



# S&S

M Wrong choices in acquisitions  
A M Very highly priced  
N I Failed to explore  
A S Finances based on debt  
G T MK Poor marketing strategy  
E A NS 30% of employees were laid off  
T



## RECOMMENDATIONS

- Expand domestic market
- Exploit international opportunities
- Pursue strategic acquisitions
- Improve manufacturing efficiency



Thank You

## STEINWAY & SONS



Deeksha Ramachandran, Aditi Porekhora, Sruthi Kumar K.S.,  
Ravikiran Shanmuga, Bhumiik Dedhia

## Improve Financial Performance

- Better demand forecasting and speeding up production and delivery process to improve inventory turnover.
- Reducing direct and indirect costs.
- Granting customers discount for prompt payment to improve receivables turnover.
- Better utilization of assets.
- Disposing idle inventory to reduce costs.
- Extending Accounts payable terms with vendors.

## MARKETING STRATEGY

- Used to sponsor musical concerts and artists.
- Build Piano school for amateur.
- Now, they should be more flexible with the price; amalgam the quality as it is.
- Need to incorporate new technologies to enhance their profits in Piano Market.
- Expand their business globally target Asian Market.
- Enter the market with different instruments including Guitars which had 17% market share.

## Opportunities and Threats

### Opportunities:

- New markets were opening in Japan, South Korea and China.
- Economic conditions were improving in US and Europe which were the largest markets for S&S.

### Threats:

- There was a huge competition from Asian manufacturers like Yamaha.

## CURRENT SCENARIO

Managed by Paulson & Co



BOSTON PIANO  
MID RANGE



STEINWAY CLASSIC  
HIGH RANGE



ESSEX  
LOW RANGE

Produce variety of instruments to meet customer demands

Brasswinds - trumpets, saxes  
Woodwinds - flutes, clarinets  
Strings- violins  
Drums



## STRENGTH

- Quality
- Brand reputation
- Philanthropic work
- Winning not by competing strategy

## WEAKNESSES

- Slow production
- CBS changed quality
- CBS expanded dealers
- Poor financial performance
- High price
- High durability reduces repeat buyers
- Emergence of digital pianos, growing technology



# STEINWAY & SONS

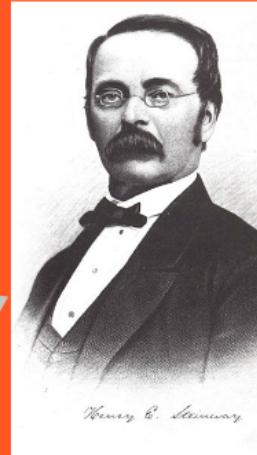


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Ravikiran Sharvirala, Bhaumik Dedhia

