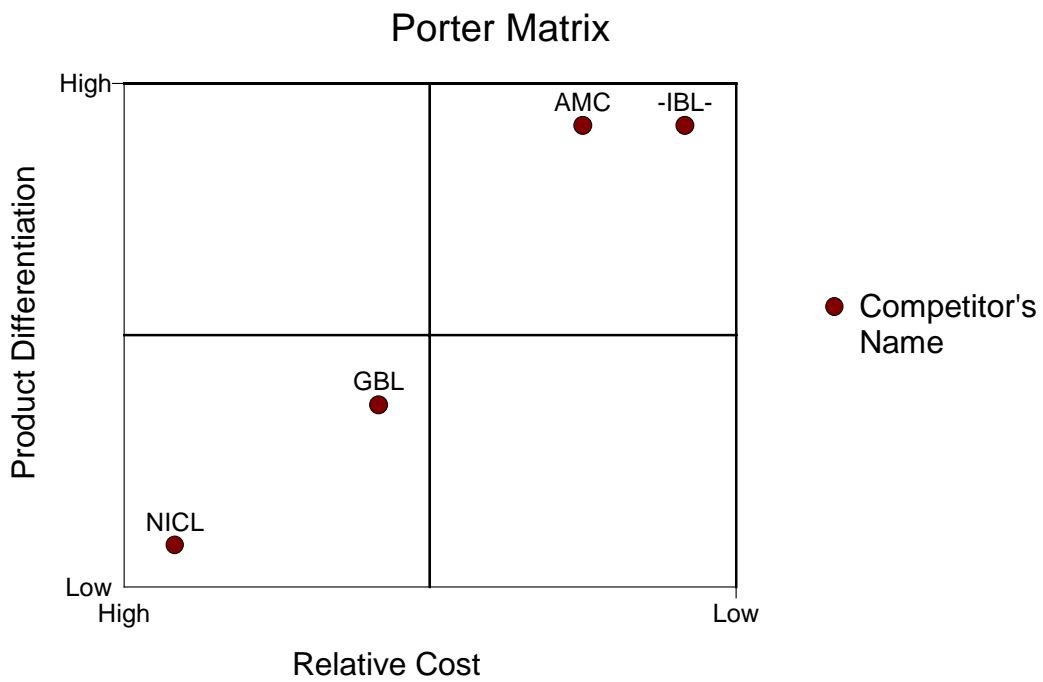


2.7.4 Systems - Food: Porter Matrix

Period End: 2000



Period End: 2003



2.7.5 Systems - Food: Competitor Analysis

2.7.6 Systems - Food: CSF Product-Market Segment Strategies

Strategy for the Delivery CSF

| | |
|---|---|
| Give a description of the Strategy | Delivery is very critical in this market and AMC have allowed service levels to drop. |
| Actions to achieve Strategy | Better stocking information needs to developed. |
| Responsibility | Bill Johnson - MIS |
| Implementation Cost of Strategy | We need to improve information systems across Europe. Budget figures would suggest a total of £150,000. |

Strategy for the Price CSF

| | |
|---|---|
| Give a description of the Strategy | In some areas we need to review the discount structure as this is not in line with our competitors. |
| Actions to achieve Strategy | Compare our pricing structure with the industry. |
| Responsibility | Financial Director |
| Implementation Cost of Strategy | The net effect should be zero on the bottom line. |

Strategy for the ProductDesign CSF

| | |
|---|--|
| Give a description of the Strategy | Some modifications are needed at the high end. |
| Actions to achieve Strategy | A value engineering project should be started as soon as possible. |
| Responsibility | Rob Sell - Marketing |
| Implementation Cost of Strategy | £100,000 |

Strategy for the Quality CSF

| | |
|---|---|
| Give a description of the Strategy | We must improve on the level of rejected product. |
| Actions to achieve Strategy | Review test procedure on all food assemblies. |
| Responsibility | Mr R Chemedes - Quality department. |
| Implementation Cost of Strategy | This should be part of the on-going improvement in quality. Current budget is £250,000. |

3. Product Consolidated Summary

3.1 Assemblies

3.1.1 Assemblies: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 342.0 | |
| H | 31/12/97 | | | 372.8 | 9.0 |
| H | 31/12/98 | | | 406.4 | 9.0 |
| H | 31/12/99 | | | 443.0 | 9.0 |
| C | 31/12/00 | | | 482.9 | 9.0 |
| O | 31/12/01 | | | 526.4 | 9.0 |
| O | 31/12/02 | | | 573.8 | 9.0 |
| O | 31/12/03 | | | 625.4 | 9.0 |

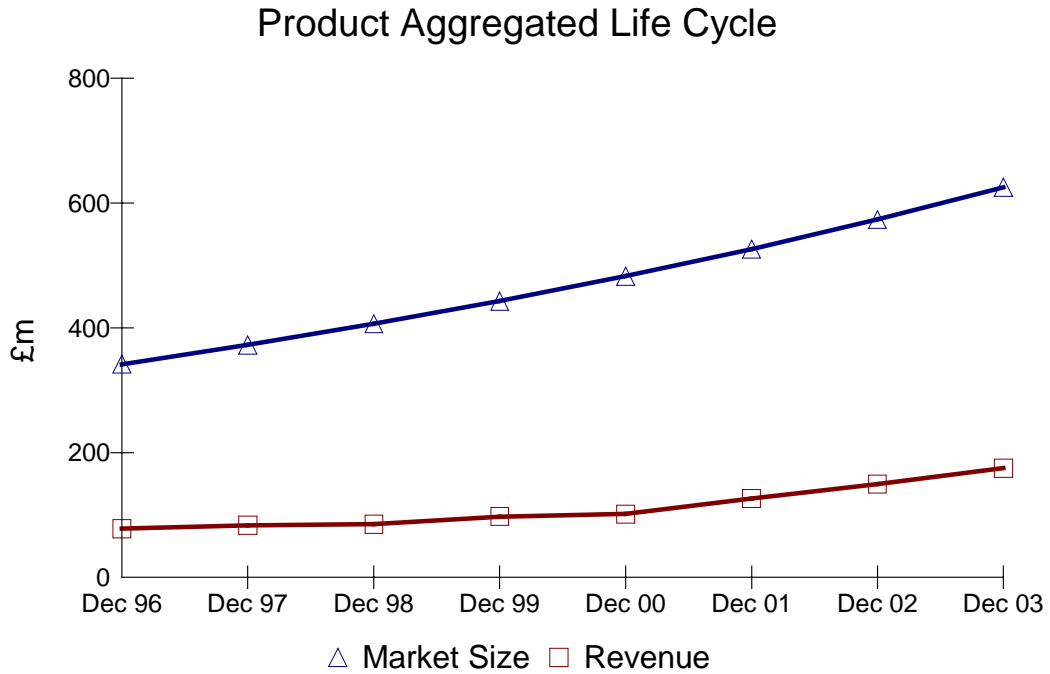
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | 77.6 | | 22.7 | 60.0 | 46.6 |
| H | 31/12/97 | | 83.4 | | 22.4 | 60.0 | 50.0 |
| H | 31/12/98 | | 85.1 | | 20.9 | 60.0 | 51.1 |
| H | 31/12/99 | | 97.5 | | 22.0 | 62.0 | 60.5 |
| C | 31/12/00 | | 101.2 | | 21.0 | 64.0 | 64.8 |
| O | 31/12/01 | | 126.3 | | 24.0 | 66.0 | 83.4 |
| O | 31/12/02 | | 149.2 | | 26.0 | 66.0 | 98.5 |
| O | 31/12/03 | | 175.1 | | 28.0 | 66.0 | 115.6 |

