

# FUTURE STRATEGY

A NEW DIRECTION TO BUILD THE FUTURE

IO2030 Strategic  
Product Innovation  
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# HILTI

Outperform. Outlast.

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# 1. INTRODUCTION

Now that both the internal and external analysis have been completed it's time to develop a future strategy. The previous two reports analyzed the 4Cs: Company, Competitors, Context and Customers. This knowledge is now applied in setting up a new strategy with the goal of giving Hilti a sustainable competitive advantage.

First we list six possible future strategies and select the most attractive one. Then we analyze the new market, explain which segments to target and study how Hilti can best position itself in the new context. We conclude by creating a marketing mix for the new strategy, giving a first impression of the branding and discussing what information is needed to make a better funded decision.

## 2. DEVELOPMENT STRATEGIES

### 2.1 GREEN BRANDING

Because in modern times people are becoming increasingly aware of the environmental impact of their own actions and as a result the attention for sustainability increases, it is necessary for Hilti to get involved with this ethical issue.

'Building a better future' fits perfectly in today's consumers' mind. The company can do this by providing a new sustainable product-line or by improving their existing products.

The potential new product-line could be an assortment of different construction tools which are, for example, made of different and sustainable materials, or have a different energy source or energy label. The parts of the products could be produced in the country where they will be used, which means that there will be less transportation costs and less emission of harmful gasses during the transport process. The company could also more prominently promote itself at activities and sponsorships of different charity programs. By doing this, the consumer is more likely to associate Hilti with sustainability and good nature.

The risk of realizing a new product-line is that buyers will doubt the sustainability of existing products. If there is a new 'green' product line or brand next to the normal Hilti brand, it would contrast with the 'regular' products. This could be a disadvantage for the current assortment of Hilti, because consumers might switch to only buying the new 'green' products, or even start buying from competitors because the company will seem to

contradict itself. In any way there is a good chance that harm is done to Hilti's brand image.

Improving existing Hilti products could also be done by using different materials, energy sources and labels and changing the im- and export process. One of the benefits of this method is that loyal customers will be kept satisfied. Nowadays, more and more new brands and products are being put on the market. The consumer has so many options to choose from, which can be overwhelming and confusing.

Although Hilti already has always been working on improving their products, there can still be more aspects to look at for improvement. But collecting all the products of Hilti, which are already in stores, to make improvements, is of not an option for obvious reasons. Also, the Hilti products are developed to have a very long life-time. Thus the existing products will stay in use and in store for many years before they go back to the factory to get fixed or recycled. This makes it even more difficult and also expensive to change all the existing construction tools to more sustainable ones.

Unfortunately, competitors as Bosch and Makita are already more advanced in developing 'green' products. They have used new trends and technologies when designing newer and better versions of products from their assortment. Bosch, for example, is working a lot with solar powered products. Makita improves her tools so that they work more efficiently and faster. Other competitors, such as DeWALT, are not really accenting

sustainability in their new products, but adopt an approach similar to the one Hilti currently has.

So improving existing products is something that competitive companies are already doing, and Hilti is not the most prominent pioneer on the sustainability topic. This makes it difficult for Hilti to market their new products to be the best 'green' products on the market. Using a new brand(name) to release special sustainable products is also not an ideal option, but there still is a good chance for challenging leadership on the sustainability topic because the market attractiveness is quite high (see matrix).

## 2.2 HILTI SCHOOL

Power tools aren't always as easy and clearly to use as a hammer or screwdriver. That's why Hilti never lets a customer walk away with a product without the knowledge of how to use it. This service can be taken to the next level by starting the Hilti school.

At this Hilti school people can attend workshops on how to use their tools either because they never used a tool like it or simply to learn to use it better and more efficiently. But it will also give the customer the opportunity to test the products first hand.

Not only will there be workshops on how to use the different tools, but there will be a full education program for people who want to become workers in the construction world. They learn about all the different aspects of construction and will be able to specialize in a certain field of expertise.

They will become experts in their field and construction companies can hire them for certain jobs. These experts will ensure that the job gets done the fastest, most efficient en precise way. They can become Hilti Constructors or new Hilti Advisors and grow into every position within the construction world.