# WHO ARE S&S ?



Piano manufacturer founded in New York city by Henry Engelhard Steinway in 1853



Skilled labor



Technical excellence



High quality



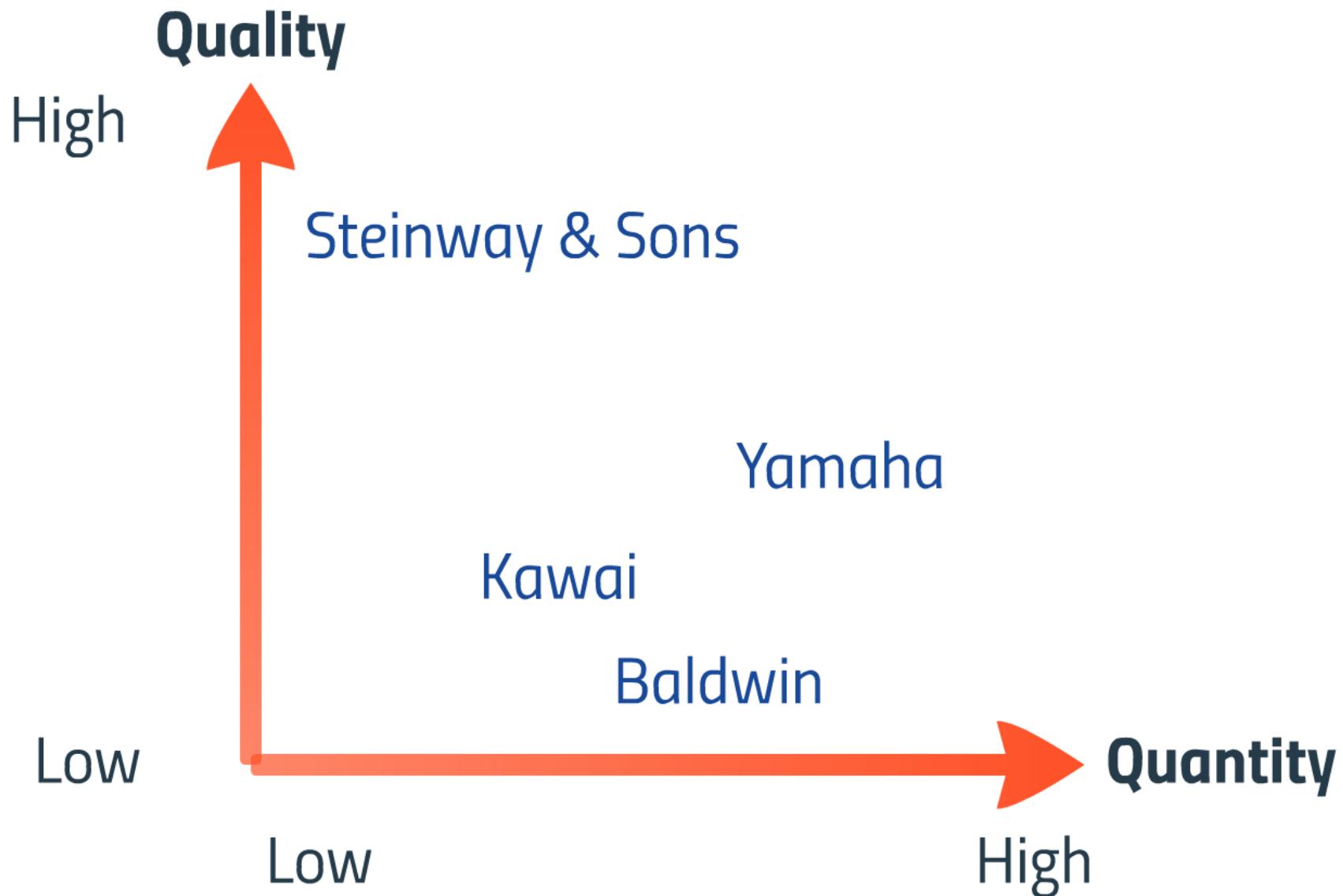
Amazing sound & durability



**KEY  
COMPETITION**

**BALDWIN**

**YAMAHA  
KAWAI**



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# FINANCIAL RATIOS





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Wrong choices in acquisitions

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KE  
COMPET



# RECOMMENDATIONS



Expand domestic market



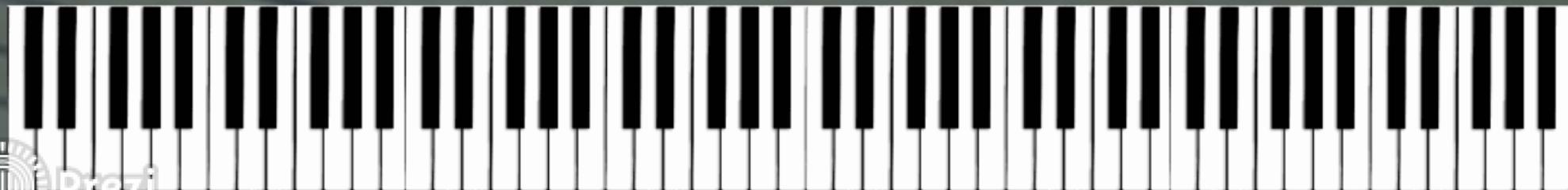
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*Thank  
You*