where H = History Period , C = Current Year and O = Objective Period

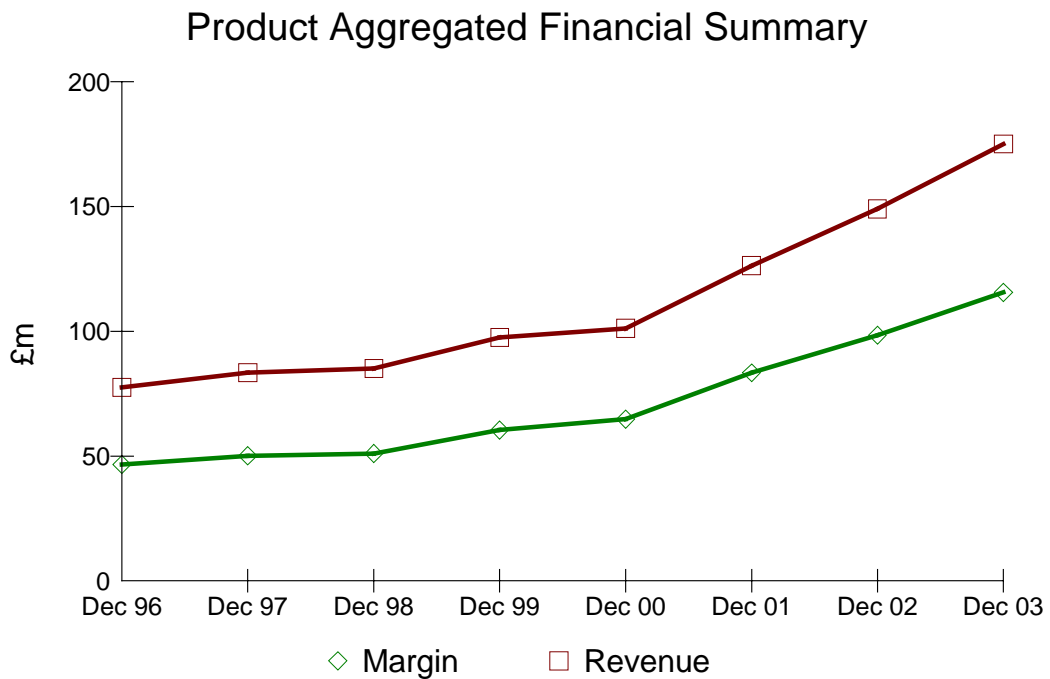
3.1.2 Assemblies: Life Cycle

Periods: 1996 to 2003



3.1.3 Assemblies: Financials

Periods: 1996 to 2003



3.2 Bearings

3.2.1 Bearings: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 1290.0 | |
| H | 31/12/97 | | | 1356.0 | 5.1 |
| H | 31/12/98 | | | 1443.6 | 6.5 |
| H | 31/12/99 | | | 1556.1 | 7.8 |
| C | 31/12/00 | | | 1697.4 | 9.1 |
| O | 31/12/01 | | | 1872.5 | 10.3 |
| O | 31/12/02 | | | 2087.4 | 11.5 |
| O | 31/12/03 | | | 2349.3 | 12.5 |

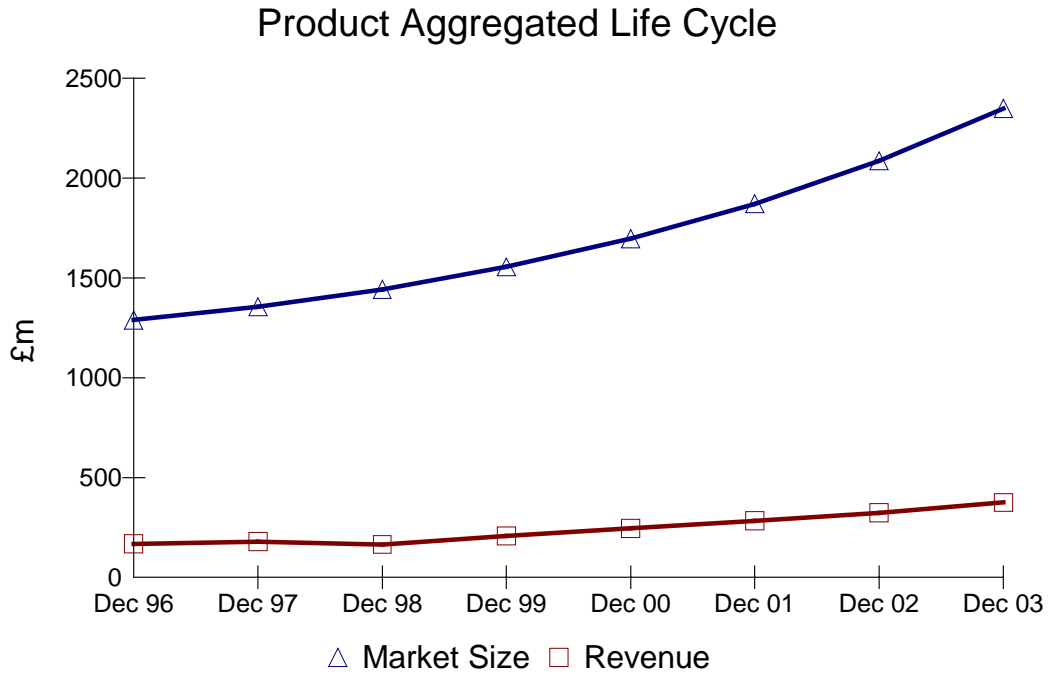
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | 167.0 | | 12.9 | 27.0 | 45.2 |
| H | 31/12/97 | | 179.2 | | 13.2 | 27.7 | 49.6 |
| H | 31/12/98 | | 164.5 | | 11.4 | 27.7 | 45.6 |
| H | 31/12/99 | | 207.7 | | 13.3 | 28.2 | 58.6 |
| C | 31/12/00 | | 245.8 | | 14.5 | 29.8 | 73.3 |
| O | 31/12/01 | | 282.5 | | 15.1 | 32.6 | 92.0 |
| O | 31/12/02 | | 323.1 | | 15.5 | 35.5 | 114.6 |
| O | 31/12/03 | | 375.1 | | 16.0 | 38.6 | 144.8 |