Existing companies can let their employees attend a shorter education program, in order to obtain the Hilti Quality Certificate. A company that has acquired this certification mark will stand for quality. Next to improving the company's image, it will assure their customers that they will get the job done properly.

In general this will be an expansion of the current services provided by Hilti. This way the sales people can focus on sales and the customers can

learn all there is to know at the Hilti school. It will improve Hilti's image of being the best of the best.

Disadvantages to this strategy are that it requires many investments and competencies that are not in line with the current strengths.

## 2.3 NEW BRAND

As Hilti is a business to business corporation, they don't sell their products in home improvement centers. This strategy wants to take us there, at the mass consumer market. The mass market is a large target group where Hilti, in the way they sell now, misses out on many potential customers. This strategy tries to reach these customers, by developing a new brand that is cheap enough to take part in the assortment in the home improvement centers. It will bring up the sales, and Hilti will become involved with a new target group.

The products that will be developed for the new brand can be offered in a handyman collection. In this collection, old successful products of Hilti can be adapted in a cheaper version. In this way, they can be sold for a lower price. The quality of these products can not be as high as Hilti normally offers. But the demand of quality in this segment is also lesser than in the construction industry.

In a negative way we can state that this collection does not match with the current brand image. A possible solution is to remove obvious association between the new brand and Hilti. The benefits of letting people know that the brand is owned by Hilti are minimal. The customer might only know he deals with quality. The disadvantage is bigger. The danger is that customers in the construction industry might switch to the new brand because it is cheaper, and still is a Hilti drill with quality, but with lesser service. This will cause customers reduction in the main focus of Hilti, the construction industry.

And if we look further ahead, the next problem within this strategy is that it also doesn't match with the overall strategy. On the other hand the production of the new products doesn't require any new suppliers or technology, so this strategy requires minimal investments and resource shifting.

## 2.4 COMBINING TECHNOLOGY AND COMMUNICATION IN NEW PRODUCTS

As concluded in paragraph 7.3 of our external analysis (1) an opportunity for Hilti lies in using new communication methods in future products. This additional functionality will provide a benefit for the user by countering the common feeling of social isolation caused by interacting with technology, through the use of technology, to provide more human interaction. This will be combined with functional benefits to the company using these products by improving internal logistics and functional messaging between co-workers. The new technology is targeted at larger businesses where communication and logistics play a larger role than in their smaller counterparts.

An important requirement of the new communication functionality is that it will not distract the user from his or her actual work. It seems practical to do this by registering when the tool is being used for construction purposes and setting the communication part to stand-by. To ensure that users do not spend too much time on human interaction instead of doing their job, the technology enables employers to enforce time limits on the use of the social functionality.

Main benefits for the company are that the networking technology enables them to see in real-time who is using which tool and at what location on the site. It can also easily register when and for how long the tool is being used. This information could for instance be used to improve teamwork and to ensure that tools are not lying around unused. A great benefit in relation to the currently used portable radios is that it can be

easily seen if an employee is available to communicate.

Research and development resources will mainly be used to study how companies and end-users would like to see this technology implemented. Most of the necessary technologies have already been developed and can be seen in current smartphones. The main focus is patching them together in a unified technology that is relevant for the construction industries. A possible disadvantage for Hilti is that their R&D and design departments do not seem to have much experience in the area of communication technology (2). New staff members with different competencies might need to be contracted or certain R&D and design tasks could be outsourced.

## 2.5 FOCUS ON SMALLER COMPANIES

In 2007 around 40.000 new companies were founded in the Netherlands as reported by CBS. In proportion, most of these companies started in the building industry or business services. At least 10.000 new building companies, most of which are small independent businesses, brought the total number of building companies to 97.000. (3)

The great amount of small companies brings in a major opportunity for Hilti. By making Hilti-products widely available at supply-stores for the small building companies, more potential customers come in touch with the brand, which is of importance for the future. These small companies can grow into big enterprises, that is. To realize this, new distribution channels have to be founded.

