

## Exterior Inc (A)<sup>1</sup>

---

The 2008-14 recession not only slowed new home construction, but also lowered the pricing power of major roofing manufacturers. Now in 2014, this trend was disconcerting for U.S.-based roofing manufacturer Exterior, Inc. (EINC).

Founded in 1921 in Texas, EINC has a reputation for being the premium-price manufacturer in the U.S. roofing market with major product innovations to its names. Most recently, in 2012, Exterior Inc. increased the weight/thickness of their shingles to 220 pounds per square (the industry norm is 180 pounds per square), increasing the

weight of the shingles from 180 pounds per square to 220 pounds per square. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles.

In 2014, the weight of the shingles was increased from 180 pounds per square to 220 pounds per square. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles.

The weight of the shingles was increased from 180 pounds per square to 220 pounds per square. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles.

Exterior Inc. has a reputation for being the premium-price manufacturer in the U.S. roofing market with major product innovations to its names. Most recently, in 2012, Exterior Inc. increased the weight/thickness of their shingles to 220 pounds per square (the industry norm is 180 pounds per square), increasing the

weight of the shingles from 180 pounds per square to 220 pounds per square. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles. This increase in weight was a significant increase in the weight of the shingles, and it was a significant increase in the weight of the shingles.

Exterior Inc. has a reputation for being the premium-price manufacturer in the U.S. roofing market with major product innovations to its names. Most recently, in 2012, Exterior Inc. increased the weight/thickness of their shingles to 220 pounds per square (the industry norm is 180 pounds per square), increasing the

---

<sup>1</sup> © 2017 by Collaborative for Customer-Based Execution and Strategy<sup>™</sup>. This document is only licensed to be used by permission from The Collaborative for CUBES<sup>™</sup>. No parts of this case may be copied, reproduced, electronically transmitted, or stored in a retrieval system without permission. For rights and permissions contact: [info@ccubes.net](mailto:info@ccubes.net)

positioning. Investing millions of dollars in improving the aesthetics and life expectancy of their product would improve the product's quality. But, hadn't customers voted with their dollars for a more value-priced product? Would customers prefer a premium product in a recovering housing market that was still fragile?

Organizations that understand customer value chains have the ability to identify strategic opportunities to improve customer value chains. This is a critical step in the process of identifying and addressing customer value chain issues. The goal is to identify the customer value chain issues that are most likely to impact the customer experience in a meaningful way.

Over the past 100 years, the customer value chain has evolved significantly. The customer value chain is now a complex, multi-stage process that involves a wide range of stakeholders and activities. This evolution has led to a more customer-centric approach to business operations.

**Table 1: Customer Value Chain (CVC) in 2007 vs 2016**

Customer Value Chain Component	2007 (%)	2016 (%)
Product Quality	85	90
Customer Service	75	85
Price	65	75
Brand Reputation	55	65

Customer Value Chain Component	2007 (%)	2016 (%)
Product Quality	85	90
Customer Service	75	85
Price	65	75
Brand Reputation	55	65

The data shows a clear trend of increasing customer expectations over time. Customers now demand higher quality products, better customer service, and more competitive prices. This shift in expectations has led to a more customer-centric approach to business operations.