where H = History Period , C = Current Year and O = Objective Period

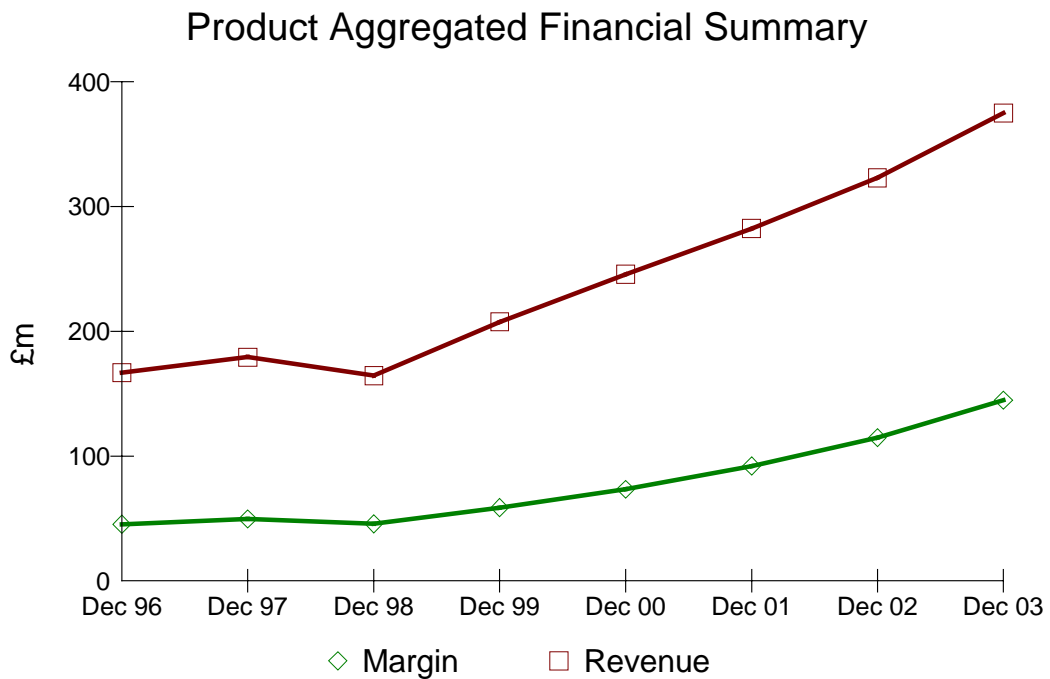
3.2.2 Bearings: Life Cycle

Periods: 1996 to 2003



3.2.3 Bearings: Financials

Periods: 1996 to 2003



3.3 HighPerf

3.3.1 HighPerf: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 650.0 | |
| H | 31/12/97 | | | 650.0 | |
| H | 31/12/98 | | | 650.0 | |
| H | 31/12/99 | | | 650.0 | |
| C | 31/12/00 | | | 650.0 | |
| O | 31/12/01 | | | 650.0 | |
| O | 31/12/02 | | | 650.0 | |
| O | 31/12/03 | | | 650.0 | |

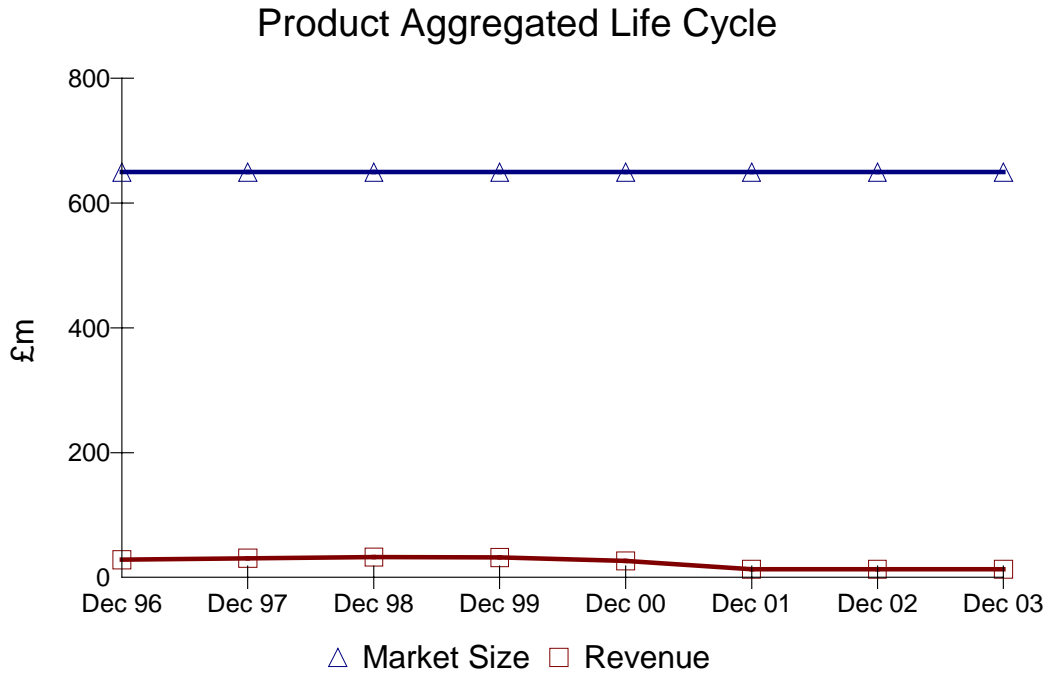
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | 28.1 | | 4.3 | 30.0 | 8.4 |
| H | 31/12/97 | | 30.6 | | 4.7 | 30.0 | 9.2 |
| H | 31/12/98 | | 32.4 | | 5.0 | 30.0 | 9.7 |
| H | 31/12/99 | | 31.8 | | 4.9 | 30.0 | 9.5 |
| C | 31/12/00 | | 26.5 | | 4.1 | 30.0 | 7.9 |
| O | 31/12/01 | | 13.0 | | 2.0 | 30.0 | 3.9 |
| O | 31/12/02 | | 13.0 | | 2.0 | 35.0 | 4.6 |
| O | 31/12/03 | | 13.0 | | 2.0 | 35.0 | 4.6 |