Also the way in which Hilti maintains into contact has to be changed. Because of the many small companies, the approach has to be even more personalized. This probably can't be done by representatives. That would take too much effort and too much time. That's why there should be more stores with skilled personal to please the customer.

As mentioned, a way to do this is by making Hilti-products available in existing supply-stores. But simultaneously, Hilti should keep their focus on maintaining their brand image of high quality and great service. A good option is to set up special in-store divisions where people can come by with questions regarding the products. So instead of representatives going to the customer, the customer comes to the store. These

in-store divisions are also a great way of advertising among people who are unknown with the brand. Of course this requires the divisions to be assembled with the Hilti red color and brand logos. Only just the basic products will be displayed, like drills, saws, etc. More specialized tools can be ordered.

These smaller in-store divisions don't necessarily have to be set up all across the country, but only at sites where there are no common Hilti-centers. The shorter distance makes it possible to set up a rental-service. A lot of companies who are just starting don't have the financial resources to purchase a complete collection of tools, especially the ones that are not used very often. A rental-service is also a great solution in cases where a tool breaks down. A lot of companies, above all the small independent ones, can't tolerate the breakdown of a tool if they only have one of that type. The rental-service will emphasize the service offered by Hilti. More service can be added by supporting the customer in the form of knowledge. Think of teaching the customer how to run a company and to fill in the administration. To complete this service Hilti can offer solutions for efficient tool storage in cars and in workplaces.



## 2.6 ENTRY AT GARDEN EQUIPMENT MARKET

Hilti has taken up the challenge of entering a new market every ten years or so, and it does so successfully. But every one of these markets is specifically aimed at the building industry, and all of these new products are in many ways related to each other. This is of course useful, for no new marketing strategy or advertisement is necessary and most knowledge is already there. But it also limits the amount of possible customers and with that how widely known the name Hilti is.

A market with a strong resemblance to their “home” market, but with a different set of potential customers would be a great possibility to expand beyond the boundaries that Hilti has set for itself.

These characteristics can be found in the gardening tool market, and more importantly in the professional part of that segment. Many building tools have a cousin in the gardening business, most notably of course cutting and sawing machinery, but drills and fastening equipment are also widely used. Furthermore, Hilti’s name is easily transferred to this market, including its tough image and sturdy red coloring scheme. Even the set up of business to business contacts is more or less identical to that in the building industry.

All these possibilities make it worth it to invest in this new market.

### 3. CRITERIA

To select the most attractive of these six potential future strategies, we list 20 criteria to make a funded selection. We rate these from ‘--’ being very unattractive to ‘++’ being very attractive, with a 0 being neutral or not applicable.

on the left of this page you will find the criteria. The next page will display the results of the analysis.

1. Is the market attractive? (are there potential customers, is it growing now, will it grow in the future, is it reachable, who are the (potential) competitors, is there a threat of other entrants, is there a threat of other substitute products, what are the margins, etc.)
2. What kind of segmentation does the strategy enclose?
3. Is it a completely new product or product-line?
4. Does the strategy match the macro trends?
5. Is the strategy in line with a strategy followed earlier or the overall strategy?
6. Does the strategy make sense in regard to current products?
7. Does it reflect the current brand image?
8. Will it bring current sales and market shares into danger?
9. Will it bring the brand image into danger?
10. Does it require a whole new distribution of company resources?
11. Does it require other/new suppliers?
12. Does the strategy conflict with the law or other regulations?
13. Does the company already have the manufacturing resources and R&D?
14. Will the company be able to sustain its competitive advantage over the product life cycle?
15. Will it contribute to the depletion of the earth’s resources?
16. Will it be a springboard for the company to get to other new markets?
17. Does it require large investments?
18. Does it require much advertising and promotion?
19. Will it create customer satisfaction and loyalty?
20. Is it possible to get a patent on the product technology?



# 4. SELECTION OF A STRATEGY

As can be seen in table 1 and 2 there is a clear division in the attractiveness of the six strategies. Least attractive are the Hilti School, the new brand for the mass consumer market and focusing on small companies. Most attractive are focusing on sustainability, developing a communication technology and entering the garden equipment market.

