

MASS CUSTOMIZATION FOR THE WOOD PRODUCTS INDUSTRY: Examples from the Northeastern United States



“We have fundamentally transformed our business from a *manufacturing* company, into a *marketing* company that happens to manufacture wooden playsets.”

- Barret Brown, President CedarWorks

CedarWorks – Rockport, Maine
www.cedarworks.com

- Modularized Northern White Cedar Outdoor Playsets and Birch Plywood Indoor Playsets
- ~40 employees (roughly half in Customer Service, Sales, Design, Marketing and Admin.)
- Direct Sales to Worldwide High-End Market....Sold a playset to the Obama family!
- On-Line Configurator and Visualization Tool Designed In-House allows for Sales Staff to Augment Designs on the Fly with Customer Involvement
- ~\$2,000 median price for indoor sets; ~\$5,000 for outdoor sets
- ~90% of leads come via Google

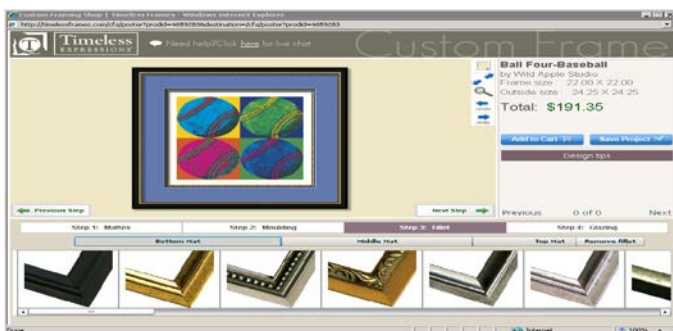
“Our designs have been re-engineered so that 80% of all products now share common parts.”

- Charlie Griffiths, President Vigilant Woodworks, Inc.



Vigilant Woodworks, Inc. – Dover, New Hampshire
www.vigilantinc.com

- Design/Build Services for Wine and Cigar Storage Systems, Architectural Millwork and Cabinetry
- On-Line Customer Design Tool for Wine Cellars and Wine Cellar Doors
- ~40 employees – 30,000ft² facility; shipping lead time 3-5 days
- Leveraging tools of Lean to Implement Mass Customization
- Modular Product Architecture allows for easier Configuration and Installation



“We reached \$10 million in sales within the first 18 months of launching a customizable framing program.”

- Lisa Weber, CEO Timeless Frames & Timeless Expressions

Timeless Expressions (a sister company of Timeless Frames) – Watertown, New York
www.timelessexpressions.com

- Custom Framed Art Prints and Photos
- Company was going bankrupt in 1999 and now has over 230 employees
- Wholesaler and Direct Online Retail using “Design Your Own” Tool
- Maintain Truck Fleet and Ship within 48 hours on the East Coast
- \$140 average sale per item