where H = History Period , C = Current Year and O = Objective Period

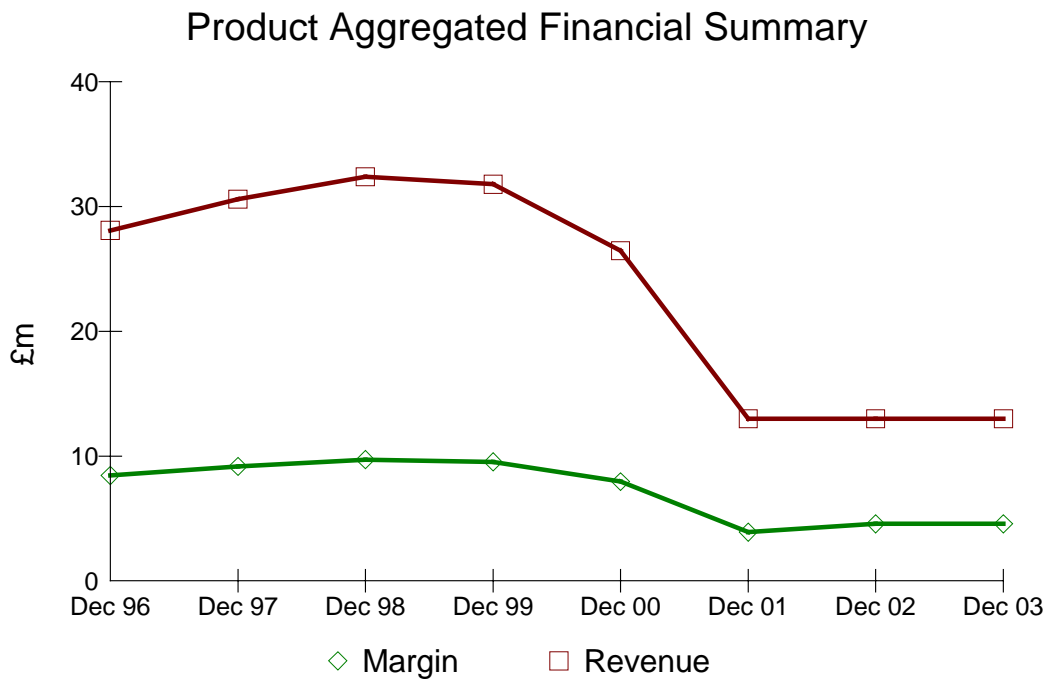
3.3.2 HighPerf: Life Cycle

Periods: 1996 to 2003



3.3.3 HighPerf: Financials

Periods: 1996 to 2003



3.4 Systems

3.4.1 Systems: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 533.0 | |
| H | 31/12/97 | | | 548.4 | 2.9 |
| H | 31/12/98 | | | 566.3 | 3.3 |
| H | 31/12/99 | | | 586.7 | 3.6 |
| C | 31/12/00 | | | 610.2 | 4.0 |
| O | 31/12/01 | | | 680.2 | 11.5 |
| O | 31/12/02 | | | 758.6 | 11.5 |
| O | 31/12/03 | | | 846.4 | 11.6 |

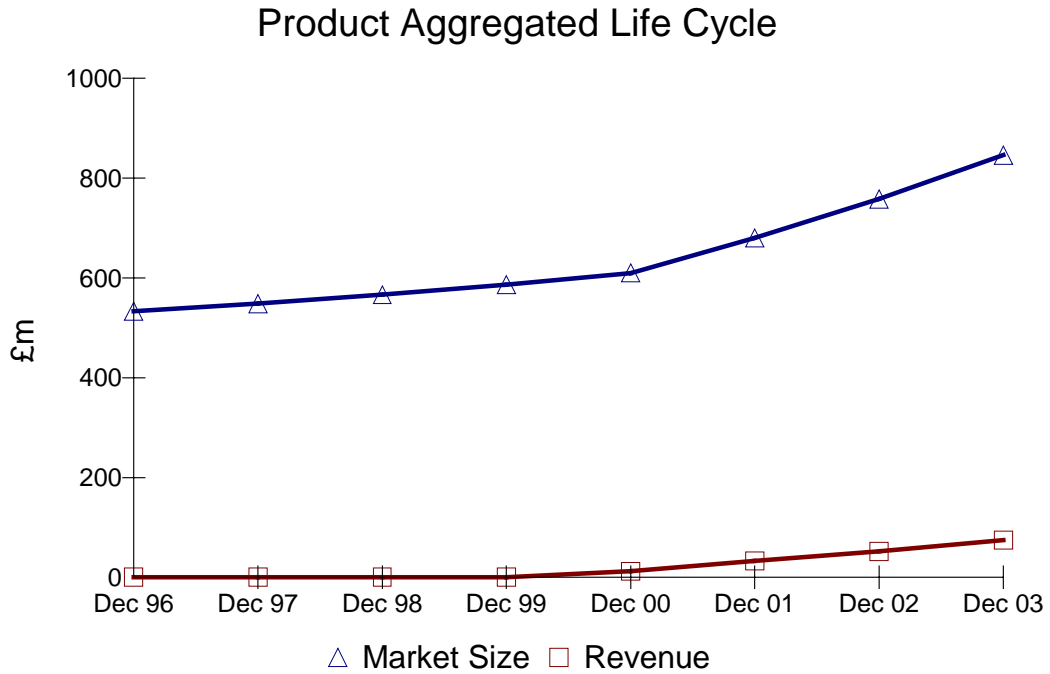
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | | | | | |
| H | 31/12/97 | | | | | | |
| H | 31/12/98 | | | | | | |
| H | 31/12/99 | | | | | | |
| C | 31/12/00 | | 12.0 | | 2.0 | 35.0 | 4.2 |
| O | 31/12/01 | | 32.7 | | 4.8 | 45.6 | 14.9 |
| O | 31/12/02 | | 51.7 | | 6.8 | 46.4 | 24.0 |
| O | 31/12/03 | | 74.8 | | 8.8 | 47.2 | 35.3 |