The Hilti School and a new brand require large investments, are not in line with the internal strengths and offer reasonably low prospects for sustainable competitive advantage. Focus on small companies is very much in line with current developments, but it is not certain enough that the proposed actions offer enough benefits compared to the current Hilti centers to be profitable in terms of creating customer satisfaction and loyalty.

Sustainability, new technologies and new market entries all have a role to play in Hilti's future, but a new market entry is at this point the best choice. Fully pursuing sustainability as an overall strategy clearly doesn't match the internal strengths, but since the external environment and the mission statement both ask for action, something has to be done. A sensible way to proceed is to keep up with developments concerning design and manufacture of sustainable products. Since the products are already long-lasting and in that sense environmentally friendly, focus can be directed towards energy consumption

of the manufacturing process and of the products themselves. Besides improving efficiency and decreasing consumption, investing in sustainable energy sources is an important action to take, because fossil fuels are clearly not the future.

Implementing the proposed communication technology in future products is certainly interesting, but it is still unclear how interested the target group is in using it. Market research needs to be conducted before large investments are made to develop the technology. Therefore entering a new market is at this point the most attractive direction to take for Hilti. The choice for the garden equipment market is favorable because it combines an attractive market with a positive influence on brand image through creating a link with nature. Investments are comparatively low, because most new products will be adaptations of current Hilti products.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
sustainability	+	+	0	+	0	+	-	-	0	+	-	+	-	0	++	0	-	+	+	0
Hilti school	-	++	+	-	+	0	+	+	++	-	--	0	--	-	+	+	--	--	++	--
new brand for massmarket	0	+	0	-	--	+	--	-	0	-	0	0	++	-	-	+	0	--	0	--
Communication technology	+	-	++	+	+	--	0	+	0	-	-	0	+	+	-	+	-	0	+	++
focus on small companies	+	++	-	++	0	0	0	0	-	0	0	0	+	+	0	0	+	-	+	--
entry at garden equipment market	++	0	+	0	0	-	+	0	++	-	+	0	+	+	-	+	-	-	0	+

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	total score
sustainability	1	1	0	1	0	1	-1	-1	0	1	-1	1	-1	0	2	0	-1	1	1	0	5
Hilti school	-1	2	1	-1	1	0	1	1	2	-1	-2	0	-2	-1	1	1	-2	-2	2	-2	-2
new brand for massmarket	0	1	0	-1	-2	1	-2	-1	0	-1	0	0	2	-1	-1	1	0	-2	0	-2	-8
Communication technology	1	-1	2	1	1	-2	0	1	0	-1	-1	0	1	1	-1	1	-1	0	1	2	5
focus on small companies	1	1	-1	2	0	0	0	0	-1	-1	0	0	1	0	0	0	1	-1	1	-2	1
entry at garden equipment market	2	0	1	0	0	-1	1	0	2	-1	1	0	1	1	-1	1	-1	-1	0	1	6



# 5. MARKET ANALYSIS

## 5.1 MARKET ANALYSIS

The Market for gardening equipment is steadily growing. Its expectations for the period of 2004-2009 were, as of 2004, an annual growth of about 3.1% (4). However, this growth has most likely slowed down now because of the financial crisis. How much is at this point still unclear.

Especially professional gardening tools are expected to have relatively few throwbacks due to the crisis. Other trends and developments on the other hand will cause this market to grow. The baby boom generation is aging, creating a rapidly increasing group of physically dependent but financially strong elderly who will be interested in hiring gardeners to do the hard and dirty work in their garden. Moreover, the public is getting more and more concerned with the environment and the last bits of nature in our country. Natural parks, ecotourism and nature conservation are getting ever more popular. This gives governments as well as private owners of parks a reason to spend more money on creating new parks and monuments and taking care of the existing ones.

these trends will create a higher demand for professional gardeners and landscapers, which will in turn have a positive effect on the demand of gardening tools. (4)(5)

## 5.2 COMPETITION ANALYSIS

The competition in this market is not as tough as in the construction tool market.

