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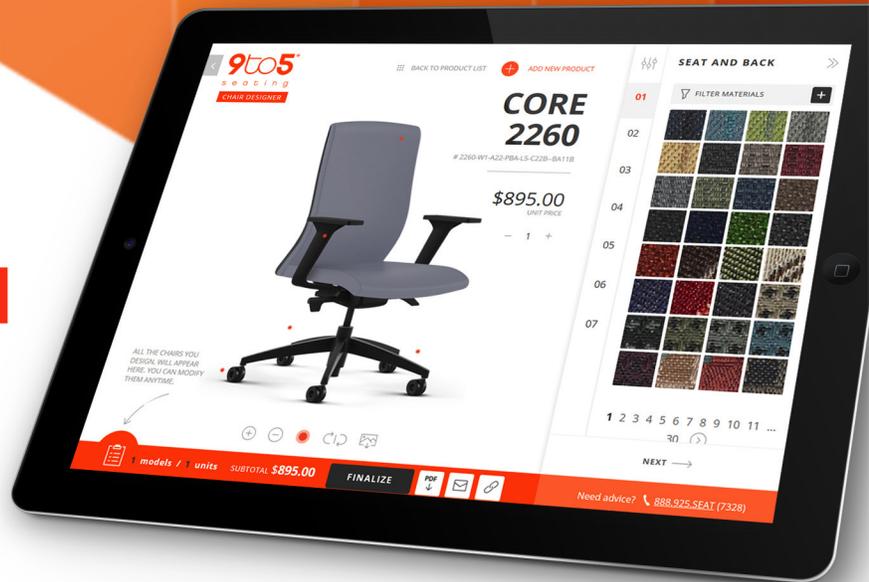


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The Business of Furniture

June 14, 2017

HIGHLIGHTS

16 **UPFRONT : NeoCon Off to Smoldering Start**

The industry put its best foot forward, from the newest companies in theMART to the veteran firms that have pushed the workplace forward for years.

34 **Worried About a Bot Taking Your Job? Be a Creative Problem Solver**

Microsoft reached out to Steelcase, a company that has been in workspace industry for more than a century.

56 **'You have to be Vulnerable to Learn'**

At no other time in the industry's history have its three main players pursued such different strategies

< *It was a hot and muggy NeoCon with temperatures reaching into the 90s each day.*



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15 | Hutch Industry Cartoon



16 | Upfront



17 | The Stream

COLUMNS
Industry 4.0 36
Stephen Says 48

FINANCIAL
Industry Shares/Graphs 46

CALENDAR & MORE
Regional Industry News 44
Upcoming Events 52
Marketplace 74



18 | NeoCon Off to Smoldering Start

Let's beat to the chase: There are two very interesting trends at NeoCon this year. There seems to be an influx of younger people in the industry who are forcing it to think differently, which, in turn, changes how people work.



30 | INDEAL Hosts Champion Training and Conference

The conference balanced interactive instructional sessions on the INDEAL program with manufacturer-focused segments and unique networking opportunities.



32 | Haworth Acquires Design Retailer Luminaire

Nasir and Nargis Kassamali, the married couple who launched Luminaire in 1974, said they will remain in charge of the Doral-based retailer.



56 | 'You have to be Vulnerable to Learn'

At no other time in the industry's history have its three main players pursued such different strategies. The billion dollar questions is of course: Which of the industry giants is pursuing the right strategy?



50 **WHITEBOARD** Reinventing the Workplace



51 **PLACES** Laddawn Inc. Offices - Devens



64 **PULSE** The latest industry happenings

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Vice President, Sales & Marketing, Publisher, Bellow Press Melissa Skolnick

Vice President, Content Production, Bellow Press Todd Hardy

Workplace Guru, BoF Stephen Viscusi

Guest Columnist, BoF Jeremy Erard

Guest Columnist, BoF Al Everett

Contributing Writers, BoF:

Amanda Schneider, Emily Clingman, Bruce Buursma, John Q. Horn, Jeremy Myerson,
Stef Schwalb, Gary James, Scott Lesizza, Bryce Stuckenschneider, Michael Dunlap

Illustrator, BoF Jamie Cosley

Copy Editor, BoF Linda Odette

Publishing Headquarters

23403 E Mission Ave, Suite 107
Liberty Lake, Washington 99019
877-BELLOW9 (877-235-5699)
Email: info@bellow.press

Include us on your PR distribution list.

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ROB KIRKBRIDE, EDITOR-IN-CHIEF

HUTCH AND THIMBLE GO TO A WHOLESALE WAREHOUSE...

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Upfront

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EVENTS

NeoCon Off to Smoldering Start

THE INDUSTRY PUT ITS BEST FOOT FORWARD, FROM THE NEWEST COMPANIES IN THEMART TO THE VETERAN FIRMS THAT HAVE PUSHED THE WORKPLACE FORWARD FOR YEARS. PAGE 18

Humanscale CEO Bob King discussing the NeoCon keynote with Arianna Huffington. Humanscale sponsored the keynote.

qz.com

Herman Miller, creator of the Aeron chair, wants to make your desk more like a Fitbit

Herman Miller, the creator of the cubicle and the iconic Aeron chair, will begin selling sensors this week that connect its desks to the cloud—the first phase of a plan to add a layer of technology to your office workstation. meditation, and kickboxing, in addition to massages.



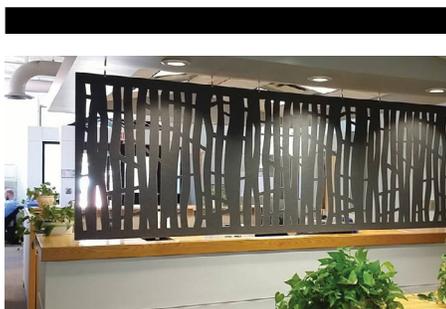
ASID Headquarters is First Space in the World to Earn Both LEED and WELL Platinum Certification

The American Society of Interior Designers (ASID) headquarters office is the first space in the world to achieve both Platinum Level Certification for the WELL Building Standard™ (WELL™) under WELL v1 and Leadership in Energy and Environmental Design (LEED), under the LEED ID+C rating system – the highest recognition awarded by the U.S. Green Building Council (USGBC) and the International WELL Building Institute™ (IWBI™). The office space, designed by Perkins+Will, incorporates the most innovative health and wellness design features, and has sustainability as a central philosophy. asid.org

BIG NUMBER

**15,000 STAFF
10,000 DESKS**

The office market is changing - and rapidly. The way tenants are occupying buildings, in particular, is changing incredibly quickly. This phenomenon can be witnessed from small companies to the very large. For example, HSBC has 15,000 registered staff at its offices in Canary Wharf, yet only 10,000 desks, with staff more than encouraged to work remotely.



Can't hear yourself think in your new open-concept office? You're not alone

Whistle while you work, it will drive everyone else crazy.

Sure, it's an old joke, but distracting, unwanted noise is an increasing problem for employees in modern open-concept offices. The design trend is to remove acoustic tiles from ceilings and rip out carpeting and dividing walls that traditionally dampened the sound of a busy office.

About 70 per cent of U.S. offices now have low or no partitions between work spaces, according to the International Facility Management Association. The proportion is nearly as large in Canadian offices, particularly in Toronto, where it's common to strip down modern offices to resemble warehouse-like spaces.

It's reaching the point where many companies are going too far with open concept, said Matthew Simpson, vice-president of project management and design for the Toronto office of corporate real estate firm Savills Studley Canada (formerly Real Facilities Inc.), which specializes in tenant representation.

"Recently on employee surveys acoustics are among the top things that people complain about. It's being exacerbated by the trend to a more industrial look in design, with hard surfaces everywhere," he noted. the Globe and Mail.com



Forget it being all about millennials, we need to design for a multigenerational workforce

Excitingly, the workforce is becoming increasingly diverse. However there's more talk about millennials in the workplace than anyone else. In stark contrast to popular belief, the reality is that the British workforce is getting older on average which means that office design must now consider a new set of workplace requirements. The challenge for designers is to create inclusive environments that address the needs of highly skilled and experienced older workers, workplaceinsight.net

WATCH: FIVE STARS FOR +POSITIVE SPACES IN YELP'S HEADQUARTERS



Put the "Pro" in "Productive": Balancing Traditional & Nontraditional Practices in Workplace Culture

Whether you're Team Millennial or not, one thing is for certain, millennials are here to stay in our workforce. The inevitability of each new generation becoming the majority in our workforce, and therefore becoming the most influential demographic group in the corporate world, has been one of the primary catalysts for change in the dynamic of workplace culture for some time now. The exponential growth in technology and its subsequent innovations, paired with the growing millennial influence, has put productivity in the workplace in jeopardy.

In startup and Silicon Valley culture, we can see a lot of new, nontraditional practices in workplace culture. business.com



NeoCon Off to Smoldering Start

NEW COLLABORATION BROADENS WORKSPACE DESIGN OPPORTUNITIES FOR THE CONTRACT MARKET

NeoCon got off to a smoldering start this year, one shy of its 50th birthday. Yet the show acted nothing like a middle ager. NeoCon 2017 started off as fresh as ever, proving it remains the most important office furniture event in the world.

Yes, there are new products to see at NeoCon. Yes, there was great programming that inspired the tens of thousands who packed into theMART. But more than

anything, NeoCon is about ideas. Once again, NeoCon delivered, outlining to the architects, designers, dealers, facility managers and end users how the office will look in the future.

To be sure, some manufacturers were more successful than others. But if you look at the industry overall, NeoCon proves just how strong it is. The industry put its best foot forward, from the newest companies in

theMART to the veteran firms that have pushed the workplace forward for years.

Take Loctek, for example. The company makes products that turn static desks into height adjustable tables and products that make the workplace more healthy. The company is growing quickly in North America and they know how important NeoCon is to their health.

“It is the most important show



of the year,” said Alex Laspinas, business development manager at the company. “This is where we connect with all our dealers and find new customers.”

Loctek is one of the new kids on the blocks. It has only participated in the industry for the last few years, but it understands just how important these three days in June are to its sales and marketing efforts for the year.

The excitement generated at the show comes from the true pride found at many showrooms. Brian Murray, managing director of UK-based Boss Design, moved into a new space this year at theMART. The new showroom on the third floor was packed as designers and potential customers streamed into the space. “Look, we have windows,” Murray said, bursting with pride about the new space. “Isn’t this great?”

He also gave show goers some new products to check out, including Boss Design’s new Tri-netic chair, one of the best new seating products to come out in years.

But you didn’t need to be the new guy on the block to make a splash at NeoCon. Chad Johnson, director of brand, communications and content at HON, said the company is trying to make it easier for customers to specify its products. It is also trying to be more innovative, launching its new Ignition 2.0 chair and outlining its new Flex program that makes it easy to specify desks and at any since a designer can imagine.

Let’s beat to the chase: There are two very interesting trends at NeoCon this year. There seems to be an influx of younger people in the industry who are forcing it to think differently, which, in turn, changes how people work. Maybe it is because of this youth movement, but NeoCon also started with a palpable buzz to it this year.

There’s still a day to go. NeoCon is a three day event that tests everyone’s stamina and capacity to sort the wheat from the chaff. So keep your eyes open, enjoy the show and stay cool. **BoF**

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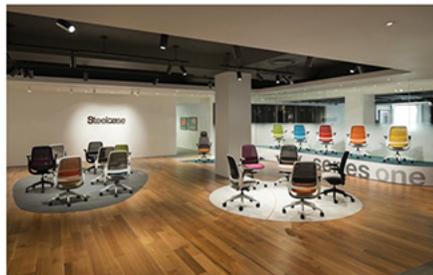


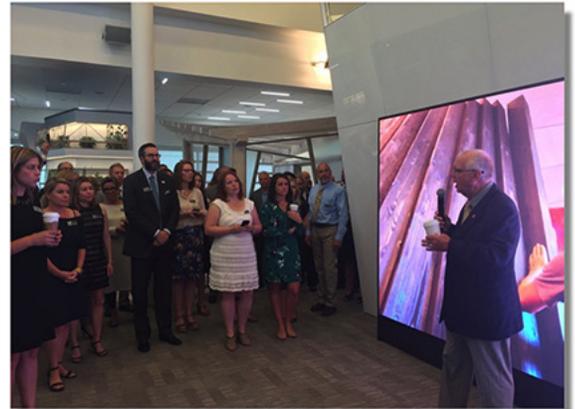
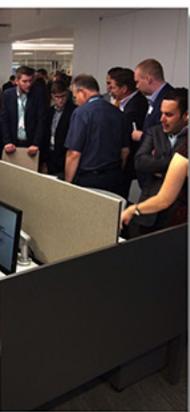














INDEAL Hosts Champion Training and Conference

THE CONFERENCE BALANCED INTERACTIVE INSTRUCTIONAL SESSIONS ON THE INDEAL PROGRAM WITH MANUFACTURER-FOCUSED SEGMENTS AND UNIQUE NETWORKING OPPORTUNITIES.

Held at the retro chic Valley Ho in Scottsdale, Arizona, the recent 2017 INDEAL Champion Training and Conference aimed to educate INDEAL dealer Champions and supplier partners on the benefits of being an INDEAL program member.

Creating an atmosphere conducive to information sharing and camaraderie, the event exceeded expectations in terms of effectiveness, according to attendees, and armed them with the tools needed to better utilize the INDEAL program going forward.