where H = History Period , C = Current Year and O = Objective Period

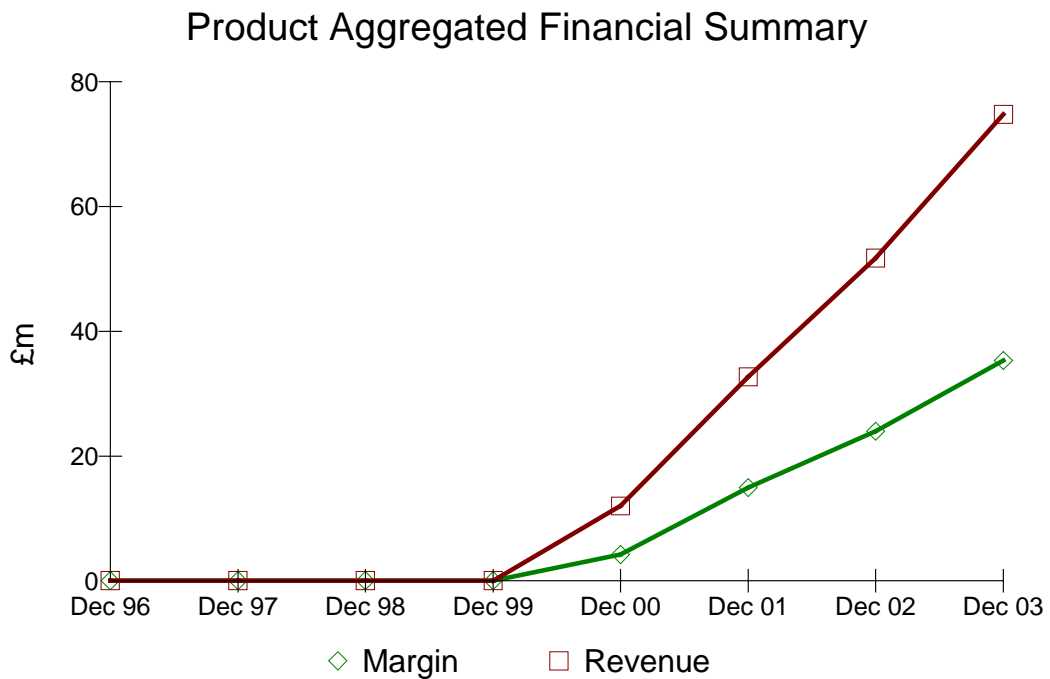
3.4.2 Systems: Life Cycle

Periods: 1996 to 2003



3.4.3 Systems: Financials

Periods: 1996 to 2003



4. Market Consolidated Summary

4.1 Auto

4.1.1 Auto: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 342.0 | |
| H | 31/12/97 | | | 372.8 | 9.0 |
| H | 31/12/98 | | | 406.4 | 9.0 |
| H | 31/12/99 | | | 443.0 | 9.0 |
| C | 31/12/00 | | | 482.9 | 9.0 |
| O | 31/12/01 | | | 526.4 | 9.0 |
| O | 31/12/02 | | | 573.8 | 9.0 |
| O | 31/12/03 | | | 625.4 | 9.0 |

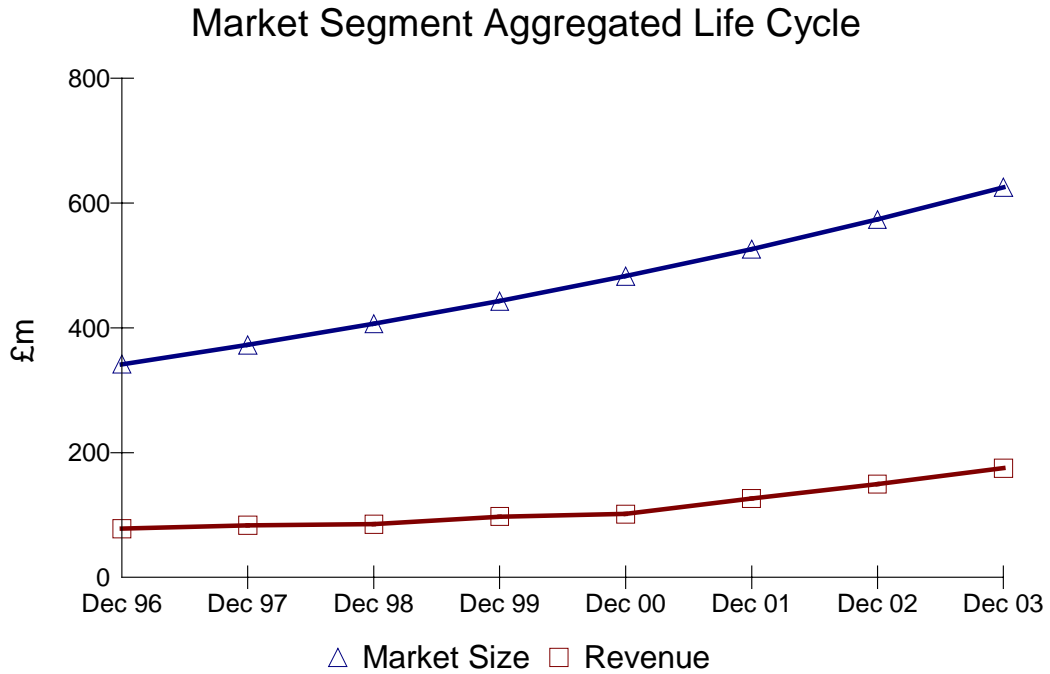
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | 77.6 | | 22.7 | 60.0 | 46.6 |
| H | 31/12/97 | | 83.4 | | 22.4 | 60.0 | 50.0 |
| H | 31/12/98 | | 85.1 | | 20.9 | 60.0 | 51.1 |
| H | 31/12/99 | | 97.5 | | 22.0 | 62.0 | 60.5 |
| C | 31/12/00 | | 101.2 | | 21.0 | 64.0 | 64.8 |
| O | 31/12/01 | | 126.3 | | 24.0 | 66.0 | 83.4 |
| O | 31/12/02 | | 149.2 | | 26.0 | 66.0 | 98.5 |
| O | 31/12/03 | | 175.1 | | 28.0 | 66.0 | 115.6 |