The most notable firms are Hitachi, Bosch and Husqvarna.

The company Husqvarna is solely aimed at this market, while the others two, Bosch and Hitachi, have strong brands on other markets as well. Some less pioneering companies, like Stihl, offer combination packages for the more professional user but none are very extensive. Furthermore, we can note that none of the competitors offer lease plans, extensive service packages or personal advice for interested companies.

Bosch offers both a non-professional as a professional line, though this line is aimed as much on the mass market as it is on professional users.

On the other edge lies Husqvarna, who primarily offers products and services to the professional market.

Sales for this type of products are done solely through big home improvement centers or other stores, and virtually never through business-to-business contacts, except in Husqvarna's case. (6)(7)(8)(9)(10)

# 6. IMPLEMENTATION

## 6.1 SEGMENTATION

Hilti should target the same type of customer in this new market as they target in the building equipment branch: the professional user. This segment is not as big in the Netherlands as the building equipment one is, but still large enough to provide a reasonable amount of buyers.

This segment is the most logical one for Hilti for multiple reasons. Firstly, this provides the professional, business to business environment that Hilti knows and already uses. Secondly, Hilti's reputation as a reliable brand is most well known in these sectors. Thirdly, there are many possibilities for Hilti in this segment, for competition is few and there is still a lot of room to innovate. The business in this segment is ready to be lifted to a new level.

In this segment we find three smaller segments that are important to consider, for they have different needs. Firstly we find commercial garden keeping, consisting of gardeners and landscaping companies. Secondly there is nature conservation, public garden departments and public organizations aimed at the conservation, protection and cleaning of public natural areas (in countries with privately owned nature reserves, this segment includes their conservation forces as well). And lastly we find the lumbering industry and other related industries.

Hilti should aim at the first two of these segments for they are more easily accessible and the necessary tools are closer related to Hilti's present

day assortment. Also, this will improve Hilti's reputation as a green and sustainable company.

The third segment could ultimately be included in a second expansion into this market. It is a large and profitable industry with a huge need for reliable tools due to its work far from inhabited regions. But this market is far better covered by other companies and therefore harder to enter. And becoming a market leader, as is Hilti's goal with every new market, will be very difficult.

## 6.2 POSITIONING/DIFFERENTIATION

To achieve proper positioning, Hilti must deliver greater value to customers or create comparable value at a lower cost or both (11). Because the company has always been preferring quality over attractive pricing, it wouldn't be logical to reduce costs for the new product market. Thus Hilti has to work on delivering greater values to the customers. These customers must perceive a higher position of Hilti, relative to competitors, to find the new products interesting to purchase.

The customer perceived position is based on a long history of repeated exposure to the product and to previous products of Hilti. To position Hilti's new product in consumer's mind, the 7 steps as mentioned in the book of Walker, Jr., O.C., et al. can be used (12).

1. Identify relevant set of competitive products

Competitive products are traditional garden tools such as rakes, brooms, watering-cans, shovels, pruners and garden hoses; but also electrical garden tools such as grass-mowers, electric hedge cutters, chainsaws, sprinklers, shredders and leaf blowers; and storage products such as compost bins, wheelbarrows, garden workstations, buckets and tubs.

2. Identify determinant attributes in the market

Determinant features are: light-weight, quiet, healthy, small, quick, easy to store and automatic; determinant benefits are: safety and comfort; a determinant manufacturing process is: sustainability; pro-environmental issues are: healthy and sustainability; and determinant about price/quality proportions can be found: professional gardeners don't seem to bother too much paying a little bit more for good quality (13).

3. Customer perceptions of competitors

The attributes as mentioned in step 2 can be compared with the current competition. This is done in the table to the right.