INDEAL's Champion program

was created to help dealerships get optimum benefit from their partnership with INDEAL. Champions are asked to complete checklists of responsibilities to ensure the program runs smoothly within their dealerships. They are the conduit between INDEAL and the dealer



staff, encouraging use of Idea Books which highlight suppliers in the program. They are also the first point of contact for sales representatives of the suppliers.

“This was a great experience,” says Laura Dunn, Champion of Creative Office Pavilion account manager. “I can’t wait to share what I’ve learned with the sales and design team and see what we can do to take advantage of INDEAL and my new supplier relationships.”

The conference balanced interactive instructional sessions on the INDEAL program with manufacturer-focused segments and unique networking opportunities. Throughout the event, Champions learned how they are empowered to increase INDEAL suppliers’ sales at their dealerships and discovered best practices used by fellow Champions to promote the program internally.

“Last year was great as our first year for the event but this year was even better,” says Dave Bloch, co-founder of INDEAL. “Both Champions and our suppliers were invigorated by ideas to foster growth at their businesses. It will be interesting to witness the strength of the conference

next year as each participant incorporates their newly discovered ideas in individual ways and brings them back to share.”

The support and presence of INDEAL supplier partners make the event a remarkable experience. INDEAL suppliers are given time and opportunity to interact with dealer Champions from presenters, from one-on-one targeted discussions to casual networking. Josh Silverman, the representative from event sponsor Global, uses the opportunity to engage in “valuable conversations with dealers to further develop our business relationships.” The combination of events and opportunities allow conference attendees to connect in meaningful ways.

“The energy, interaction and overall connection between the INDEAL Champions, suppliers and the INDEAL team was a testament to a program that is not just progressive, but of value to all involved, not just in terms of inspired thought and creativity but a feeling of belonging and attachment to invaluable resources that each can tap into,” says Paul Anderson, who represented Highmark at the event.

The discovery of how INDEAL’s

marketing tools and technology partners, My Resource Library and The KITS Collaborator, create advantages for their sales and design staff is a key component to the conference.

“MyResourceLibrary was privileged to be a gold sponsor for this event, and did we ever feel appreciated,” says Jeff Carlson, principal of the virtual library. “The Champions were engaged and very interested in MRL and how they can use our technology to not only further the INDEAL sales within their organization, but also help differentiate their dealers within their markets.”

INDEAL’s 2018 Champion training and conference will be in Charleston, South Carolina, from April 23-26. Attendees already include four Champions voted at this year’s event to be extremely engaged in the program, helpful to other participants and effective at implementing the INDEAL program at their dealerships. Sponsors are accepted on a first-come, first-serve basis. They consist primarily of INDEAL suppliers and a few strategic industry partners. **BoF**

For more information on how to participate in the event, contact Jill Thomas, event coordinator, at jthomas@indeal.org.



Haworth Acquires Design Retailer Luminaire

NASIR AND NARGIS KASSAMALI, THE MARRIED COUPLE WHO LAUNCHED LUMINAIRE IN 1974, SAID THEY WILL REMAIN IN CHARGE OF THE DORAL-BASED RETAILER.

The *Miami Herald* reported last Friday that the founders of Luminaire, the high-end modern-design furniture retailer with an international profile that's been a Miami institution since the 1970s, have sold a majority interest in the business to Haworth.

In a letter to friends that's

been circulating in the tight-knit design industry, Nasir and Nargis Kassamali, the married couple who launched Luminaire in 1974, said they will remain in charge of the Doral-based retailer. Luminaire will continue to operate independently, they said.

Partnering with family-owned Haworth, a 70-year-old manu-

facturer that's branching out into retail distribution of high-end "lifestyle" furnishings, will "preserve the legacy of Luminaire" and help the Kassamalis expand the business, the letter says.

"Our single mission, to propagate good design and enrich people(s) lives, has been, and will continue to be, the founding



principle for our company and us,” the letter says.

Luminaire’s Modernist flagship store occupies a prominent corner on Ponce de Leon Boulevard in downtown Coral Gables. The company also has a store in Miami’s Design District and a showroom in Chicago, as well as an online store. Its corporate headquarters and warehouse are in Doral.

Luminaire, which represents some of the world’s most important furniture design companies, introduced Miami and the rest of the country to prominent international designers like Giulio Cappellini and Piero Lissoni. The Kassamalis, a familiar presence in furniture shows around the world, have also mentored

designers and showcased their work in lectures and displays in Miami and Chicago.

Nasir Kassamali, who is Luminaire’s CEO, did not respond to requests for an interview. A Haworth spokeswoman, Julie Smith, confirmed the company is “partnering” with Luminaire. Smith said she could not discuss details until after Haworth makes a formal announcement this weekend during a convention in Chicago.

News that the Kassamalis had sold a majority interest to Haworth spread quickly among attendees at the annual furniture fairs in New York City in May. Earlier this month, a Luminaire spokesman confirmed that the retailer would be “partnering”

with Haworth, but added he had no information on the status of ownership.

The spokesman, Luminaire marketing manager Ghazar Kolian, said plans under the partnership are to open as many as 10 new Luminaire stores around the country to compete with Herman Miller’s Design Within Reach.

Luminaire will also add to its roster two lines owned by Haworth, Cassina and Cappellini. Haworth, which is based in Holland, Michigan, began making office furniture in 1948. It has been purchasing prominent haute-design furniture companies, including Poltrona Frau, as it establishes a new “lifestyle designs” arm. **BoF**



Chris Congdon, strategic communications at Steelcase, on the right, moderates a “conversation about creativity” with Julia Atalla, senior director of Surface Marketing at Microsoft, and James Ludwig, Steelcase’s vice president of global design, in Steelcase’s Chicago showroom on June 11, 2017.

Worried About a Bot Taking Your Job? Be a Creative Problem Solver

MICROSOFT REACHED OUT TO STEELCASE, A COMPANY THAT HAS BEEN IN WORKSPACE INDUSTRY FOR MORE THAN A CENTURY. PARTNERING WITH THE SEATTLE TECH GIANT WAS A NATURAL PROGRESSION FOR THE GRAND RAPIDS OFFICE FURNITURE MAKER THAT HAS MADE TECHNOLOGY A PRIORITY FOR YEARS.

Worried about artificial intelligence or robots taking over your job?

Embrace creativity and you’ll be saved from the machines. Well, not exactly. But it’s close to the message from Steelcase and Microsoft, two respected giants in their industries now collaborating on the future of the workplace.

“In a sense, we have passed through the apex of finding efficiencies to drive growth or cost reductions,” said James Ludwig, Steelcase’s vice president of global design. “All these (business) leaders are saying ‘How do we tap into the creative potential of my people?’ That was really the epicenter of the question we asked with Microsoft.”

The need for the partnership became evident two years ago after Microsoft launched its Surface Hub products.

Customers liked the new whiteboarding technology, but weren’t so sure how to integrate the large devices into their workspaces.

“We learned very quickly that we need to think about this as an architectural component -- that



it was such a large piece of computing equipment that we need to think with customers about what is the intent in the space that you want the Surface Pro in,” said Julia Atalla, senior director of Surface Marketing.

Microsoft reached out to Steelcase, a company that has been in workspace industry for more than a century. Partnering with the Seattle tech giant was a natural progression for the Grand Rapids office furniture maker that has made technology a priority for years.

The first area the companies are focusing on is creativity. It’s a hot topic among company leaders because it has a lot to do with worker productivity.

In March, the companies unveiled five “Creative Spaces” at the Steelcase WorkLife Center in New York City. The spaces are also featured in Steelcase’s Chicago showroom, which won 2017 Best of NeoCon showroom of the year.

Atalla and Ludwig talked about the future of the partnership during an informal panel discussion at the Steelcase showroom in Merchandise Mart on Sunday, June 11, on the eve of NeoCon 2017.

They were asked by moderator Chris Congdon, 360 Magazine editor and director of global research communications at Steelcase, about people’s fear they will lose their jobs to ma-

chines. Congdon began the question by noting that bots are being used by news publications to do some basic reporting.

The true value of the human mind isn’t sequential, linear process work, but creative problem solving.

After some research, Congdon said she was relieved to learn there is just a 5 percent chance of her role being replaced by a machine in the coming years.

“You probably aren’t the first to wonder about what jobs will be replaced by artificial intelligence or robots like that,” said Ludwig. “I think it is very real. It’s not an eventual future. It’s the future. It’s also one that you can be excited about.”

The true value of the human mind isn’t sequential, linear process work, but creative problem solving.

Atalla believes the tech industry should be investing in robotic and A.I. as a way to help humanity.

“They are certainly more complex problems today than they were even five years ago, and certainly 10 or 15 years ago,” Atalla said. “The more you can figure out a way for technology and artificial intelligence to help you with some of the data analysis, the better you will be.”

Pairing that data analysis with human creativity is where business will find growth and opportunity.

When asked if everyone is inherently creative, Atalla said yes.

“I think everyone in this room was born with some form of creativity. The shape the creativity will take will vary in every single one of us,” Atalla said. “A lot of times people say creative people are artistic, when the reality is that across industries, creativity means so many things.”

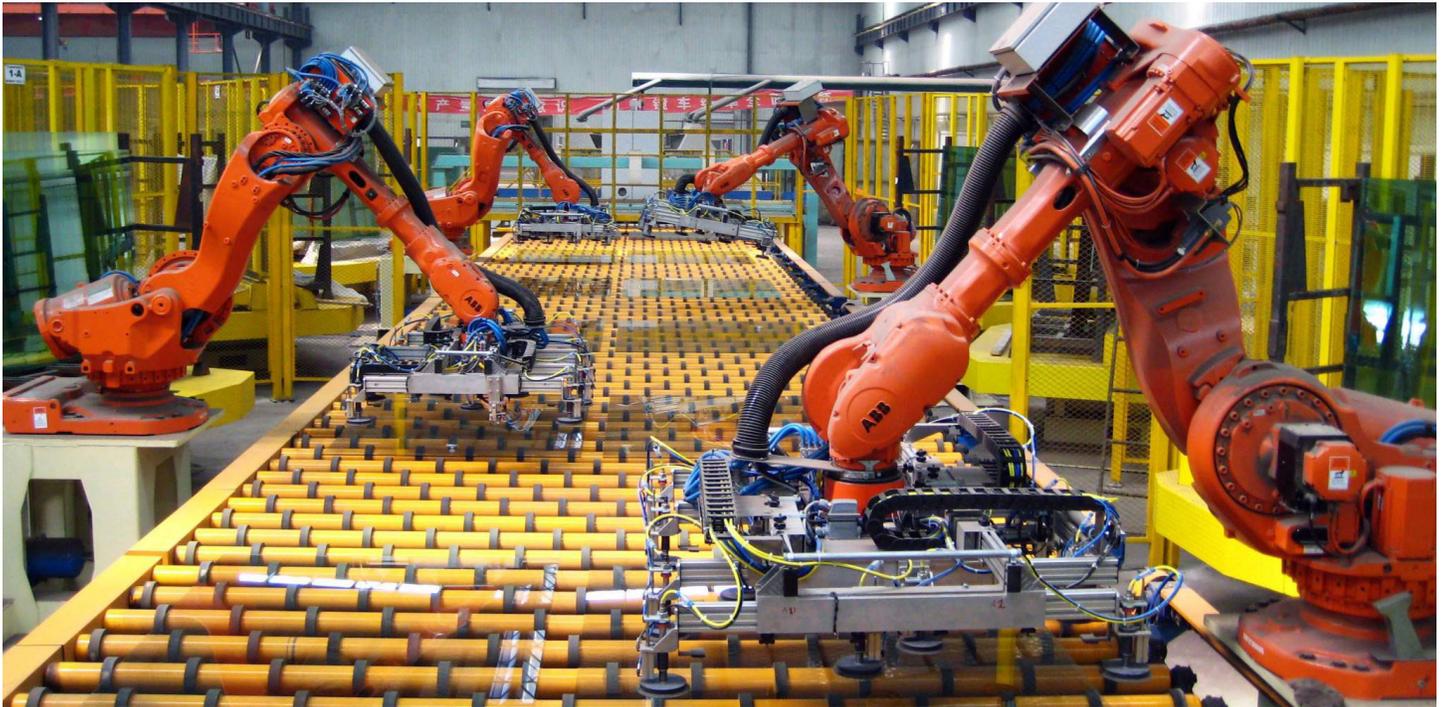
The emphasis on creative thinking is evolving the workspace. Offices are beginning to look like creative studios, which have traditionally been the domain of designers, architects, engineers and musicians because they provide space for concentration or collaboration.

At Microsoft’s recent global CEO conference, the conversation was about ramping up creativity in the workforce.

“Some of the things they are trying to address is how can I get my employees to be more creative when they are thinking about problem solving,” Atalla said. “I need to connect dots across businesses. I need them to collaborate with people outside the country we live in, or outside our own business. The way you are going to move your business forward - and with exponential growth - is thinking outside the box.” **BoF**

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Industry 4.0

WE ARE IN THE MIDDLE OF A REVOLUTION OF HOW THE INDUSTRIALIZED WORLD FUNCTIONS AND WORKS. EVERYTHING SEEMS TO BE CHANGING ALL AT ONCE. INDUSTRY 4.0 — MOVING PAST COMPUTERIZED AUTOMATION INTO THE AGE OF CYBER-PHYSICAL SYSTEMS — IS ONE OF THOSE SHOCKS TO OUR SYSTEM. BY DOUG GREGORY

Revolutions are messy.

