

## SITUATION ANALYSIS

About N.A.L. Company, Inc.

N.A.L. Company, Inc. founded in 1972 producing products such as brick strapping, scored inter-leafing, corner protectors, used in construction and industrial shipping applications. N.A.L. Company, Inc. has been located in Mt. Orab, Ohio since its inception, demonstrating a long-term commitment to community and customer. N.A.L. Company, Inc. has expanded its corner protector and industrial packaging lines, adding laminating and lining services, in addition to custom rewinding, ream cutting, and sheeting services.

With over 35 years as an established company, N.A.L. Company, Inc. has the experience and the personnel to accomplish the various product requirements that ensure you a competitive and profitable position in the marketplace.

In response to today's customer oriented environment, future plans are in progress to continue the expansion of service and production facilities to ensure your company the same competitive prices, high quality, and superior customer satisfaction that you have come to expect from

### ORGANIZATIONAL CHART

- Mike - President - one of the founders
- 3 of his brothers Pat, Tom, & Tim are the other varying members
- All primary shareholders
- Andrew - Sales and Marketing
- John Hunter - GM at plant 2
- Matt (Tom's Son) Engineering/Maintenance Department
- Kathy - corporate, corner protectors
- Holly - plant 2 & Order entry - secretary/admin

### SERVICES

- Rewinding
- Laminating
- Beam Cutting
- Sheeting
- Packaging Development

### PRODUCTS

- Corner Protectors
- Stringboard
- Weatherguard
- The Guardian Line
- Li-Snap Lock
- Corner Board
- Perforation Placement System (Cpos™)
- Recycled Chubbord
- Pads/ (Cchb)
- Pallet Top Or Bottom Slipsheets/ Interleafing

### SHEETS

- Box Dividers

### LAST FISCAL YEAR SALES BY DIVISION

- Corner Protectors - 62%
  - Service Work - 11%
  - Laminating Board - 10%
  - Converting work - 15%
  - Prepaid/reimbursable freight charges - 2%
- Note: Out of the list of products and services, the areas that may produce quicker growth is Converting (Economy), Laminating (Home products), and Service work.*

### CUSTOMER VOLUMES

- Bgr, Inc. - Cincinnati, Ind. 13.5%
  - Ventiv/Speed - Cincinnati, Cleveland, Ind. Illinois, Missouri, Kansas City, Louisville 12.7%
  - Semper Exter - Northern Kentucky 9%
  - Milcraft - Cincinnati, Columbus, Ind. Cleveland 4%
  - Harvester - Cincinnati 3.6%
  - Tape Products - Cincinnati 3%
  - Creative Packaging - Zanesville 2.5%
  - Paintite - Cleveland 2.4%
  - Wee Hardwoods - Monticello Kentucky 2.2%
  - E-Z Pack Premier Box - Cincinnati 2%
  - Breckinridge Paper & Pkg - Northern Ohio 2%
  - Value Added Pkg - Dayton, Oh 1.5%
  - Stephen Gould - All Over 1.5%
- Additional 50-60 Customers - Between 1.5%-0%

### MANUFACTURING COMPETITORS

- ITW-Illinois Tool Works
- Laminations
- Stacklight/West Rock
- Corusstar
- PolyChem
- Cornerboard

## SITUATION ANALYSIS continued.

About N.A.L. Company, Inc.

### SALES COMPETITORS/DISTRIBUTORS

- ULINE/HP
- BGR, Inc.
- Ventiv
- Marvatax
- Packaging Unlimited

- Semser Exter Paper
- Milcraft Paper
- Tape Products
- Paintite Inc.
- Oak hills carton

### SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

- N.A.L. STRENGTHS**
  - Ability to get rocking and rolling
  - Atlanta coast business
  - Flexibility
  - Nimbleness
  - Pretty solid team - Not much has gotten in the way of what we want or are able to do.
  - "Good at everything" - Experts at nothing
  - "When push comes to shove we can always push it through"

- N.A.L. WEAKNESSES**
  - Sticking to the plan is the issue. It's always run, run, run, and never looking at how we are doing.

### N.A.L. OPPORTUNITIES

- A lot of the smaller companies are being bought out.
- Developing new products - Doesn't have to be paperboard
- Grow corner protectors to a larger volume - just like the economy lines
- Start up a distribution company and/or be able to sell direct and online

### N.A.L. THREATS

- Losing relationships that Tim and Mike have.
- We need to build new relationships.

## MARKETING ASSESSMENT

Below are marketing strength metrics that indicate the areas of marketing that need to be considered.



In this illustration, we see the greatest need to strengthen marketing efforts in areas of marketing communication, sales, and culture. Spending adequate time enhancing each of these areas will in turn impact the growth in brand perception and awareness in the market place.

It is obvious that there is room for growth in all five key categories of marketing. This will always be true for any company. Fortunately for NAL, quality of service can serve as a strength that keeps the brand sustained. Nevertheless, NAL will need to improve continually in the area of service as the sales category experiences growth.

©2016 Dimalanta Design Group

CONFIDENTIAL

## MARKETING ASSESSMENT continued.

### INTERNAL COMMUNICATIONS ENVIRONMENT

Develop our marketing communications and implement it. It is important to have a clear understanding of the landscape. We know who our audiences are, why we are existing (messaging), by what means we are communicating (channels), what it is we are creating (content) and finally, how our message influences each other as the conversation is multidirectional. The model to the right is the importance of influence.



### COMMUNICATION CLASSIFICATIONS

For NAL's communication can be in three classifications Sales Pipeline (adoption), Existing (re-adoption), and Internal Communication.

## MARKETING ASSESSMENT continued.

(N.A.L. Company, Inc.

"PACKAGING HERITAGE"  
Delivering packaging solutions through innovation, hard work & family values.

### MESSAGING

of the brand from several angles including stakeholder interviews, survey results, and desktop research. It is intended that NAL's two-word position statement is "Packaging Heritage". While these two words and design most align with, Packaging refers to the industry and service that NAL provides, customer satisfaction, and ingenuity reasonable these images are all linked to heritage. The foundation for how we describe the company and its line of products. Points of Parity (PoP) and Unique Value Proposition (Right to Win) serve to build upon the value until we have concise positioning. The two-word positioning statement can give us a strong point to develop further detail in our messaging efforts.

### RIGHT TO WIN

Good value to price ratio  
Innovative Solutions  
"We go beyond"  
Nimble and Personal  
Minimum Quantities  
"We Ball People Out"

### RIGHT TO COMPETE

Manufacturing Plant &  
Equipment  
Employees  
Logistics  
Transportation  
Material

### VALUES

Flexible  
Affordable  
Fast  
Innovative  
Hard Working  
Problem Solvers



©2016 Dimalanta Design Group

CONFIDENTIAL

©2016 Dimalanta Design Group

CONFIDENTIAL

©2016 Dimalanta Design Group

CONFIDENTIAL

CONFIDENTIAL