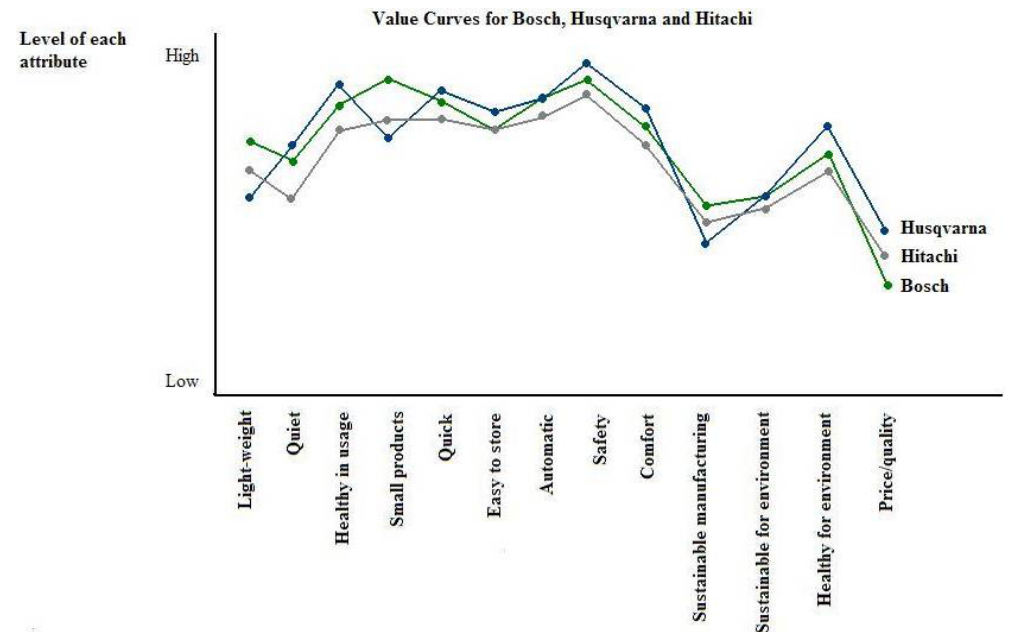
4. Current positions of competitors

As you can see in the table, there are still a lot of attributes that can be improved. The current positions of the main competitive brands Bosch, Husqvarna and Hitachi (14) are indicated in a value curve as shown to the right.

5. Customer's most preferred attributes

Because it's difficult within the boundaries of this report to personally approach professional garden companies with conjoint analyses or surveys,

Determinant Attributes	Competitors
Light-weight	+ -
Quiet	+
Healthy in usage	+
Small products	-
Quick	+
Easy to store	-
Automatic	+
Safety	++
Comfort	+
Sustainable manufacturing	--
Sustainable for environment	+ -
Healthy for environment	++
Price/quality	+



the found information is based on internet research. Several professional gardening websites tell us that the most important attributes for gardeners are healthy usage, safety and sustainability (primarily towards the environment). Thus, we should attempt to find a combination of these three issues to gain sustainable competitive advantage.

#### 6. Product's right position for right target group

By examining the preferences of customers in different segments along with their perceptions of the position of existing brands, we found the competitive strength of different brands in different segments, the intensity of the rivalry between those brands and the opportunities for gaining a differentiated position within the garden equipment industry. We can now conclude that the additional new products of Hilti should be placed in the healthy, safety and sustainable area.

#### 7. Value proposition

Based on the previous 6 steps, the following value proposition can be written:

Target market: The Garden Equipment industry

Benefits offered: Great service and premium quality

Price range: Top dollar products for top quality

## 6.3 MARKETING MIX

### PRODUCT

If we look at the current product scope that Hilti offers, we can see several products that do not only function well in the building industry but also can be used in the gardening tool industry.

Concrete grinding machines, reciprosaws to cut of branches with high frequency, drills that can be used to mix mortar for example, sprinklers to manufacture a watering system, and the safety equipment Hilti already has in its assortment.

The collection can be extended with a couple of machines specific for garden usage. Hereby we have to focus on the more heavy machinery like: Wood cleavers, fraise machinery, mowers, hedge-trimmers, earth augers, chainsaws, blowers/vacuum shredders,

High pressure cleaners and wet/dry vacuum cleaners make a nice example of products that are in the collection (the vacuum cleaner), that might be manufactured by adapting the old product. The same can be done with the circular saw, because the cut-off saw has very similar properties.