Transitions can be planned as a benign experience, but transformation requires the pain of removing what we once knew in exchange for the unknown. The act of transformation, like revolution, is disruptive. People, businesses and countries either advance or retreat in the process. It is never as clean as one might hope. Revolutions are messy.

We are in the middle of a revolution of how the industrialized world functions and works. Everything seems to be changing all at once. Industry 4.0 — moving past computerized automation into the age of cyber-physical systems — is one of those shocks to our system. The availability of technology to small and large companies alike — the democratization

of technology — is just one more messy part of the revolution for big and small business alike.

“3-D printing technology has been democratized,” says Pete LaDuke of Widget Farms, a Holland, Michigan-based product engineering and 3-D printing firm. Industry newcomers can build customer-driven business models incorporating digital-based product design, development and supply chain models for far lower costs than incumbents burdened with Industry 3.0 institutional processes. What was once the domain of large manufacturers who could invest heavily into knowledge, tools and systems to provide strategic advantage in the product development process, has now been made available to start-ups through advancing technology democratization.

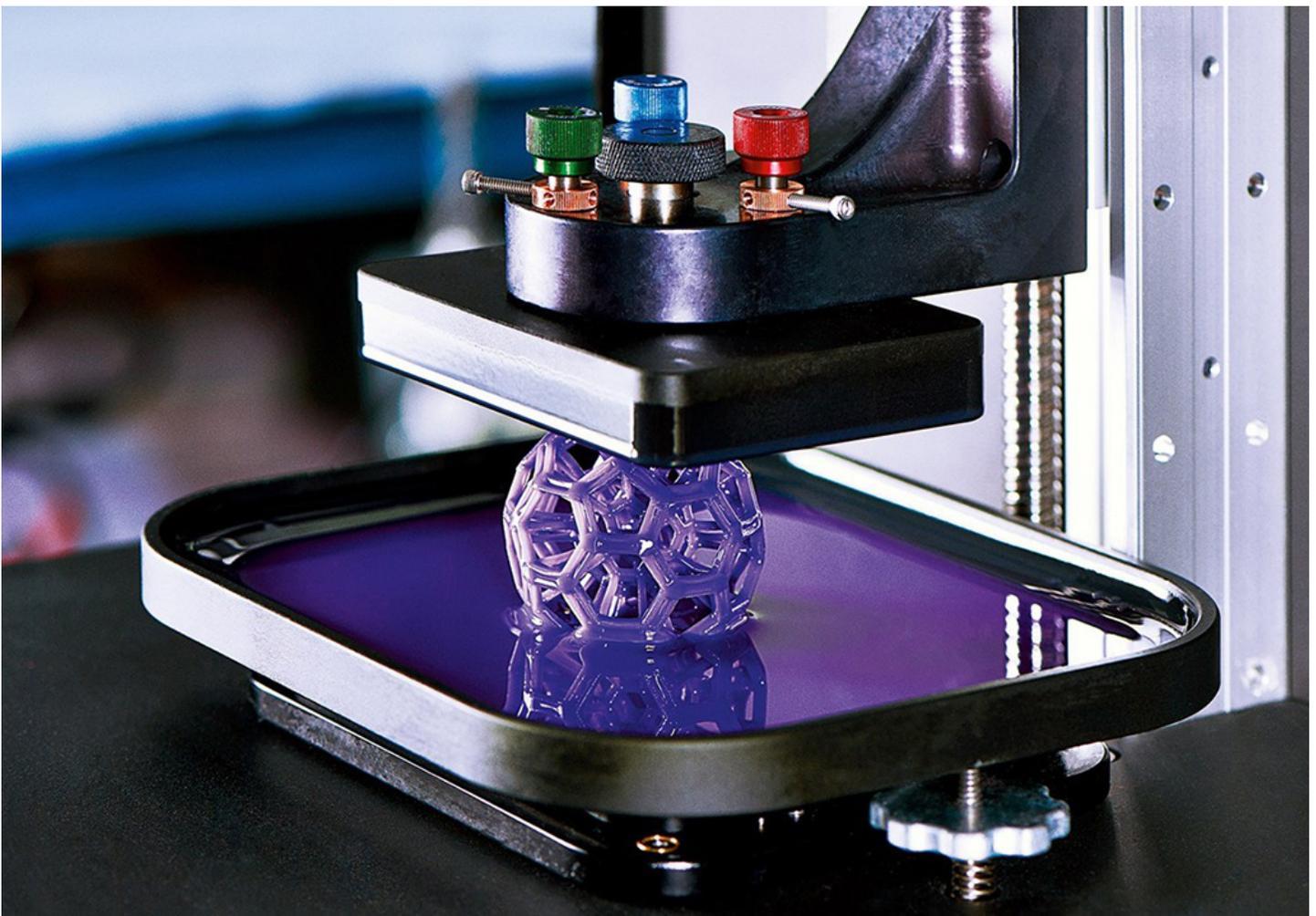
Welcome to Industry 4.0

Led by Germany, the world is creating Industry 4.0, and too few of us in North America fully understand its implications. Professionals in the design, development, manufacturing, assembly or distribution of commercial furnishings would do well to develop a keen understanding of the movement. And then, to figure out how to both embrace it and create advantage through it. Some already are. Given the breadth and depth of the very concept, the best way to do so may be through integrating communities of users, ecosystems of suppliers and subject matter experts (SMEs).

In 2011, a workgroup was formed by various experts in Germany to consider the next phase of the industrial revolution coming in to view. The next year, the German federal government accepted the group's findings with the intent of helping to shape

a national response to the incredible acceleration of technology and data being integrated into the entire product supply chain model. The end result was called Industrie 4.0, and a final report was issued by the German government at the 2013 Hannover Fair.

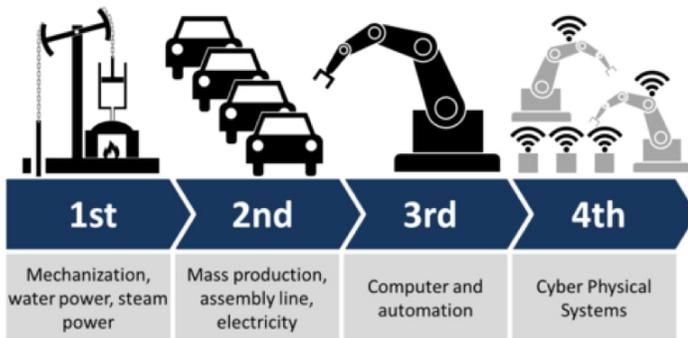
At a macro level, Industry 4.0 includes the integration of cyber-physical systems, the Internet of Things (including the IIoT, Industrial Internet of Things) and cloud computing. Its end result is customer-based solutions, reduced product development and supply lead times, dramatically improved quality and the elimination of waste. Leading manufacturers around the world are investing significant resources to model and implement the drivers of Industry 4.0 — it has moved way past being a future event. GE refers to it as the “brilliant factory.”





The stages of this continuing revolution look broadly like this:

This fourth stage of the industrial revolution – Industry 4.0 – comes with its own design principles:



- **Interoperability:** The ability of machines, devices, sensors and people to connect and communicate with each other via the Internet of Things (IoT) or the Internet of People (IoP).

- **Information transparency:** The ability of information systems to create a virtual copy of the physical world by enriching digital plant models with sensor data. This requires the aggregation of raw sensor data to higher-value context information.

- **Technical assistance:** First, the ability of information systems to support humans by aggregating and visualizing information comprehensively for making informed decisions and solving urgent problems on short notice. Second, the ability of cyber physical systems to physically support humans by conducting a range of tasks that are unpleasant, too exhausting or unsafe for the human co-workers.

- **Decentralized decisions:** The ability of cyber physical systems to make decisions on their own and to perform tasks as autonomously as possible. Only in the case of exceptions, interferences or conflicting goals are tasks delegated to a higher level.

Here is how Industry 4.0 was defined in a great reference article exactly two years ago called “Manufacturing’s Next Act for McKinsey&Company” by Cornelius Bauer and Dominik Wee of Munich:

“We define Industry 4.0 as the next phase in the digitization of the manufacturing sector, driven by four disruptions: the astonishing rise in data volumes, computational power and connectivity, especially new, low-power, wide-area networks; the emergence of analytics and business-intelligence

capabilities; new forms of human-machine interaction such as touch interfaces and augmented-reality systems; and improvements in transferring digital instructions to the physical world, such as advanced robotics and 3-D printing.”

The movement has gained new lingo such as the Fog, described as “the horizontal architecture that distributes compute, communication, control and storage closer to where the data is originated, enabling dramatically faster processing time and lowering network costs. There is even an OpenFog Consortium. Our world is changing quickly.

Consider how Adidas is looking at Industry 4.0. 3-D Printing Industry reports the following:

“Industrial factories where 3-D printing and robotics manufacture sneakers on-demand are at the core of the plan. Manufacturing will also become localized, eliminating costs associated with logistics and supply chains. Large-scale production at German Speedfactory in Ansbach is set for mid-2017, with Adidas expecting to create 500,000 shoes a year in the future. While in the U.S., Adidas has announced plans to create a Speedfactory in Atlanta in late-2017.” Adidas is currently hiring for this factory.

The technology and systems exist to collect information about your feet — not some average of feet about the same size as yours — and to then locally manufacture custom shoes at a modest price premium. By the second day of NeoCon, CIFF or Interzum, there ought to be a lot of takers. The capabilities all exist and can be applied. What is required is the imagination to listen to what customers are asking for and then designing the systems around them.

Imagine such a thing in the office furniture industry...

While we are not leading the revolution, our industry is not quite in the dark ages, either. In an article in 3D Printing Industry, Herman Miller is cited as a business integrating the technology into its design process. Nick Savage, director of research, design and development in Bath, U.K., is quoted as saying:

“The exploration phase at the beginning of each project is about coming up with ideas, while the

launch phase at the end of each project sees the first production run of components. The bit between is where we always struggle in terms of trying to reduce that cycle of time. This is where we are now using 3-D printing to great advantage. In our test labs we can now model, build and test within a very short time frame.”

When the McKinsey report authors “...surveyed 300 manufacturing leaders in January 2015; only 48 percent of manufacturers considered themselves ready for Industry 4.0. Seventy-eight percent of suppliers say they are ready.” These are likely the largest manufacturers in the world, and even though the data is now two years old, these numbers are likely lower in our industry.

In reading Steelcase’s recent announcement on 3-D printing, our industry begins to see the realization of a combined response to becoming customer-centered and to Industry 4.0. Mass customization based on personalized data leads to increased user satisfaction and use of designed-in features. Steelcase and its collaborators — including MIT — worked to get around the inherent limitations of a technology with lots of promise to deliver on that promise in scale. These are critical enhancements speaking to customer requirements of speed, scale and quality. This is no small break from the past.

Automation Alley in Michigan recently released its annual technology report, focused on OEMs and suppliers. Some of their key findings include:

- “We discovered both technology and manufacturing executives lack awareness of Industry 4.0. And even for the companies who are beginning to transition to this new era of manufacturing, barriers to technology adoption remain. Clearly, there is much work to be done.”
- One example they cite is 52 percent of manufacturing executives have a budget and process to support new technology. Which means the other 48 percent don’t, reporting that “...the top barriers to technological advancements within their organizations are cost, uncertainty about which technology supplier has the best solution, and employees who are reluctant to change.”

- Automation Alley CEO Tom Kelly: “...if you don’t adopt it, you will become less efficient and more expensive than your competitors... if you don’t go down this path, you won’t be able to extract improvements to keep up with everyone else.”

Most businesses are already participating to a greater or lesser degree in moving toward an Industry 4.0 capability, although most have not developed the vision or have yet to put it into practice. The idea of a “smart factory” is a part of the Industry 4.0 vocabulary. And, one part of a smart factory is the integration of 3-D printers into every phase of the product design and production process.

Additional insight from the McKinsey report:

- “One automaker uses data from its online configurator together with purchasing data to identify options that customers are willing to pay a premium for... it reduced the options on one model... three orders of magnitude lower than its competitor.”
- “...most companies can improve gross margin by 30 percent within 24 months.”
- “Local Motors builds cars almost entirely through 3-D printing, with a design crowd-sourced from an online community. It can build a new model from scratch in a year.”
- Executives surveyed said correcting these data inefficiencies should improve productivity by about 25 percent.

Bryant Goudeock, senior team leader at Fisher Unitech (www.funtech.com), works on the cutting edge of how 3-D printers are changing the design and flow of developing up-front concepts, speeding through design iterations, inexpensively supporting development of form, fit and function, creating jigs and fixtures for manufacturing and even using 3-D printed parts for select manufacturing parts.

Some insights from Bryant include:

- First-build cars are almost all built from 3-D printed parts

- “There is significant value to be had at the office furniture OEM and supplier level that they haven’t discovered yet.”

- Adoption comes through “helping people understand how the technologies help your business.”

