



Worldwide Applied Systems Group
The Trane Company

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To Whom It May Concern:

Subject: **Dr. Aaron Shenhar's contribution to Trane**

The Trane Company, one of the American Standard family of companies, is the largest manufacturer of commercial air conditioning equipment in the world. With 1999 sales of \$4 billion, Trane manufactures its products in 31 plants in 9 countries. Trane is recognized as the industry leader and sets the standard for managing the comfort and quality of indoor air

Over the last 7 years, Dr. Shenhar has been a primary contributor to an in-house seminar that is aimed at improving Trane's new product development process. In essence, we have selected our future leaders and put them through intensive training on leading projects in a strategic way, and taking responsibility for business results. Dr. Shenhar's concepts on Strategic Project Leadership™ provides a useful framework for implementing new approaches to product development. Over 200 of our top leaders have been through the seminar and are transforming the organization through grass roots implementation of the concepts.

Trane's Worldwide Applied Systems Group prides itself in being a technically based organization that pursues competitive advantage through the application of new technology in leadership products. The genesis of the seminar and Trane's association with Dr. Shenhar came at a time when Trane's management gave the particular direction that achieving market share growth in the commercial markets that it serves was the primary strategic thrust for the organization. The market share results give compelling testimony to the contribution that Dr. Shenhar has made.

The following gives market share information for the last five years for selected products. Projects, lead and run by engineers that have been trained through Dr. Shenhar's seminar were implemented during this time frame.

	1994	1999
Chiller Product 1	47%	59%
Chiller Product 2	40%	46%
Chiller Product 3	40%	50%
Chiller Product 4	35%	45%
Air Conditioning Product 1	25%	36%
Air Conditioning Product 2	20%	28%
Air Conditioning Product 3	28%	32%
Air Conditioning Product 4	10%	28%

The market share growth has been dramatic, and is the result of a continuing stream of high quality products that hit their market targets. The correlation to the continuing efforts of Dr. Shenhar's continuing efforts with Trane is high.

Kind regards,

Dennis R. Dorman
La Crosse Business Unit
The Trane Company