Question: Why are Black and Decker’s shares of the Industrial and Tradesmen segments so different?

Industrial segments:

- People really like Black & Decker (B&D) in the industrial area because their products are top-notch and different from others. This is why B&D sells more here, where usually big companies buy the tools for their workers to use.

- Distributors like W.W. Grainger are key players because they know exactly what tools are needed for which job. They are experts in this field.

- B&D has a great relationship with these distributors and is known for its quality and service.

Tradesmen segments:

- This segment includes workers like electricians, plumbers, carpenters, who need to bring their own tools to job sites.

- People often see B&D more as a brand for home use because it's really big in the consumer market. Compared to brands like Makita and Milwaukee, B&D tools are seen as less durable and not as high quality, though they are easier to use. This makes them seem more fitting for home use.

- Stores like Home Depot, Lowe's, or Ace are the distributors where these tools are sold.

- B&D struggles a lot against competitors here. There's also pressure for deals and discounts on B&D's tradesmen tools, making profits almost nonexistent.

- B&D's products range from not so good to competitive to top-notch. People who like Makita or Milwaukee often view B&D differently, mainly because they don't see B&D's tools as fitting for professional work. Plus, the black and white color of B&D's tools doesn't help in the tradesmen market.