When most of us think about 3-D printing — just one part of the Industry 4.0 technology landscape — we tend to think about building prototype parts. While that is a useful application of the technology, it is only the tip of the best practices iceberg. Bryant suggests taking the technology to the factory floor to see how it can really impact the product design and development process.

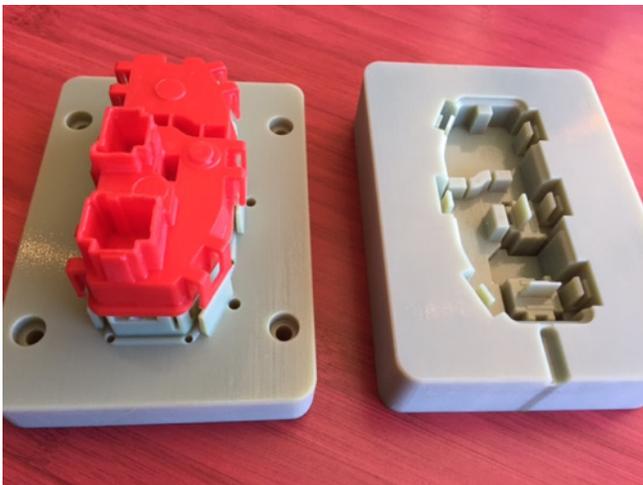
For instance, the image below is a high-volume, injection-molded part. It is not a candidate for efficient 3-D printing. The fixture it is setting on would normally be made from aluminum and would cost 10 times the 3-D printed fixture being used to check the part. In this application, the 3-D-printed fixture holds parts for CMM measurements and is not only lower in cost, but is built in a fraction of the time an aluminum tool takes.



The challenge is most OEMs are not making their own tools and fixtures, so they often don’t know about this potential. This science, though, is changing both the cost and time frame for leading manufactures to both develop and improve their products. It is unseen by most and sexy for almost no one. It is just how Industry 4.0 companies think and behave.

Not only that, but these fixtures always weigh a fraction of those made from metal. The ergonomic benefits of lifting lighter-weight fixtures only add to their productivity. Worker health benefits like that are another reason why manufacturing often leads the use and acceptance of game-changing science, and then drives it back into the design process. To design for the benefit of the company, designing the process using Industry 4.0 thinking could be a part of every new product development project team meeting.

Injection molding is one of those product development costs that drives everyone nuts. Coming in at a fraction of the cost and timeline of an aluminum tool, the design can be built, tested, evaluated by customers and run through multiple iterations in the time it would take for a standard tool to be built.



Will 3-D printing ever be used in high-volume production? Given today's technology solutions, a couple of insights from Bryant:

- Look for high-complexity/low-volume parts for 3-D production
- Class A parts will require secondary finishing
- If a chair were designed, for instance, with a custom part for every user instead of an adjustable component (within tested parameters), the value equation might work out.

As quickly as the technology is changing though (reference the Steelcase article), many of the cur-

rent limitations of 3-D printing and other technologies may be engineered into history in the next couple of years. Beware, though. Inserting a new technology such as 3-D printing into your product development efforts without thinking through your development model may backfire. As LaDuke of Widget Farms points out, with 3-D printing, "it accelerates the understanding of what will work and what won't work. By leveraging its advantages, it speeds things up. But, using it in the wrong application will only slow things down."

What Industry 4.0 invites us to do is to look at our customer's demands using a different set of lenses. Consumers are used to mass customization, speed and new business models designed to give them what they really want. They are tired of a product design process in our markets taking the same length of time as developing an entirely new car platform.

We live in the age of the customer being at the center of all we do. They contribute data through cloud-based networking systems, which feeds demand systems. That data leads to product function design, which is iterated through cloud-based CAD engineering and learning robots and on-site 3-D printers. When the supply chain is organized around this system, the customer values the end result, as it reflects what they value, and is on their time frame.

This is, of course, a simplified story of the real world. But, it is how the real world now operates. Not in some distant future, but today.

One way to learn more about Industry 4.0, additive manufacturing and 3-D printing? A local users' group meets in the Detroit area, where best practices are shared, and people and companies with real world experience help others get into the game.

The objectives of the AMUG include the following:

- Encourage effective communication of information exchange amongst all additive manufacturing equipment owners and operators.
- Provide a forum for presentations of papers and the ability to network with colleagues.

- Propose solutions to problems that involve basic modification to hardware or software.
- Provide an open atmosphere for technology exchange.

(3-D printing, also known as additive manufacturing (AM), refers to processes used to synthesize a three-dimensional object in which successive layers of material are formed under computer control to create an object. (Wikipedia).

Automation Alley is an organization in SE Michigan focused on helping OEMs and suppliers understand the application of technology into their businesses. Check them out at www.automationalley.com for great resources, even if you are not in that area.

Another way? Check out Manufacturing's Next Act, a McKinsey&Company article authored by Cornelius Baur and Dominik Wee. Heck, look up Industry 4.0 in Wikipedia.

When GE's CEO stated it would become a digital company, the self-imposed revolution was already well underway. GE began developing a concept called Factory 3.0: The Brilliant Factory, with the idea of bringing hardware, software and data together as its new industrial architecture. Not only is GE transforming its own extensive operations base, it is offering The Brilliant Factory as one of its new core services as a digital company.

GE summarizes Factory 3.0: The Brilliant Factory

as being built on four pillars:

- Digital design and prototyping takes flight
- Machines that speak to us
- Improved decision making
- Supply chain optimization.

The idea is to put "...a 'digital thread' through operations, from product design all the way to supplier management so we can see performance and output in real time."

"At its core, the concept of the Brilliant Factory is about gathering data, learning and optimizing. It requires a new mindset on the factory floor, but we're learning how to shorten the feedback loops and expand the approach to more facilities and customers."

The cyber-physical systems revolution that characterizes Industry 4.0 is upon us. As LaDuke said, technology has been democratized. A mid-sized OEM or even a well-funded start-up can adopt the Industry 4.0 business model and change the office and commercial furniture industries. Some company or companies will choose to do so. The advance — or retreat — of your business, your career, even your country (as the Germans believe), may well depend on how you embrace the revolution. It is waiting for no one.

Industry 4.0 is here. It will be messy, but it is here.





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PACIFIC WEST

WEHO HISTORIC COMMERCIAL BUILDINGS MAY BE UP FOR SALE



WEST HOLLYWOOD, Calif.—Four of ten commercial properties in West Hollywood that originally were not deemed eligible to be designated as historic resources are eligible for another look. The buildings are on Santa Monica Boulevard's stretch of historic Route 66. Property owners can qualify for benefits including less strict zoning requirements and a reduction of up to 50 percent in property taxes in exchange for rehabbing and preserving a building. [WEHOville](#)

COWORKING CAMP FEATURE VINTAGE TRAILERS



SAN FRANCISCO—A San Francisco startup wants to bring nature to entrepreneurs. Campsyte, founded in 2014, takes vacant city lots and transforms them into unique shared offices. Its latest project, OutCamp, claims to be the first outdoor coworking space. Campsyte offers office space on-demand, so freelancers, startups, and teams can rent vintage camping trailers by the hour or sign up for a monthly mem-

bership pass. [Business Insider](#)

COWORKING WITH A SOCIAL LIFE

SAN FRANCISCO—Zen Compound, located in the trendy SoMa district, houses a nightclub, an art gallery and a coworking incubator space known as Eco-Systm. There's also a breakfast and lunch coffee bar in the works. A one-stop location for both work and play, Zen Compound is open virtually the entire day, from morning to early morning. A day pass is \$50 and monthly plans that start at \$400. Open seating accommodates 30 to 40 desks. Small businesses can rent private suites for about 10 people, starting at \$1,400 per month. [Vegas Seven](#)

MOUNTAIN WEST

CLASS A STAPLETON OFFICE SPACE IN PROGRESS

DENVER—A long-awaited transit-oriented development in the heart of Denver's Stapleton neighborhood is finally moving forward. A five-story condo building will join a 190,000-square-foot Class A office building, a 300-unit apartment building and 60,000 square feet of retail around a large public plaza south of the Regional Transportation District's Central Park commuter-rail station. [Denver Post](#)

AN UNLIKELY GEM FOR BUSINESS GROWTH

CHEYENNE, Wyo.—Forbes Magazine has released a study of what it considers the best and worst states for taxes and Wyoming nabbed number one (New York ranked dead last). This can be advantageous to both the state of

Wyoming and companies looking for a startup location. Wyoming also offers low energy costs, since it is produced in-state. The third perk: no personal income taxes. [KGAB](#)

MIDWEST

WELLNESS PROGRAMS PAY OFF

BROOKFIELD, Wis.—A new survey from the International Foundation of Employee Benefit Plans highlights some popular emerging wellness benefits employers are weaving into their wellness initiatives, such as chiropractic services coverage, opportunities to participate in community charity drives and events, attend onsite wellness-related events and celebrations, and take part in wellness competitions such as walking/fitness challenges. Whatever form a wellness program takes, the effort seems to be paying off for many organizations. More than half of the responding companies say they've seen a decrease in absenteeism since putting a wellness program in place. 63 percent indicate that they are experiencing financial sustainability and growth in the organization. [HRE Daily](#)

FOUR CHICAGO TECH COMPANIES PRIORITIZE PROFESSIONAL DEVELOPMENT

CHICAGO—Four fast-growing Chicago tech companies are investing in their employees to foster growth. Adage Technologies pairs every new employee with a mentor charged with showing them the ropes for the first six months. kCura developed a career guide on available opportunities within the organization as well as the skills an employee will need

to make it there, along with \$3,000 team training budgets. Uptake launched Uptake University to bring learning opportunities from internal and external experts on topics like leadership, technology and well-being. Outcome Health invests heavily in managers so they can pass their expertise along to the rest of the team.

[Built In Chicago](#)

LANDMARK BUILDING IN NEED OF DEVELOPMENT

SOUTH BEND, Ind. — Northern Indiana officials are courting potential developers for a historic five-story office building in downtown South Bend that’s been battered by the elements and vandalism. It was included on Indiana Landmarks’ 2015 list of the state’s most endangered properties. The county has the authority to take ownership because the building’s owner owes about \$2 million in back taxes and penalties. But, county economic development director Bill Schalliol says the county first wants to be certain there’s a developer committed to redeveloping the building.

[Fox 19 Now](#)

NORTHEAST

NEW CENTER ENHANCES WELLBING AT AETNA

HARTFORD, Conn.—Aetna opened its first Mindfulness Center in the Capital City to help reduce stress and improve workplace culture. The center gives employees a chance to participate in mindfulness activities and learn how to incorporate the exercises in their everyday life. “It’s a part of the company’s broader strategy,” said Cheryl Jones, the director of mindfulness at Aetna. “We’re evolving beyond the mindfulness-based wellness programs and aiming to create a workplace culture of

well-being.”

[Hartford Business Journal](#)

IDEAPAIN EXPANDS SUITE OF COLLABORATIVE TOOLS

BOSTON—IdeaPaint has unveiled three high-quality mobile solutions—Hive, Pivot and ThinkTank—leveraging its high-performance dry erase coating and designed to complement IdeaPaint coated walls throughout the workspace to foster frictionless collaboration. The line features industry-first solutions: the world’s first dry-erasable wood, combining the warmth and beauty of high-quality maple veneer; and a pivoting, multifunction piece of furniture that can serve as both a standing-height worktable and mobile dry erase board.

[PRNewswire](#)

LONG ISLAND-NYC SEAPLANE COMMUTING SERVICE MAY LAUNCH THIS SUMMER



A 20-minute commute from Manhattan to Long Island’s Gold Coast could become a reality if there’s enough demand from those willing to pay \$385 each way. The company’s target market is people who are paying hundreds of dollars for black car sedan service from Manhattan to the suburbs.

[Newsday](#)

SOUTH

REVAMP OFFERS BRIGHT AND MODERN FEATURES

CHARLOTTE, N.C.—The first phase

of Uptown Charlotte’s 121 West Trade building revamp is complete. Improvements to the building include an updated main lobby, common corridors enhanced with bright modern finishes, refreshed restrooms, a new tenant hub featuring multiple conference rooms, a room and tenant lounge. The Hub is free for all 121 West Trade tenants and is fully equipped with complimentary features such as high-speed Wi-Fi and gourmet coffee.

[Market Wired](#)

COUNTY EARNS NATIONAL AWARDS IN LEADERSHIP

FORT PIERCE, Fla.—St. Lucie County’s Human Resources Department was recognized this spring with three national awards for its unique training and leadership program. The goal of the new IGNITE Leadership program is to inspire, grow, navigate, innovate, transform and empower employees.

[TCPalm](#)

LUMINAIRE AND HAWORTH TEAM UP

MIAMI—The founders of Luminaire, the high-end modern-design furniture retailer with an international profile that’s been a Miami institution since the 1970s, have sold a majority interest in the business to Haworth. Luminaire will also add to its roster two lines owned by Haworth, Cassina and Cappellini. Haworth has been purchasing prominent haute-design furniture companies, including Poltrona Frau, as it establishes a new lifestyle designs arm.

