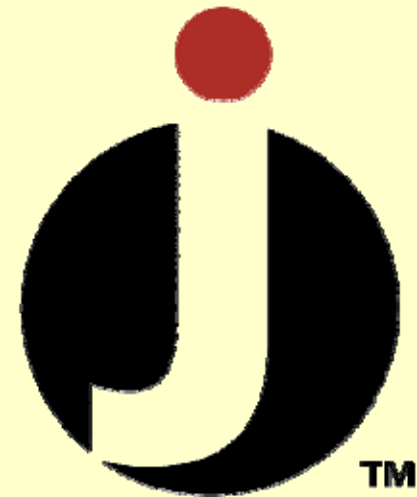


# Lessons from the Shop Floor

Alison F. Zepp  
Vice President, Marketing  
Juno Lighting Group

# Business Description

- Leading manufacturer of commercial and residential lighting fixtures
- \$242 Million sales
- 21% Growth in 2004



JUNO LIGHTING GROUP

# Market Position

- Top 5 recessed lighting manufacturer
- Market share leader in track lighting
- Competitors are much larger conglomerates
- JLG is outpacing competition, taking share
- Product innovation and new markets drive growth



# Marketing at Juno Lighting Group

- Strategy
- Branding
- Research
- Market trends, competition and analysis
- Segmentation and targeting
- Customer and product information
- Product development
- New product introductions
- Integrated communications
- Channel management
- Promotions
- Measurement

***All this with 8 employees and a great ad agency***

# Case Study

What does this...



Have to do with this?



# Marketing Benefits

- Higher quality work
- More productivity
- Cross-trained (more versatile) labor
- ***SPEED***

# Marketing's Problem

- Diverse projects
- Creative process
- Planning/forecasting work can be difficult
- Impact/benefit not easily measured

# The Solution

- Identify repeatable processes
- Standardize
- Train
- Measure
- Commit to continuous improvement

# Where to Begin?

- Strategy
- Branding
- Research
- Market trends, competition and analysis
- Segmentation and targeting
- Customer and product information
- Product development
- New product introductions
- Integrated communications
- Channel management
- Promotions
- Measurement

# The Lowly Price List

- Everyone has one
- Not creative
- Regular additions
- Occasional massive revisions
- Lots of people involved
- Mistakes can be costly!

Distributor Price No. LIT-PLD-0205  
Effective 2/23/05

**Juno**  
Recessed and Trac Lighting

**NEW PRODUCT SUPPLEMENTAL PRICE LIST**

**NEW!**

**CLASSIC AGED BRONZE TRIMS**  
**4" DECORATIVE TRIMS**  
**5" VERTICAL COMPACT FLUORESCENT**  
**6" VERTICAL COMPACT FLUORESCENT**  
**CMH TRAC PRODUCTS**

All recessed housing listed in this price list are in compliance with all relevant sections of the 2005 National Electrical Code but each serves a different need.

**IC TYPE HOUSINGS**  
**IC** — Standard housing for use in direct contact with thermal insulation. Ideal for residences where insulation is widely used, but can be used for all applications.

**Non-IC TYPE HOUSINGS**  
**TC/PL** — Housing that can be used in all locations, but if used in an insulated area insulation must be spaced 3" from the fixture.

**GENERAL TERMS AND CONDITIONS OF SALE**

**TERMS OF PAYMENTS:** 2% 30, net 31 days.

**FREIGHT TERMS:** Freight will be prepaid and allowed on each order for any combination of Juno products totaling \$1,300 or more per shipment within the continental limits of the United States. For other areas, consult Factory. All shipments will be made via carrier selected by shipper.

**MERCHANDISE AND CLAIMS TERMS:** Title to all merchandise shall pass from Juno to our customers upon consignment to carrier. All claims for loss or damage in transit must be made by consignee to carrier.

**RETURN MERCHANDISE TERMS:** No merchandise may be returned without prior written authorization. All returns will be subject to a minimum 25% handling and factory inspection charge, except on products considered by the manufacturer to be defective in workmanship and materials. Lamps are non-returnable.

**PRICING:** Prices subject to change without notice. Merchandise will be shipped at prices prevailing at time of shipment.

**PRODUCT GUARANTEE:** Juno warrants to the first non-retail purchaser of any of its products that its products are free from defects in material and workmanship. In the event of any defect, Juno's obligation is expressly limited to repair or replacement, without charge, at Juno's factory after prior written return authorization has been granted. In no event shall Juno's obligation under this Warranty extend beyond the initial cost of the product and accordingly, any consequential damages arising out of a defect therein are expressly excluded. This Warranty shall not apply to products which have been altered, improperly used or repaired outside of Juno's factory nor shall it apply to defects for which written notice thereof is not received by Juno within one (1) year from the date of purchase.

**THIS WARRANTY IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESSED OR IMPLIED, AND WITHOUT EXCLUDING THE GENERALITY OF THE FOREGOING, EXCLUDES ANY IMPLIED WARRANTY OF MERCHANTABILITY. SPECIFICATIONS SUBJECT TO CHANGE WITHOUT NOTICE.**

The use of other company's (non-Juno) products or components (i.e. Trac lights, connectors, trims, etc.) in conjunction with Juno products may not be covered by UL classification, and could be hazardous. Such usage, whether covered by UL classification or not, automatically voids all Juno product guarantees.