where H = History Period , C = Current Year and O = Objective Period

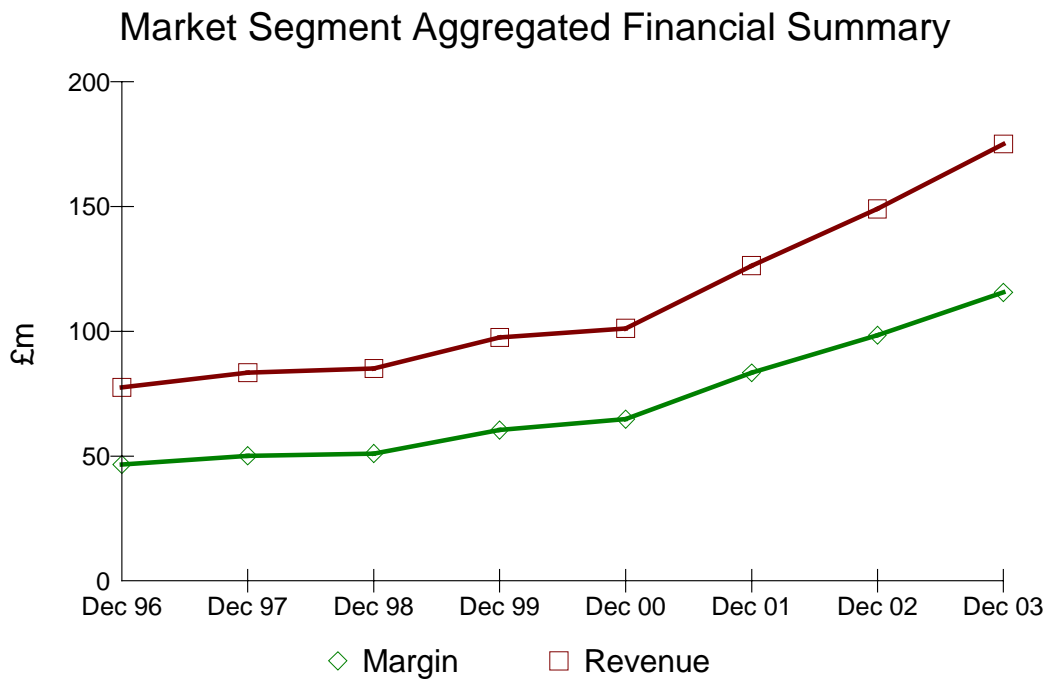
4.1.2 Auto: Life Cycle

Periods: 1996 to 2003



4.1.3 Auto: Financials

Periods: 1996 to 2003



4.2 Chemical

4.2.1 Chemical: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 990.0 | |
| H | 31/12/97 | | | 956.0 | -3.4 |
| H | 31/12/98 | | | 925.4 | -3.2 |
| H | 31/12/99 | | | 897.9 | -3.0 |
| C | 31/12/00 | | | 873.1 | -2.8 |
| O | 31/12/01 | | | 850.8 | -2.6 |
| O | 31/12/02 | | | 830.7 | -2.4 |
| O | 31/12/03 | | | 812.6 | -2.2 |

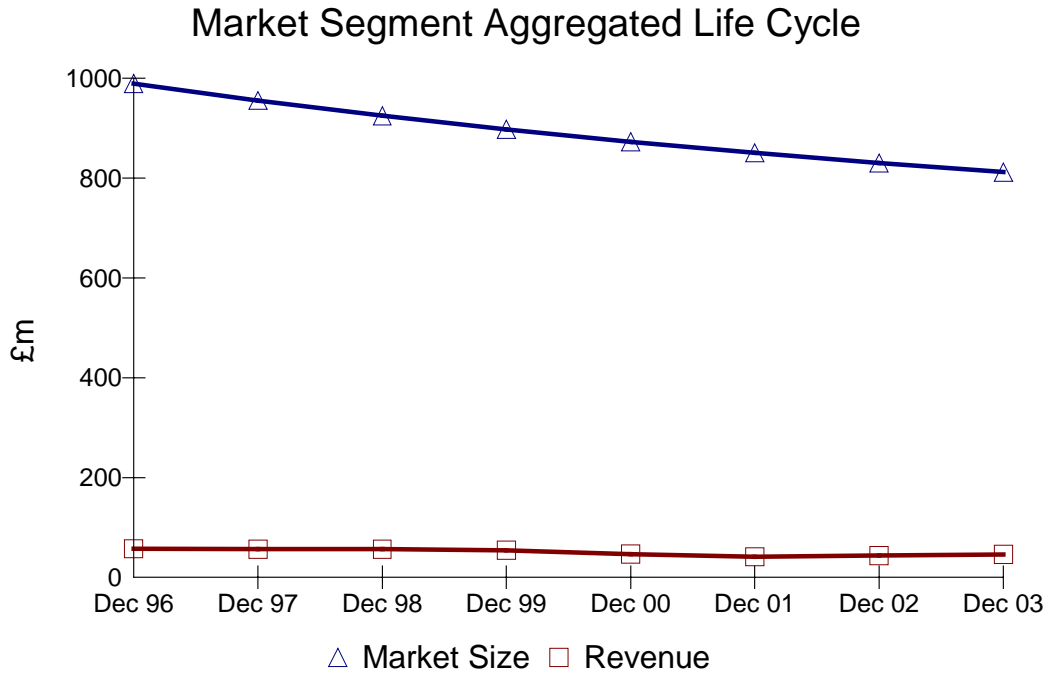
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | 57.1 | | 5.8 | 21.4 | 12.2 |
| H | 31/12/97 | | 56.6 | | 5.9 | 22.7 | 12.8 |
| H | 31/12/98 | | 56.4 | | 6.1 | 23.2 | 13.1 |
| H | 31/12/99 | | 53.8 | | 6.0 | 23.0 | 12.4 |
| C | 31/12/00 | | 46.5 | | 5.3 | 23.1 | 10.7 |
| O | 31/12/01 | | 41.1 | | 4.8 | 23.2 | 9.5 |
| O | 31/12/02 | | 43.7 | | 5.3 | 25.9 | 11.3 |
| O | 31/12/03 | | 45.5 | | 5.6 | 27.9 | 12.7 |