[Miami Herald](#)

Compiled by Emily Clingman

BoF

ALL TIME | January 1, 2016

BoF Industry Index Start: \$24,379.54

YEAR TO DATE | January 1, 2017

Yearly Start: \$31,809.16 (2016 Ended +30.49%)

Total Value (USD)

Day Gain (USD)

Total Gain (USD)

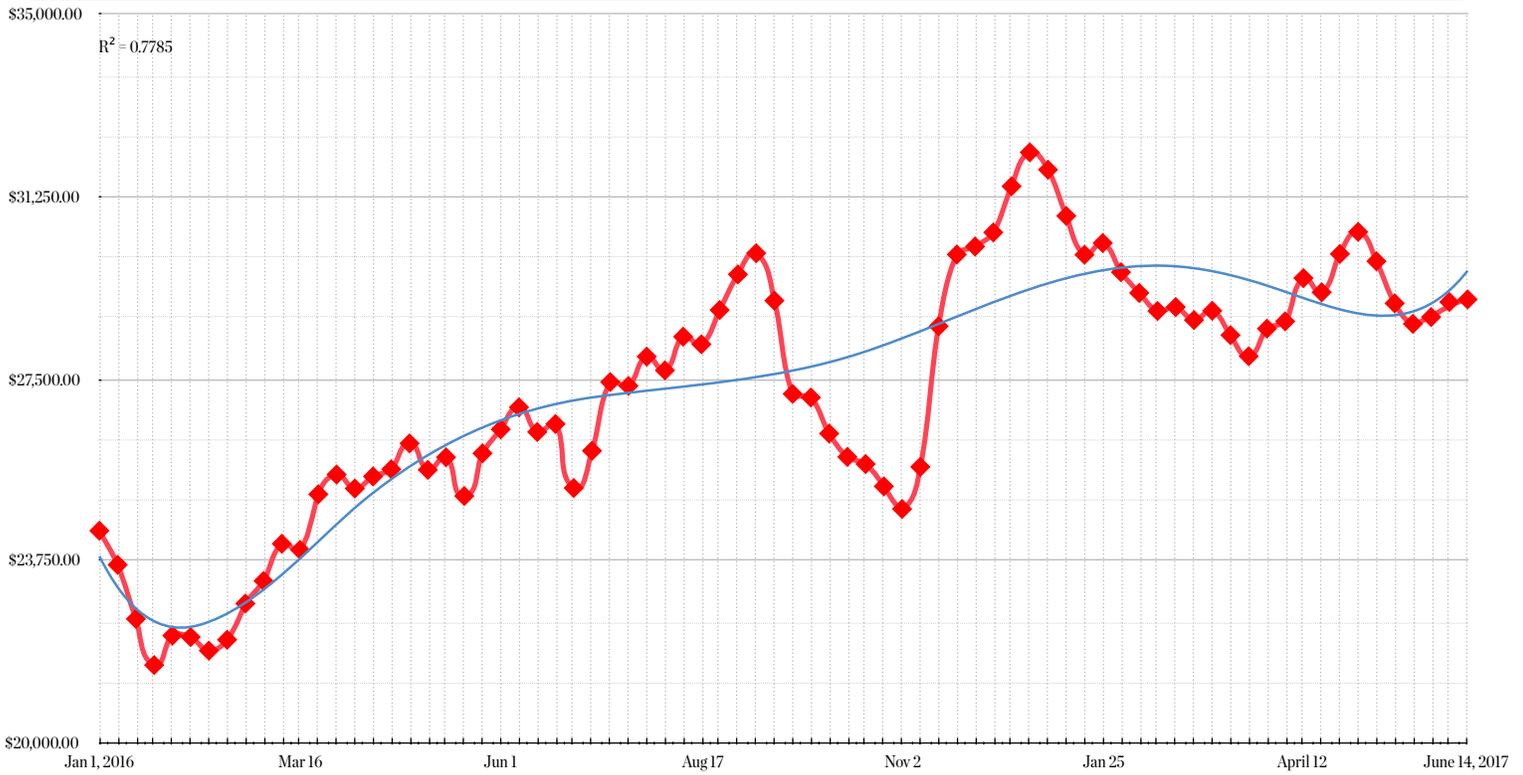
2017 YTD

29,140.25 ↑ **45.40** | +0.16% ↑ **4,750.63** | +19.48% -2,668.91 (-8.39%)

Symbol ▶	Last Price Time (ET)	2 Day Performance	%Change Day Change	Volume 30 Day Average	52 Week Range
DRTTF:US DIRTT Environmental Solutions	5.07 17:20		+2.29% 0.11	2,250.00 22,502.43	 3.44 5.73
FLXS:US Flexsteel Industries Inc	53.82 17:20		-0.19% -0.10	47,759.00 30,120.33	 37.93 62.99
MLHR:US Herman Miller Inc	31.80 17:20		-0.78% -0.25	325,068.00 292,803.56	 26.99 36.46
HNI:US HNI Corp	40.97 18:40		+1.01% 0.41	418,540.00 207,142.80	 37.24 56.96
INQ:CN Inscape Corp	3.95 06/12/2017		+2.60% 0.10	200.00 5,314.10	 2.80 5.34
TILE:US Interface Inc	20.30 17:20		0.00% 0.00	459,014.00 423,198.53	 14.56 21.05
KEQU:US Kewaunee Scientific Corp	23.05 17:20		+0.90% 0.20	472.00 1,532.10	 16.45 27.60
KBAL:US Kimball International Inc	17.24 17:20		-0.81% -0.14	118,696.00 144,115.30	 10.71 18.94
KNL:US Knoll Inc	21.55 18:40		+0.23% 0.05	531,842.00 399,000.44	 20.37 28.40
LEG:US Leggett & Platt Inc	52.57 18:40		+0.27% 0.14	686,220.00 912,861.94	 44.02 54.97
SCS:US Steelcase Inc	17.15 18:40		-0.58% -0.10	738,980.00 471,032.16	 12.67 18.15
VIRC:US Virco Manufacturing Corp	4.90 17:20		+1.03% 0.05	18,549.00 8,845.60	 3.55 4.95

STOCK GRAPHS

BoF Industry Index - Since Jan 1, 2016



DJIA vs Steelcase, Herman Miller, HNI - One Year



Are You A Superstitious Salesperson? I Sure Hope So (Knock on Wood)



You can send your workplace questions to Stephen at: StephenSays@bellow.press

Questions selected to be answered, will appear in this column. Please use the Subject: Stephen Says for all emails. Stephen Viscusi is a bestselling author, television personality, and CEO of The Viscusi Group, global executive recruiters located in New York. Follow Stephen on Twitter @WorkplaceGuru, Like Stephen on Facebook; and follow him on LinkedIn.

Dear Stephen:

Have you ever noticed how superstitious salespeople are? This is a bit of a case of the pot calling the kettle black, but if politicians can accuse people of corruption I think I'm on solid footing.

I have been in sales for 20 years, and I am definitely superstitious. It is the little things with me like not talking about a sale until the deal is totally done and we have the deposit or purchase order in hand. When I was growing up, my Jewish grandmother would always talk about the keine hora or evil eye. She would spit or say "Pooh" three times to ward it off after telling me how big and handsome I was becoming.

The tendency is clearly hereditary because when my aunt was about to get engaged my mother refused to talk to her about the party for fear of jinxing the proposal. So it's no surprise that I'm superstitious. It's in my blood. It seems to me though, that most people in sales are the same. I know salespeople

who read their horoscope every day before they leave the house and use them to make business decisions. I know men who wear the same lucky shirt to all their big presentations (I'll admit, I do this too) and even someone I know who wears the same pair of underwear to all his important meetings. NeoCon just ended and one of my colleagues told me she wears a certain color nail polish throughout the trade show to attract new clients.

Basically, we all have our quirky little things we do. Is it really more common in sales than in other jobs or is it just me? And you're an ex-salesperson, if it is a thing among salespeople specifically, what was your superstition?

The Writings on The Walls

Dear Writings,

Loosely defined, a superstition is any belief or practice that follows from a false sense of causation. Not that anyone needed a defini-

tion of superstition, but I think it's worth noting just how broadly the term can be applied. What I mean to say is that God yes, salespeople are superstitious, but I'm not sure that they are any more superstitious than people in other professions. Now, having a lucky pair of underwear is pretty extreme, but Michael Jordan wore a lucky pair of shorts under his jersey for his entire career and the only thing he sold was years of heartbreak to Knicks fans. It's true that some of the most successful people across professions are all highly superstitious. Heidi Klum carries around a bag with all of her baby teeth, and even former-President Obama keeps a Hanuman Idol in his pocket for good luck. Also, you may have missed me point out that Heidi Klum carries around her BABY TEETH.

These examples might make the most skeptical man in the world superstitious given the heights that these talisman graspers have reached, but I would caution against getting too into these things. I once had a colleague who was on an incredible sales run. The story goes that on the first day of this magic run he had woken up late and so he hadn't had time to shower in the morning. A crazy sale fell into his lap that afternoon and he got it into his head that the two things were related. Luckily, he didn't refuse to shower all together, but he didn't wash his hair for over a month. Eventually, a VP at the company had to have a talk with him. The VP was so happy with his sales numbers that he didn't give him too hard a time, but you never want your boss giving you hygiene related ultimatums. If you've gotten to that point, you've pushed it too far. I've also heard stories of people going through insane rituals when sending in resumes. One lunatic volunteered his process in an interview with me. Not only did he kiss the file name on his computer screen, but he uses his cat's paw to hit enter and send the document. Suffice it to say, I didn't pass on his information to any of my clients. I see superstitions all the time with job seekers. In fact, job seekers become even more zany after they get verbal offers and are

waiting for the written offer to come through. I'll tell people not to worry, and they'll assure me that it's fine because they have only eaten yogurt for the past week and that always portends good tidings. I honestly don't know if half these people actually believe in this stuff or just don't have any better ideas. Still, if you're successful enough, people will let you get away with just about any superstition. Need I remind you that at all times Heidi Klum has a bag containing her baby teeth on her person?!?

Either way, I do think there is one way to make a case for salespeople being particularly superstitious. My theory is that most salespeople are risk takers by nature. They are born gamblers who want to make a more honest living. Sales is an arena of skill, but there is also a huge amount of luck involved. The best poker players in the world are some of the oddest, twitchiest, cretins out there. Salespeople are refined versions of these guys with much better social skills. So, is it really so weird for salespeople to say a Hail Mary before sending off a bid? I certainly don't think so. Any little bit of extra luck is a welcome addition.

By this point you might have a sense of how I feel about superstitions. I started my career in sales, and I must admit I consider myself super-

stitious. I am willing to do anything that might offer me a slight edge. I still wear my "lucky tie" to client presentations and trade shows (yes, I am one of the few men in business still wearing a tie!). I read my horoscope every day before I leave the house, and while I don't think I let it impact my business decisions, if there is something that I can put off in a week where my luck seems to be in short order, you better believe I am pushing that sucker into the next week. I like to think of them as rituals, but the bottom line is that there is no reason to feel embarrassed about these things.

Do I know it's ridiculous? Of course! Do I think that my lucky tie has some sort of magical power that promises career success in all situations? Gosh, no! But, would I swear that my tie isn't helping? What if it is? You've got to be a little looney to be successful. Everyone is just trying to get themselves in the best scenario to succeed and if some weird quirk allows you to feel lucky then do it! My one exception is fortune cookies. Do not let fortune cookies dictate a single aspect of your life. They are the ramblings of a poorly programmed computer with insufficient knowledge of English grammar. For everyone's sake, leave these things alone!

Stephen

HEARD ON THE STREET WITH STEPHEN VISCUSI

¶ **Nancy Pedrick** who had been VP of sales for **Humanscale** in the Northeast, her career spanned 23 years, abruptly left Humanscale to join **Mats Inc.** as Senior VP of sales. Mats is a global commercial flooring brand. **Tim Costello** who was VP at **Gunlocke** for almost his entire career has left Gunlocke and moved to the parent company **HON** as VP sales for the Northeast replacing **Paul Cantatore** who was promoted within **HON** to VP of Global Accounts for **HON**.



The Impact of Office Design in Talking Brand Impact

Branding in 2017 will be more focused on storytelling and place-making to create enticing spaces that make employees feel connected and engaged. The role of portraying a brand's culture in the office design is becoming pivotal. Brands should be developing workplaces that promote their values, work styles, and an environment that caters to their success. The Berries interviewed three of the global workplace design mavens; Kate Davis, Associate Principal and Workplace Strategies Design Director at HKS, Anthony Montalto, Associate Principal and Midwest Design Director at HKS and Kay Sargent, Senior Principal and Director of Workplace at HOK, to know how can workplaces contribute in crafting brand experiences. This is about identity, and more importantly, authenticity. In order to achieve a branded space, design solutions need to be something that people who use the space wholly own and inhabit. Every design decision has to align with and support the vision, mission and values of the company. For instance, a core value might be "well connected." A space characterized by private offices along the perimeter, with solid doors and no glazing would be in conflict with this.

[READ THE FULL ARTICLE](#)

Furnishing Collaborative Space

Interior design and office furnishing pros Gensler's Director of Workplace, Maria Martinico, ICE founder/CEO DeLinda Forsythe, CORT Business Development Executive Barbara Cavanaugh and Illumina's Jenny Durbin shared their insight to furnishing an open, collaborative office space and the special requirements of that type of environment. Durbin, manager of Global Facilities Planning and Workplace Innovation at Illumina, said furniture is key to the design of any space, so it is important to bring in the furniture provider early, preferably along with the architect during the schematic design phase.