1300 S. Wolf Road, P. O. Box 8065, Des Plaines, IL 60017-5065 Phone (847) 627-0660 Fax (847) 627-2525  
Visit us at [www.junolightinggroup.com](http://www.junolightinggroup.com)

**J**  
JUNO LIGHTING GROUP

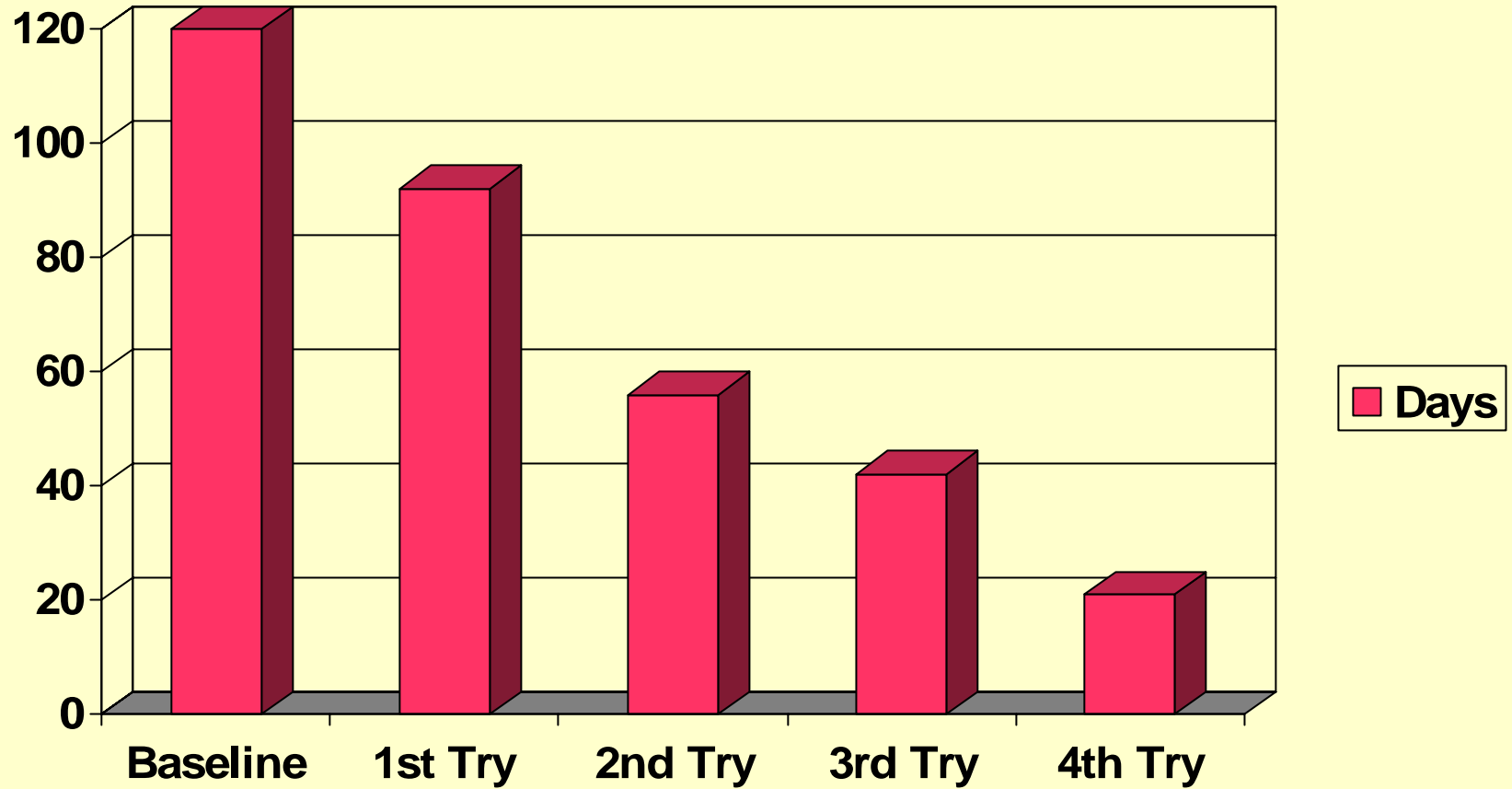
# Our Starting Point

- Price list is **THE BIBLE** for sales agents and customers
- Many stakeholders throughout the company
- Little automation in publishing process
- Numerous errors
- Average development time: 120 days

# Methodology

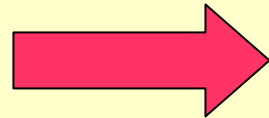
- Identify process steps through process mapping
- Define roles and responsibilities
- Measure baseline cycle time and first pass yield
- Set CT and FPY goals

# Our Results



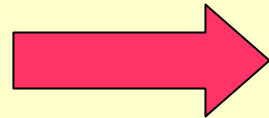
# Lesson Summary

- **Cycle time** – Measure, set goal, measure



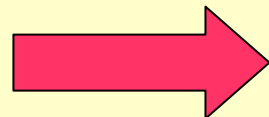
*SPEED*

- **First pass yield** – Categorize errors, measure, set goal, measure



*QUALITY*

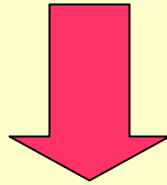
- **Process ownership** – Clear understanding of work and accountability



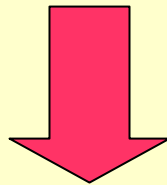
*EFFICIENCY*

# Looking Ahead

**Fewer people do better work faster**



**More marketing impact**



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# For More Information

[azepp@junoltg.com](mailto:azepp@junoltg.com)

847-813-8443