where H = History Period , C = Current Year and O = Objective Period

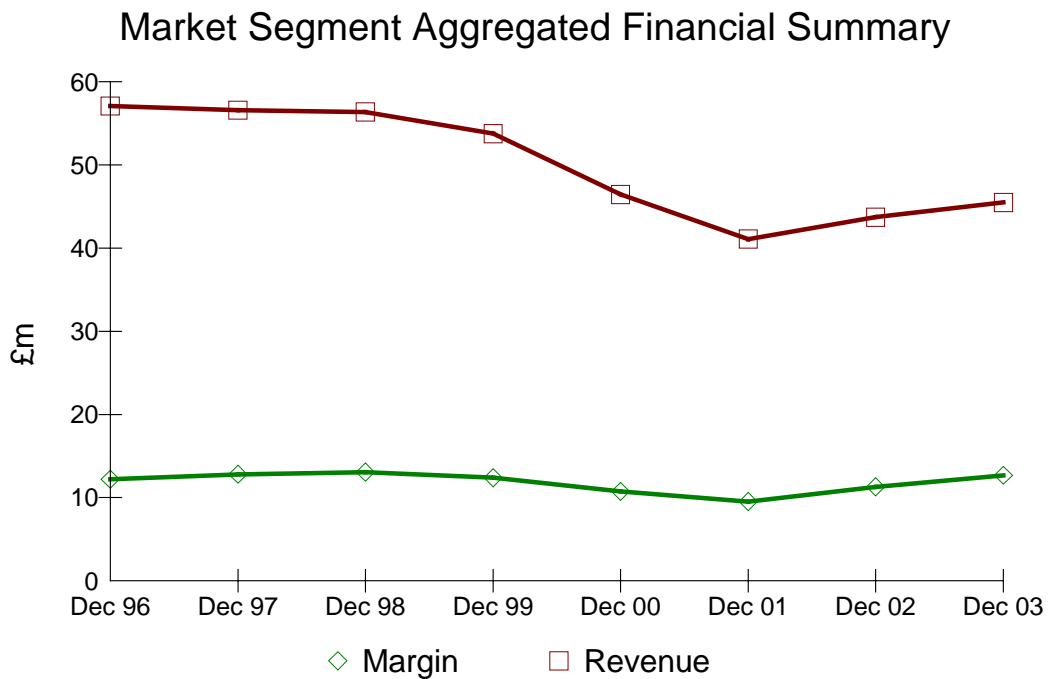
4.2.2 Chemical: Life Cycle

Periods: 1996 to 2003



4.2.3 Chemical: Financials

Periods: 1996 to 2003



4.3 Electrical

4.3.1 Electrical: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 880.0 | |
| H | 31/12/97 | | | 970.0 | 10.2 |
| H | 31/12/98 | | | 1078.0 | 11.1 |
| H | 31/12/99 | | | 1207.6 | 12.0 |
| C | 31/12/00 | | | 1363.1 | 12.9 |
| O | 31/12/01 | | | 1592.8 | 16.8 |
| O | 31/12/02 | | | 1864.0 | 17.0 |
| O | 31/12/03 | | | 2184.8 | 17.2 |

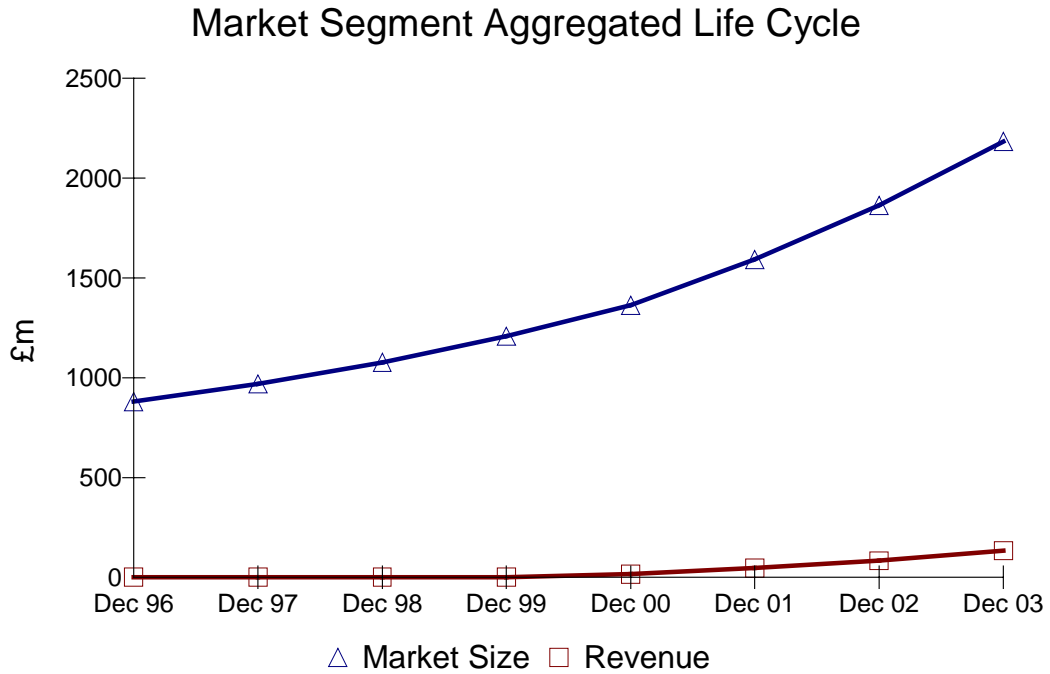
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | | | | | |
| H | 31/12/97 | | | | | | |
| H | 31/12/98 | | | | | | |
| H | 31/12/99 | | | | | | |
| C | 31/12/00 | | 15.3 | | 1.1 | 46.3 | 7.1 |
| O | 31/12/01 | | 45.6 | | 2.9 | 56.1 | 25.6 |
| O | 31/12/02 | | 83.2 | | 4.5 | 57.1 | 47.5 |
| O | 31/12/03 | | 132.9 | | 6.1 | 57.7 | 76.7 |

where H = History Period , C = Current Year and O = Objective Period

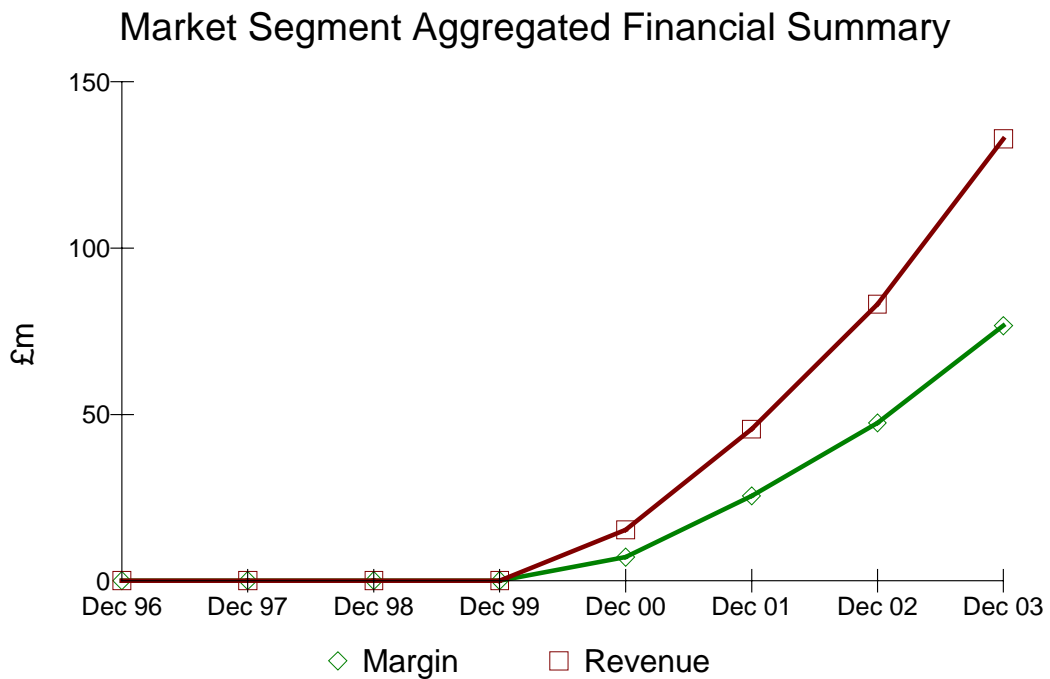
4.3.2 Electrical: Life Cycle

Periods: 1996 to 2003



4.3.3 Electrical: Financials

Periods: 1996 to 2003



4.4 Food

4.4.1 Food: Objectives

Market Information

| Type | Date | Volume units | % Growth: Volume | Revenue £m | % Growth: Revenue |
|------|----------|--------------|------------------|------------|-------------------|
| H | 31/12/96 | | | 603.0 | |
| H | 31/12/97 | | | 628.4 | 4.2 |
| H | 31/12/98 | | | 656.5 | 4.5 |
| H | 31/12/99 | | | 687.3 | 4.7 |
| C | 31/12/00 | | | 721.4 | 5.0 |
| O | 31/12/01 | | | 759.2 | 5.2 |
| O | 31/12/02 | | | 801.3 | 5.5 |
| O | 31/12/03 | | | 848.3 | 5.9 |