[WATCH THE VIDEO](#)

Steelcase and Microsoft's Partnership aims to raise Worker Productivity



Steelcase CEO Jim Keane jokes the Grand Rapids furniture-maker partnering with Microsoft is as surprising to some as his predecessor Jim Hackett recently being named CEO of Ford Motor Co. But both are tied to Steelcase being an industry leader when it comes to the intersection of office furniture and technology. Microsoft wanted to work with the world's biggest office furniture company, as the software

giant began looking at ways to stay relevant to its customers. "If you are in their business, they are realizing the days when they sold software in a shrink wrapped box are long gone," Keane said. "And even now as they move to more subscription models, the key for them to be successful is not how many users sign up -- but ultimately how much do people use the software they signed up for."

[READ THE FULL ARTICLE](#)

Seismic Structural Shift about to hit the Office Market

The office market is changing - and rapidly. The way tenants are occupying buildings, in particular, is changing incredibly quickly.

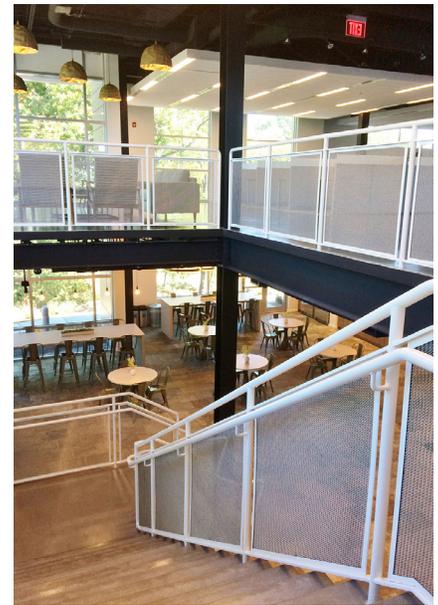
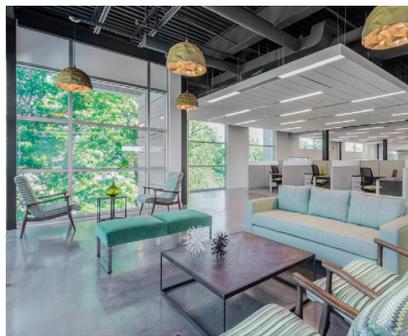
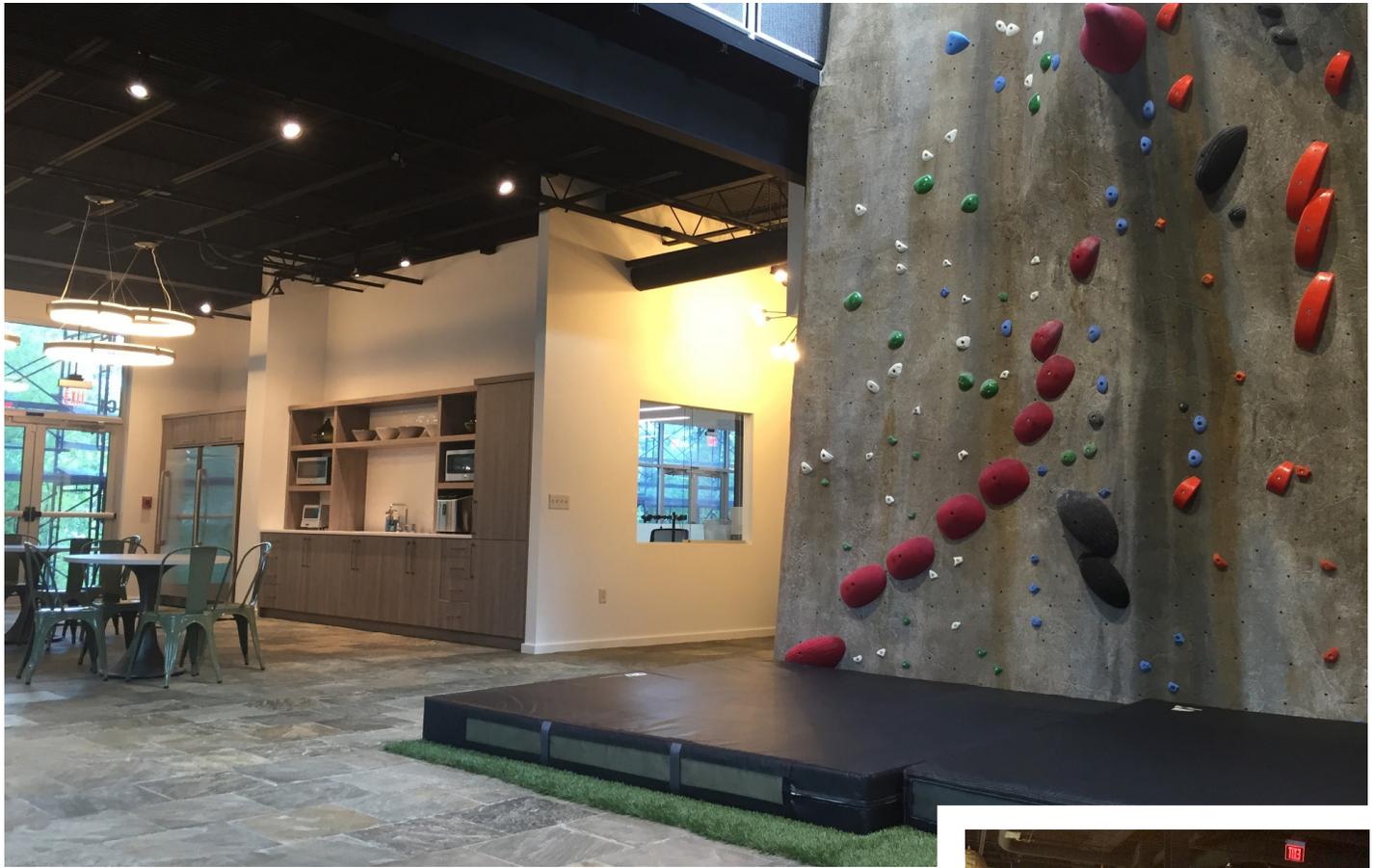
This phenomenon can be witnessed from small companies to the very large. For example, HSBC has 15,000 registered staff at its offices in Canary Wharf, yet only 10,000 desks, with staff more than encouraged to work remotely.

Furthermore, most SME of-

fice occupiers now look very seriously at serviced options; anecdotally I know of a number of well-established SMEs opting for serviced over traditional leasing due to its flexibility, limited cost differential and superior facilities and services.

Such changes to working practices by big corporates have long been mooted but only now are they coming into force.

[READ THE FULL ARTICLE](#)



Photography: Keitaro Yoshioka

Laddawn Inc. Offices – Devens

Maugel Architects have designed the offices of plastics manufacturer Laddawn Inc., located in Devens, Massachusetts.

Maugel Architects of Harvard, MA designed a 23,000sf headquarters expansion for Laddawn, Inc., a manufacturer of plastic and film for packaging applications, located in Devens, MA. Laddawn's original space, also designed by Maugel, was an adaptive reuse of the former Devens Library. The new design incorporates an organic-industrial concept featuring a modern façade treatment and interior quality-of-life amenities.

The aesthetic is achieved through a combination of materials and elements, such as slate tile, polished concrete floors, exposed steel structure, industrial-style pendants, and reclaimed wood. The design brings the outside in by framing expansive views of the surrounding landscape and featuring a climbing rock wall with faux grass as a key design feature.



READ MORE ON officesnapshots.com

FIRM: Maugel Architects, Inc.
 CLIENT: Laddawn
 SCOPE: New Offices
 SIZE: 23,000 sqft
 LOCATION: Devens, MA
 INDUSTRY: Manufacturing

CHICAGO, ILLINOIS

NeoCon - Chicago

June 12-14, 2017



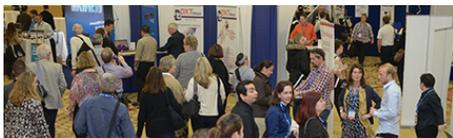
NeoCon is the largest commercial interiors show in North America, taking place at The Merchandise Mart in Chicago since 1969. The three-day event attracts nearly 50,000 design professionals and showcases more than 700 leading companies. The show launches thousands of new products and covers a spectrum of vertical markets.

www.neocon.com

LAS VEGAS, NV

National Ergonomics Conference & ErgoExpo

August 22-25, 2017



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www.ergoexpo.com

PHILADELPHIA, PA

NeoCon East

November 15-16, 2017



Now located in the City of Brotherly Love, **NeoCon East** continues to evolve as the premier design expo and conference for interiors on the East Coast. Design on the Delaware Conference will once again run in tandem with NeoCon East at the Pennsylvania Convention Center.

www.neoconeast.com

KANSAS CITY, MO

EDspaces

October 25-27, 2017



The gathering place for architects, dealers, pre k-12, colleges and universities, independent manufacturers representatives, exhibitors, and corporations to learn about trends and experience the latest products and services to enhance student learning.

www.ed-spaces.com

TORONTO, CANADA

IIDEXCanada

November 29-30, 2017



IIDEXCanada is Canada's National Design + Architecture Exposition & Conference, and is proudly co-presented by IDC, Interior Designers of Canada and RAIC, Royal Architectural Institute of Canada. The annual show focuses on all areas of design including workplace, healthcare, hospitality, retail, residential, education, architecture, landscape architecture, lighting and sustainability, wellness and accessibility. North Building of the Metro Toronto Convention Centre.

www.iidexcanada.com/

SHANGHAI, CHINA

CIFF - China International Furniture Fair

September 11-14, 2017

CIFF Shanghai will present a feast of office furniture and home furnishings. Over 2000 brands from the upstream and downstream industry will participate from various sectors including home furniture, office furniture, commercial furniture, hotel furniture, furniture machinery and raw materials.

www.ciff-sh.com

EVENTS

EVENT	DATE & LOCATION
<p>NEOCON 2017 The premier, global platform for connecting, learning and conducting business in commercial interiors. http://www.neocon.com</p>	<p>Jun 12, 2017 - Jun 14, 2017 Chicago, Illinois</p>
<p>DWELL ON DESIGN Brings together the brightest people, latest products, and curated content in modern design. The exhibition and conference show-cases the best in modern design materials, furniture and accessories, home technology, garden and outdoor materials, kitchen & bath, and international design. https://la.dwellondesign.com/</p>	<p>Jun 23, 2017 - Jun 25, 2017 Los Angeles, California</p>
<p>HOTEC DESIGN Crafted specifically for hospitality design professionals, HOTE Design brings designers, hoteliers, architects, management compa-nies, purchasing firms together for three days of one-to-one meetings and creative exchange. http://www.hotecglobal.com/design</p>	<p>Jun 27, 2017 Palm Beach, Florida</p>
<p>BITAC PURCHASING & DESIGN EAST 2017 BITAC Purchasing & Design attracts executive level purchasing decision-makers, specifiers and project managers from top design, architectural and purchasing firms; prominent independent & branded hotel, gaming, and resorts. http://www.bitac.net/Event/PurchasingDesign/East/2017</p>	<p>Jul 16, 2017 - Jul 18, 2017 Southampton, Bermuda</p>
<p>NATIONAL ERGONOMICS CONFERENCE & ERGOEXPO The premier, global platform for connecting, learning and conducting business in commercial interiors. Join us in the Expo Hall to see, touch and compare thousands of products side-by-side from the industry's leading vendors — more than 125 exhibitors in 2016. You'll leave with new strategic contacts and available options to enhance your ergonomics, wellness and safety programs. http://www.ergoexpo.com/</p>	<p>Aug 22, 2017 - Aug 25, 2017 Paris Hotel, Las Vegas, Nevada</p>
<p>BITAC GLOBAL 2017 BITAC® Global attracts top hotel company decision-makers, hotel owners and operators, project managers; the right people for you with properties in Europe, Middle East, North Africa, Asia, India, as well as South America and Central America. Prominent inde-pendent and branded hotels, gaming, and resorts. http://www.bitac.net/Event/Global/2017</p>	<p>Aug 27, 2017 - Aug 29, 2017 Toronto, Canada</p>
<p>CIFF - FALL 2017 SHANGHAI CIFF has been organized biannually at China Import & Export Fair Pazhou Complex, Guangzhou in March and at National Exhibi-tion and Convention Center (Shanghai), Hongqiao in September. It will create a world-class multifunctional and interactive plat-form for trading, fashion display, channel maintenance, industry gathering and design inspiration. http://www.ciff-sh.com/</p>	<p>Sep 11, 2017 - Sep 14, 2017 Shanghai, China</p>
<p>ICFF MIAMI ICFF returns to Miami for its second annual Southeast Event. North America's premier showcase for contemporary design, the ICFF annually lures those in determined pursuit of design's timely truths and latest trends to an encyclopedic exhibition of up-to-the-moment offerings, as well as a series of fascinating, fun, edifying programs, and a packed schedule of exhibits and features. http://www.icffmiami.com/</p>	<p>Oct 3, 2017 - Oct 4, 2017 Miami, Florida</p>
<p>BITAC PURCHASING & DESIGN WEST 2017 BITAC Purchasing & Design attracts executive level purchasing decision-makers, specifiers and project managers from top design, architectural and purchasing firms; prominent independent & branded hotel, gaming, and resorts. http://www.bitac.net/Event/PurchasingDesign/West/2017</p>	<p>Oct 15, 2017 - Oct 17, 2017 Rancho Palos Verdes, California</p>
<p>EDSPACES The gathering place for architects, dealers, pre k-12, colleges and universities, independent manufacturers representatives, exhibi-tors, and corporations to learn about trends and experience the latest products and services to enhance student learning. http://www.ed-spaces.com</p>	<p>Oct 25, 2017 - Oct 27, 2017 Kansas City, Missouri</p>
<p>LODGING CONFERENCE The Lodging Conference is one of the top hotel industry events in the world. We bring together the hotel industry's most influen-tial owners, operators, presidents, CEOs and dealmakers to strategize about development, finance, franchising, management, construc-tion, design, and operations. http://www.lodgingconference.com/</p>	<p>Oct 30, 2017 - Nov 2, 2017 Phoenix, Arizona</p>
<p>ARCHITECTURE & DESIGN FILM FESTIVAL Located at Cinépolis Chelsea a four-day weekend of short and feature films. Festival director Kyle Bergman has already secured several interesting films and this year's festival is sure to bring an increasingly fascinating depth of topics, stories, filmmakers, and architects to the forefront. Film submission closes July 17, 2017. http://www.adfilmfest.com/</p>	<p>Nov 1, 2017 - Nov 5, 2017 New York City, New York</p>
<p>NEOCON EAST 2017 Now located in the City of Brotherly Love, NeoCon East continues to evolve as the premier design expo and conference for interiors on the East Coast. http://www.neoconeast.com/</p>	<p>Nov 15, 2017 - Nov 16, 2017 Philadelphia, Pennsylvania</p>
<p>IIDEXCANADA 2017 IIDEXCanada brings together the multidisciplinary interior design and architecture communities for a sourcing, networking and education event that celebrates creativity and best practices.</p>	<p>Nov 29, 2017 - Nov 30, 2017 Toronto, Canada</p>



