



## // CASE STUDY

With approximately \$16.2B in annual revenue and nearly 24k employees, Nucor provides steel products to the automotive, construction, heavy equipment, power generation, oil and gas, and transportation industries.

## // CHALLENGE

Nucor has an aggressive goal to increase the tons of steel shipped to the auto industry over the next 5 years. Despite being the largest producer of steel products in North America, Nucor has historically had a light footprint in the auto industry. As Nucor's steel production capacity increased and its technology improved, the auto industry was a natural target market for growth. However, the steel supply for the automotive industry requires a range of specialty products, and it is filled with mature suppliers that have built deep relationships with Original Equipment Manufacturers (OEMs) and their large network of automotive parts suppliers.

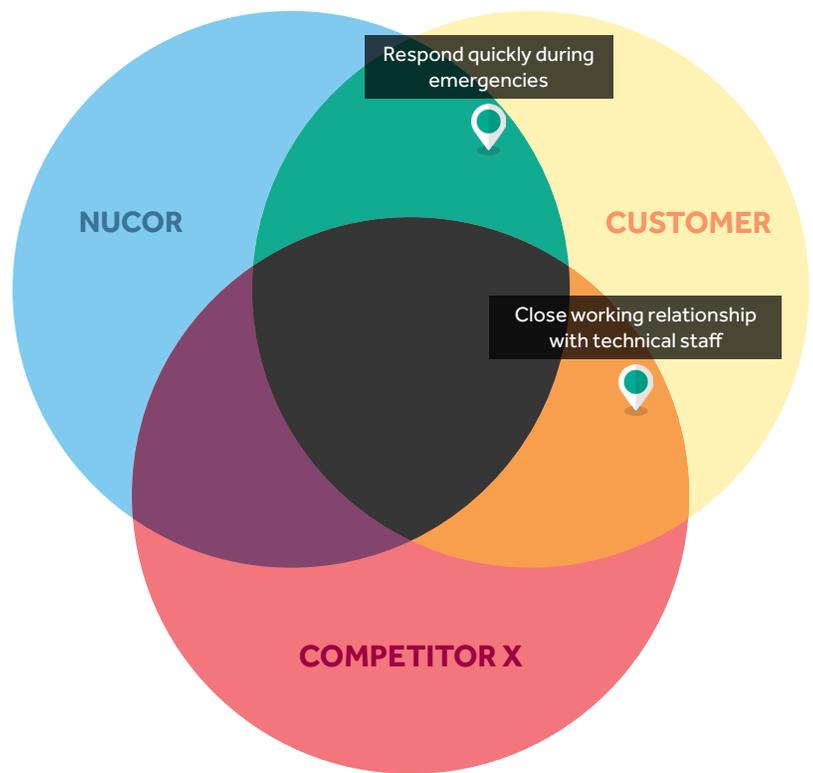
## // SOLUTION

Nucor's growth in the automotive industry required investment, but to understand where that investment would be best placed required a deep understanding of their customers' current and future needs. Investment options for consideration included: expanding volume capacity, implementing new technology to expand Nucor's range of sizes and advanced grades, and solutions focused on building relationships, such as establishing a dedicated presence in Detroit or providing larger numbers of technical personnel to support manufacturers' product development.

## // CHOICE ANALYTICS TO DRIVE BETTER DECISIONS

Nucor knew that to break into the automotive market they would need to demonstrate value to a small number of supplier and OEM customers. They needed to deeply understand these particular customers' needs.

Research with the customer group showed that Nucor's established competitors were perceived as having a number of important advantages. Many of these advantages related to the close working relationship competitors' technical staff had with their customers. Nucor recognized they needed to work hard to demonstrate value and improve customers' perceptions of Nucor's value. At the same time they noted that they were already recognized as a leader in responding quickly during emergencies.



## // RESULTS

The close relationship required in the automotive industry between supplier and manufacturer was confirmed in Nucor's work with Vennli. Nucor confidently moved forward with a plan to establish a commercial center in Detroit so that they could work more closely with their automotive customers and prospects. Follow-on work using Vennli guided the decisions on the organization of the office and the type of personnel that would staff the office. As an example, they increased the number of technical staff in order to better support their customers.

17%   
SALES INCREASE

At the same time, Nucor was considering significant investments in capital to support automotive growth. Output from the Vennli work provided Nucor with the confidence to avoid capital investment while focusing on investments that brought immediate returns.

Nucor's adoption of Vennli has made a positive impact on Nucor's automotive strategy according to Rick Blume, a Nucor VP and General Manager, Commercial. "The new automotive group at Nucor has been successful, so they are starting to bump up against their capacity. That success is related to the clear plan and the help from Vennli. The value of Vennli to me is that we see the world through our customers' eyes. It also gives us a common language for planning our decisions. We see using Vennli in a focused way to help us grow into our targeted markets."

Since implementing these changes, **automotive sales are up 17%**. Nucor has now expanded collaboration with Vennli beyond the automotive market.