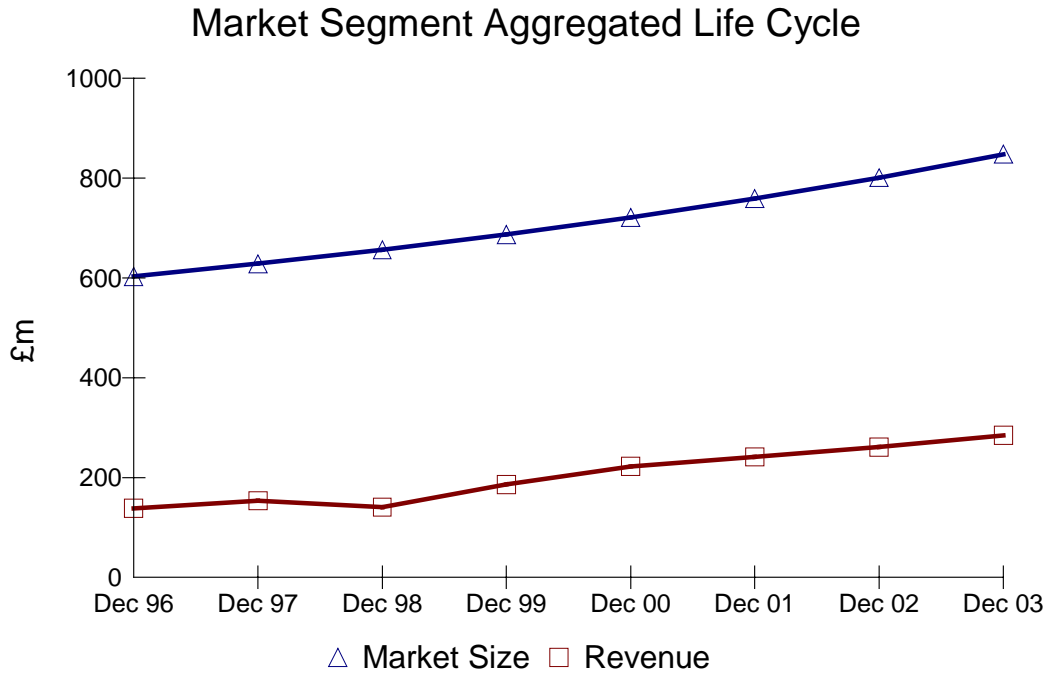
-IBL- Information

| Type | Date | Volume units | Revenue £m | Market % Share: Volume | Market % Share: Revenue | % Margin | Margin £m |
|------|----------|--------------|------------|------------------------|-------------------------|----------|-----------|
| H | 31/12/96 | | 138.0 | | 22.9 | 30.0 | 41.4 |
| H | 31/12/97 | | 153.2 | | 24.4 | 30.0 | 46.0 |
| H | 31/12/98 | | 140.5 | | 21.4 | 30.0 | 42.2 |
| H | 31/12/99 | | 185.7 | | 27.0 | 30.0 | 55.7 |
| C | 31/12/00 | | 222.5 | | 30.8 | 30.4 | 67.6 |
| O | 31/12/01 | | 241.5 | | 31.8 | 31.4 | 75.8 |
| O | 31/12/02 | | 261.0 | | 32.6 | 32.3 | 84.4 |
| O | 31/12/03 | | 284.5 | | 33.5 | 33.5 | 95.2 |

where H = History Period , C = Current Year and O = Objective Period

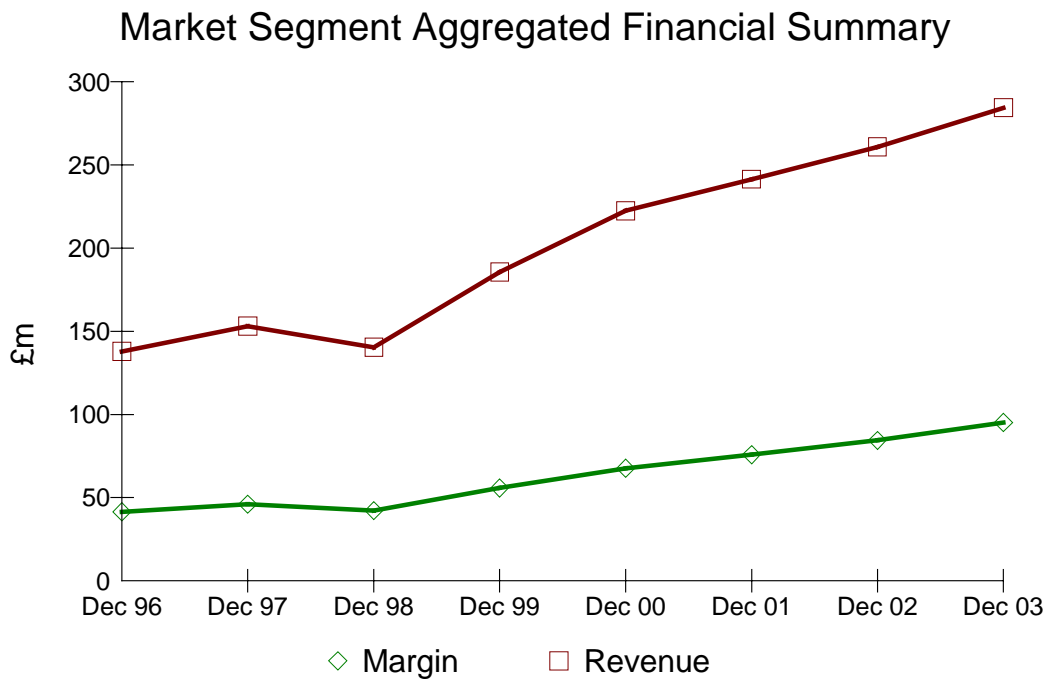
4.4.2 Food: Life Cycle

Periods: 1996 to 2003



4.4.3 Food: Financials

Periods: 1996 to 2003



5. Plan Comments

Comments The revenue and profit targets have not been achieved in this plan and further work is required to establish if there are any other improvements that can be found.