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EVENT

DATE & LOCATION

NEOCON 2018

The premier, global platform for connecting, learning and conducting business in commercial interiors.
<http://www.neocon.com>

Jun 10, 2018 - Jun 12, 2018
 Chicago, Illinois

ORGATEC 2018

ORGATEC 2018 is an international exhibition for office facilities including architecture and design, acoustics, lighting, furniture and equipment.
<http://www.orgatec.com/>

Oct 23, 2018 - Oct 27, 2018
 Cologne, Germany

Workplaces 2017 | June

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'You have to be Vulnerable to Learn'

At no other time in the industry's history have its three main players pursued such different strategies.

Words by Rob Kirkbride





Outline

- Define
- Mechanism
- Implementation
- Policy
- in the project
- Example



Steelcase Chief Executive Officer Jim Keane wipes sawdust off the screen of his new, high-tech Microsoft desktop computer at his office in the Learning Center of the company's Grand Rapids headquarters. The dust goes with the workstation — a cobbled together assortment of 2x4s and plexiglass

For a guy who can have any workstation in Steelcase's catalog, Keane has chosen this, a prototype his design team is working on that may or may not ever be a real product. With a little imagination the visitor can imagine the cool shape of this all-in-one product, a three-sided, glassed in workstation, height-adjustable desk and ergonomic task chair.

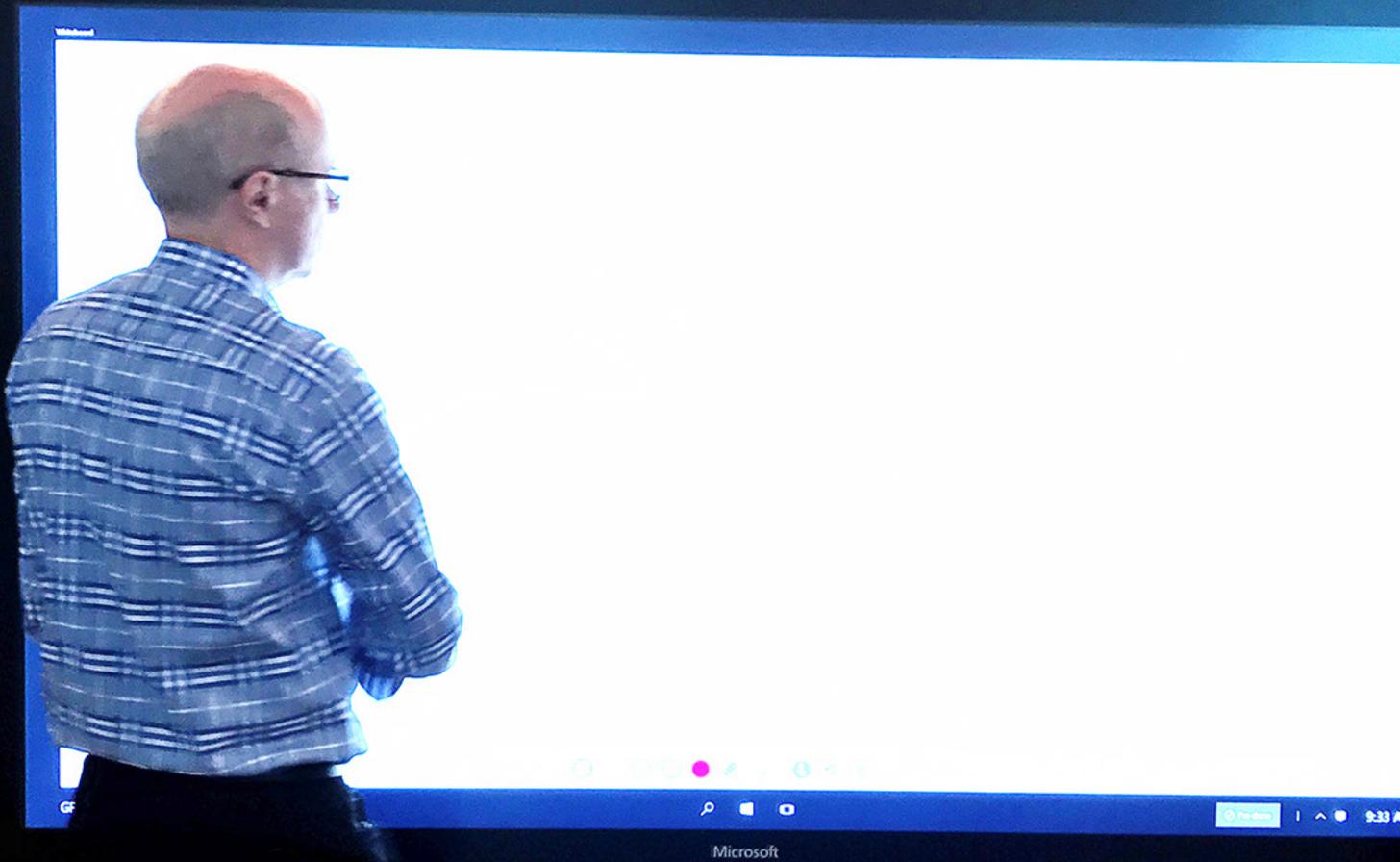
And that's the point. Keane wants to be the guinea pig, the person who tests out and refines the company's products so Steelcase's customers don't have to. It is also a living example of how Steelcase is changing from a company where customers could get anything they wanted — as long as it came out of the company's catalog — to one where hacking and customizing its products is encouraged.

It is also an example of Steelcase's core strategy: work, worker and workplace. The company believes that if it studies work and focuses on the worker, the design of the workplace and the products in it will follow.

At no other time in the industry's history have its three main players pursued such different strategies. "Many companies in our industry are making







The partnership, Keane says, is not one “where we tried to chase some technology company as a partner.”

different sorts of choices,” Keane says, noting some are looking to residential, others going upscale and still others looking to partner with European brands.

The billion dollar questions are these: Which of the industry giants is pursuing the right strategy? Will one emerge as the winner, or is there room for all of them to succeed? At the same time, the largest companies in the industry are crossing borders, duking it out head-to-head in places like Asia and the Middle East.

“I can’t remember a time in this industry where there have been more changes,” Keane says. “It is a great time for developing strategy. What is your choice? Consumer? High end?”

The answer to that question for Steelcase can be found in its headquarters parking lot where heavy equipment is adding on to the lot. The company is adding more than 100 new workers in product development. This investment in becoming a global, insight-driven company is happening around the world.

Steelcase recently opened its new Munich Learning + Innovation Center to not only foster the company’s innovation efforts, but to host customers, architects, designers and others who come to collaborate around innovation, or who wish to explore some of the emerging ideas around how space might be used. The center is also designed to host learning for its employees.

The company believes it is uniquely situated to serve all the different ways people want to work today. The core Steelcase brand is designed to help people work. Coalesse provides the high-end products to give offices a more relaxed, residential feel. And Turnstone is designed more for the start-up, the emerging company that wants cool, hip furniture that is slightly lower in price.

But Steelcase is finding designers are blending all three brands. Steelcase might be used for the core office, Coalesse for lounge and collaborate areas and Turnstone for ancillary products. “Ten years ago, there weren’t really spaces where Coalesse, Turnstone and Steelcase all worked together. Now we do,” Keane says.

Steelcase was one of the first companies in the industry to blend technology with its products, and it is doubling down on that strategy with its work with Microsoft Corp. The two companies announced in March they were joining forces to explore the future of work by designing a range of technology-enabled spaces designed to help organizations foster creative thinking and better collaboration.

On full display at NeoCon this week, the spaces integrate Microsoft Surface devices with Steelcase architecture and furniture in five new “Creative Spaces” showing how Steelcase and Microsoft “can help organizations unlock creativity for every employee.” Microsoft also will bring in select Steelcase dealers as authorized Surface Hub resellers, and the two companies are working together to develop technology-enabled workplaces built on Microsoft Azure IoT technology.

The partnership, Keane says, is not one “where we tried to chase some technology company as a partner. They understand that the days of selling software shrink wrapped in a box are long gone.”

Increasingly, Keane says, Steelcase is being pulled into technology discussions with its customers. As a first volley, the companies are working on co-created spaces for the office, Steelcase providing the furniture and structure and Microsoft the Surface technology. There are other, more subtle connections being made between the two companies. For example, some Microsoft salespeople are using Steelcase’s New York offices as a base.





Steelcase and its brands must be willing to let customers hack their products; to change their mindset about the mix of furniture in the office.

In many ways, Steelcase and Microsoft are a lot alike. Both are brands that lead their industries, but have had to fight off younger and “cooler” brands. And both have responded to the challenge in recent years with innovative products and new thinking. Steelcase’s “Smart Connected” strategy might be based on furniture and technology, but the key is data, not hardware. That’s where Microsoft’s Azure IoT comes in.

In the future, Steelcase wants to create a workplace that is more “responsive and predictive,” Keane says. That means it will not only “know” the worker, but be able to predict what they might want in the workplace based on past choices. Think of it like Spotify, which seems to read the user’s mind and recommend songs that are often the perfect fit.

To achieve that, Steelcase has to take some chances and continues to evolve. Brian Shapland, general manager of Turnstone, says customers are rejecting the “sea of sameness” and want something different. “There is this rise toward creativity,” he says. “Trends that took years to develop in the past are taking weeks, and we need to respond to that (just as quickly).”

That also means Steelcase and its brands must be willing to let customers hack their products; to change their mindset about the mix of furniture in the office. Shapland points to a lounge area in Steelcase’s Learning Center that blends products from Steelcase, Coalesse and Turnstone. And it all works together.

Steelcase, like the rest of the industry, is taking a leap of faith. Keane knows if it doesn’t take that plunge, it will be left behind. “You have to be vulnerable to learn,” he says. **BoF**

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<https://bellow.press/SubmitNews>

MANUFACTURERS / PRODUCTS

OFM Introduces Foresee Chair, Orbit Stools, Essentials Line and Mesa Series



Foresee



Essentials



Orbit



Essentials

➔ OFM unveiled several products as part of its new holistic approach to furniture design at NeoCon, catering to an even broader market.

“The furniture industry is changing,” said Blake Zalcborg, president of OFM. “The lines between the furniture you use at work and the types of furnishings you use at home have blurred, so we’re seeing greater demands in multi-purpose furniture from our dealers and consumers as a whole. Our NeoCon exhibit this year will showcase this shift in production and our new holistic approach to how we design our furniture.”



Mesa

The family-run business will be introducing new furniture for everyday use, while showcasing its expanded mission to provide a broader range of options for consumers young and old. The OFM booth at NeoCon will be divided into three sections: home office, education and commercial in an effort to show the wide range of

settings where OFM’s furniture can be utilized.

Among the new products being showcased at NeoCon: the Foresee Chair, a flexible mobile classroom chair that includes a swivel tablet arm and underneath storage space; the Orbit Series active and static base stools fully upholstered with bright colors and flexibility for the classroom and beyond; new on-trend residential upholstered chairs and minimalist-designed desks in contemporary colors aimed at home office consumers as part of its new Essentials by OFM line; and the Mesa Series adjustable mobile presentation stand for business and educational uses.

“OFM’s core values have always been to provide great furniture at a great value with great customer service,” added Zalcborg. “Our expanded, more holistic approach means we’ll be doing that with an even bigger array of products. Our furniture is for you wherever you may be.”