Hilti could offer the products in standard packages witch the customer could complete by adding equipment that the customer specifically wants.

### PRICE

The price Hilti asks for its new line will be very similar to what they ask for the building equipment. Consistent with what Hilti tries to offer the consumer, like quality and the lifetime service, the product will a lot be more expensive than the prices asked in home improvement centers. It might be possible to create a lease service, just like with the building

equipment. The lease service at that industry proved to be successful. Applying this service in the gardening market will be lucrative for for example the semi-professional handymen, or the smaller companies who are just starting up.

## PLACE

This new product-line can be sold in a similar way Hilti products are available today. Either at the Hilti centers or brought to the landscaping and gardening companies themselves by the sales representatives who will not only be able to just interest them in the new products, but also supply them with solutions to their problems. Shop-in-shop locations at big gardening centers should also reach the less professional customers who prefer to use quality performance tools.

The internet is also playing a big role in today's modern society. Since other Hilti tools are also available online, this new product-line should also be made available at their online shop.

## PROMOTION

Hilti's main objective in promotion is to emphasize its quality and service.

Hilti does this by providing lifetime warranty on her products. Also the slogan "outperform, outlast" states the advantage of Hilti.

Their sales force travels the country in order to get in touch with the companies that might be interested in their products. They are trained not only to sell the products, but also provide them with real solutions. This contributes to the customer satisfaction.

Since this is a completely new product-line which is intended to be used by a different market than the ones Hilti already attends, it is wise to start with a big introduction campaign announcing Hilti's participation in the landscaping and gardening business.

This can be achieved by advertising in professional magazines read by the target group and appearances at garden and landscaping fairs.

Just like they do with their current products, people should be able to try them out themselves in order to convince them of the actual benefit of using the Hilti products instead of regular tools.




# 6.4 VISUALISATION

## HILTI Garden

Hilti USA  
0900 5673252 | EN | ES

Home | Products | Tech Center | Services | Find Hilti | Careers | News | Contact Us | Login

Search  → 65 items, view cart



The **New** Hilti HI 23, PPO  
**Vacuum Shredder**

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**New to Hilti Online?**

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**Performance. Safety.**



GA 36-A Reciprosaw  
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### Find products

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### View products / Buy online



- News and multimedia
- Hilti Online tutorial
- **NEW** Measuring Center
- Chain Saws
- Pole Pruners
- Trimmers / Brushcutters
- Augers / Drills
- Blowers / Sprayers
- Multi-Task Tools
- Construction Tools
- Hand Tools
- Edgers
- Accessories
- Hedge Trimmers

### Services for professionals

- Lifetime Service
- Fleet Management
- Online Tool Repair Form
- Adhesive anchors - sustained loads

### Introductory Offers

It's easier than ever to purchase from Hilti Online! Use your credit card to order one of our Introductory Offers.

-  VO - 21 Brushcutter
-  MB 08 - Bvo Hedgetrimmer

### Planning & specifying

- Specification
- Consulting
- Software

## Hilti. Outperform. Outlast.

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# CONCLUSION

Entering a new market can be a great risk for a company if not done properly. But since the necessary tools for the garden equipment industry are close related to Hilti's current assortment, it wouldn't demand drastic changes of the company. This way Hilti can expand into a new market to gain more sustainable competitive advantage without having to invest in new suppliers etc. In this target market, Hilti can obtain market leadership simply by maintaining their standards such as their excellent customer support and outstanding product warranty.

Although we have conducted a lot of research, we are still missing some information to make the best funded decision for Hilti. We would like to hear the company's own vision on the new strategy, for example. Have they already thought of entering the garden equipment industry for professionals, or maybe even already studied it but found complications? Unfortunately, this information was not attainable due to the fact that we were not allowed to personally contact Hilti.

Next to that, more demands and personal preferences from professional gardeners could be found if we had more time to study the wishes of this segment. If this piece of marketing research is conducted properly and applied in the strategy to enter the gardening tool market, this could prove to be a very successful endeavor for Hilti.

# BRONNEN

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