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ASSOCIATIONS

2017 ASID Foundation Transform Grant Recipients Announced

➤ The American Society of Interior Designers Foundation (ASIDF) has announced the recipients of its sixth annual Transform Grant awards. Virginia Tech won the Seed Grant award and HKS, Inc., won the Research Project Award.

The annual award, made possible through the support of the Donghia Foundation, funds evidence-based research projects that investigate the impact of interior design on a particular topic. This year, the topic is designing spaces to support well-being for all.

The seed grant of \$30,000 was awarded to an interdisciplinary team from Virginia Tech for its proposal to identify cost-effective ways to design and modify homes to make active living and aging in place a viable option for low-income seniors. The research grant of \$70,000 was awarded to HKS, Inc. for its proposal to build a sensory well-being hub at Lane Tech College Prep High School in Chicago and to test the impact of the built environment on high school students with low-functioning autism and other behavioral disabilities.

“The research of the 2017 Transform Grant recipients will broaden interior design knowledge on two key issues: how design can impact low-income seniors who wish to age in place and how it can help young adults with developmental issues live a better life,” says ASID Foundation Chair Patrick Schmidt. “The results have the potential to improve well-being for all and to strengthen

the knowledge base for all who design spaces.”

- Seed Grant Award: Virginia Tech

The team will gather data on seniors’ perceptions and attitudes on interior design features and ambient assistive technologies (low- and high-tech) that would support active living for low-income older adults, beyond basic accessibility factors. The knowledge gained from the seed project will inform the design and construction of a transportable home environment to collect more data and educate the community to foster healthy, active behaviors at home. Virginia Tech plans to use the results to develop design guidelines for healthy residences that support active lifestyles, and policy recommendations for the physical, social and financial well-being of older populations.

“We look forward to contributing to (the) improved quality of life by examining how interior design and assistive technologies can foster active living in low-income seniors’ homes,” says Elif Tural, assistant professor of interior design at Virginia Tech.

- Research Project Award: HKS, Inc.

Through scientific evidence, observational field research and the input of experts, the research team at HKS, Inc. will design a sensory well-being hub that can help adolescents and young adults with developmental disabilities recover from sensory stressors, refocus on learning and return to a sustained state of equilibrium. The flexible/adaptable structure will include a sensor network that tracks outcomes in real time without intrusion, and the research results will aid educators in providing both stimulating and calming sensory cues to students in need of sensory well-being. “We’re inspired by this opportunity to bring research and design together for a higher social purpose,” says Upali Nanda, director of research at the international design firm HKS. “We imagine that this prototype will have many other real-life applications where sensory challenges abound.”

SOFTWARE / TECHNOLOGY

My Resource Library (MRL) Connects To The level® Data Platform

🔗 The creators of MyResourceLibrary.com, an online design resource for thousands of contract products, have signed a data partnership agreement with BIFMA and ecomedes that will allow users to more quickly find information on products that meet the ANSI/BIFMA Furniture Sustainability Standard. Those products have been independently verified through the level certification program.

The addition of level-certified products that have addressed environmental and social impacts enhances the search results within the MRL platform. The inclusion of level-certified products supports MRL’s goal to be the leading resource of digital content for the contract furniture industry. Access to level certified product information will be a feature of MRL 4.0 when formally released.

BIFMA Executive Director Thomas Reardon praised the MRL team for joining the trade association in a data partnership. “It’s been our goal to get better information to the professionals who need it,” Reardon says. “And, since the upgrade and launch of our new level database, we’ve been building that capability. It’s what ecomedes believes as well, and it’s why we chose them as our technology partner. Our industry is moving faster than ever before. Designers, architects and

specifiers need better information faster, from whatever platform of they choose. And now with MRL we're taking an even bigger step toward that goal."

Access to MyResourceLibrary.com is free, and it has more than 200 contract furniture manufacturer and design brand binders available for use. Access to the level website and database is free as well.

MANUFACTURERS / PRODUCTS

Bretford introduces CUBE Cart Mini

➤ CUBE Cart Mini is a no-frills, budget-friendly solution for charging up to 20 devices in a compact footprint. It is available in a variety of fun, vibrant colors all at an affordable price.

It has easy access AC charging outlets and durable all-steel construction. Dividers provide storage and feature routing slots for power cables to keep things organized and neat. A removable left side panel provides quick and easy access to AC power outlets and adapter storage.

A key lock located on the top of the left side panel helps secure your adapters while a reprogrammable combination padlock helps secure devices from the front during charging. Each unit ships fully assembled, ready for devices.



DEALER

AFD Contract Furniture Revealed as Steelcase 2017 Premier Partner

➤ AFD Contract Furniture has been named a 2017 Premier Partner by Steelcase for meeting high standards of quality and performance.

Each year, Steelcase honors a group of dealers it considers the best-in-class with this recognition. AFD is one of 35 recipients who qualified for this award out of 450 dealers in North America.

"This is an exciting moment for our company," says AFD's Executive Vice President David Aarons. "We take pride in providing our clients with great customer service and being acknowledged as a Premier Partner is proof that we're putting them first."

MANUFACTURERS

Framery is Expanding in the US: Logistics Center and Factory in the Works

➤ Framery, the Finnish manufacturer of sound-insulated office phone booths and meeting pods, is expanding operations in the U.S. Framery has a subsidiary in the U.S., and preparations for a dedicated U.S. logistics center and an assembly factory are underway. This operation is planned to take place in the first half of 2018.

Expanding operations will create jobs in the U.S. During 2018, Framery is looking to hire 30 people for its U.S. operations. By growing its local operations, the company aims to better serve its existing customers and fulfill increasing demand for soundproof privacy spaces in the U.S.

The expansion comes in the wake of strong growth. In 2015 Framery grew from 1.3 million EUR revenue to 5.1 million. In 2016 revenue rose to 18 million. In the next three years Framery is aiming for 200 million EUR revenue.

MANUFACTURERS / PRODUCTS

Ottlite Launches Workwell

➤ Good light leads to good health, and for millions of people who spend their days under desk lamps, the latest innovation in better-for-you lighting could change their mood, work productivity and overall health.



OttLite Technologies is introducing a series of desk lighting specifically for the workplace that delivers the closest thing to natural daylight available indoors. Two years in development, the OttLite WorkWell Series uses an exclusive, proprietary LED formulation that reduces eyestrain and eye fatigue by 51 percent compared to today's top-selling desk lamps.

“Our newest line of lighting is truly revolutionary, even for a company like ours that has been focused on bringing the benefit of natural light to consumers for more than

25 years,” explains John Sheppard, CEO of OttLite. “We worked with a team of researchers and lighting engineers to create a proprietary light source that is as close to the spectral output of the sun as possible. Eyes work best in balanced, natural light and when eyes are clear, rested and focused you can see better. When you can see better, you can work better with improved mood, energy and alertness.”

The science behind the OttLite WorkWell Series is based on the visual spectrum, in which each wavelength of light interacts with the eye in a different way critical to vision and overall health. When one part of the spectrum is out of balance — like the blue spike found in most LED lighting — the light creates strain as eyes try to compensate for lack of contrast or color inaccuracy caused by too much or too little of a certain part of the spectrum. In independent testing, the new OttLite LED lighting in the WorkWell line of products performed 51 percent better on the Eye Fatigue Index than the 20 best-selling LED lamps on Amazon.

Robert Randelman, an expert with more than 25 years of experience in photonics technology relating to LEDs, fiber optics and light measurement, conducted tests on the OttLite WorkWell Series and the leading competitive LED lights. Randelman explained the additional importance of color rendering for commercial design requirements of office lighting: “The OttLite WorkWell LED lights have a Color Rendering Index of 95.3 compared to the competitor average of 83. This is a significant difference, which shows that OttLite’s technology provides more comfortable viewing and more accurate, truer, color rendition. Both are factors that have been recognized by the WELL Building Standard as a contributor to workplace comfort and well-being.”

Healthy lights are one piece of the growing trend toward healthier workplaces; a trend that is being driven directly by consumers. In a recent consumer study, 86 percent of respondents said they consider lighting to be an important part of their overall health; 96 percent indicated quality of light is very or extremely important; and only 76 percent responded the design and style are very or extremely important in choosing lighting for reading and computer work.

The OttLite WorkWell Series of lamps provides the benefits of healthy light, as well as stylish, high-end design; high quality diffusers for smooth, clear illumination; flicker-free adaptors; and key functionalities such as powerful USB charging ports, multiple brightness settings, adjustable designs and low energy consuming, long-lasting LEDs.

MANUFACTURERS / PRODUCTS

RT London launches new lounge solution, Turner

➤ RT London debuted Turner, a new lounge solution, at NeoCon.

Turner responds to changes in office environments trending toward more open spaces, which is influencing how universities are thinking about campuses today. Visually sleek with a solid foundation, this collection emphasizes unique seating configurations that encourage collaboration and community while offering options to provide privacy with an array of smartly designed pieces.

The collection includes reconfigurable lounge, boothlike settings, freestanding and ganged tables, privacy screens and personal work surfaces that will fit existing spaces. It seamlessly transitions from one spatial function to the next — between structured to free flowing, from social to private, from standard to custom.

RT London is a major player in the residence hall furniture market. With more than 400 college and university customers, RT London is designing and building products for the future. Expanding outside its core market, RT London is working with architects and designers to fulfill the needs of diverse commercial environments nationwide.



MANUFACTURERS / PRODUCTS

PS Furniture Introduces WALS

➤ PS Furniture, makers of innovative commercial furniture for flexible spaces, has introduced WALS — its new line of wheeled, acoustical lightweight screens. WALS are high-quality, portable partitions that can easily be positioned to create private areas within a larger open concept space.

Designed to reduce visual distractions for a standing male (up to the 90th percentile), WALS not only provides visual privacy, but



also helps control noisy environments through its use of patented Revolution core technology. WALS are made of a proprietary lightweight composite core wrapped in layers of acoustic materials. This carefully studied sandwich of materials provides optimal acoustic damping in a panel that is thinner than most. WALS are strong and stiff but still incredibly light and easy to move. It comes in two configurations:

- A single panel unit is 38 inches long, 68 inches high, 1 inch wide and weighs 39 pounds.
- A double panel configuration folds out to 62 inches in length, 68 inches high, 1 inch wide and weighs 40 pounds.

Available in a variety of fabrics, woods and colors, WALS can be customized to fit a variety of environments. The integrated metal pull handles come in black and silver powdercoat, and the natural wood wheels are available in white wash, honey, natural wood, cherry and dark brown.

TEXTILES

Maharam Introduces Apt

➤ Apt has added a new polymer to Maharam's offering of nonwoven upholstery textiles.

Using a proprietary formulation that combines a silicone face with a polyurethane-and-silicone mid-layer, Apt is the result of five years of research and development.

Silicone is not new to contract interiors. Prized for its cleanability, silicone is inherently anti-bacterial and antimicrobial. It also uniquely resists ink, including permanent marker, without the use of chemical finishes or topcoats.



Although silicone technology has existed for some time, Maharam found it lacking. One of the primary issues with interior applications of silicone is that, as a material, it's intrinsically soft and becomes sticky or tacky to the touch when abraded. Rather than release a subpar product, the Maharam Design Studio decided to develop a substrate that meets its stringent criteria. One of the hallmarks of Maharam's approach is its willingness to build products from the ground up and invest in the research and development required for innovation. As a result, Maharam has secured worldwide exclusivity on this construction.

A product brief outlining the desired aesthetic and performance characteristics was issued to multiple resources. Ultimately, working closely with one of Maharam's senior designers and textile engineers and after many unsuccessful attempts, one of the resources was able to achieve the established objectives. Located in Korea, this resource has obtained

ISO 14001 and 9001 certification. That being said, it's important to note that, as a byproduct of the petrochemical industry, silicone does not offer reduced environmental impact. Although it's a preferred alternative to vinyl and is innately solvent free, it's still comparable to polyurethane from an environmental perspective.

Apt is both stronger and more affordable than the market leader. It's also notable for having the longest color line of any nonwoven upholstery textile Maharam offers. With its sleek hand and finely textured surface, Apt is a vehicle for nuanced color. Evenly split between neutral and vibrant hues, the palette reflects a particular attention to warm and cool variations. For example, one of the bright reds in the palette has a blue undertone; the other has an orange base. Similarly, there's a warm and cool light gray, and purple is offered in shades of concord and plum. One of the members of the Maharam Design Studio made a second trip to Korea to personally oversee the production of the color line at the resource. Other unexpected accents — from tints of pale pink, olive and sand to more saturated expressions of mauve, ochre, and malachite — elevate Apt beyond the realm of a pure performance textile.

MANUFACTURERS

Humanscale Wins International Living Future Institute's Manufacturer Visionary Award for 2017

➤ Humanscale has earned the *2017 Manufacturer Visionary Award* for its commitment to transparency, completion of the Living Product Challenge and its overall mission to create a future that is socially just, culturally rich and ecologically restorative.

The award is given by the International Living Future Institute, a collective of leading green building experts and thought leaders who created the Living Building Challenge program and — most recently — the Living Product Challenge. By recognizing Humanscale's comprehensive efforts to create a net positive impact on the earth, the award distinguishes the brand as a leader for sustainable manufacturing across industries and around the world.

“The International Living Future Institute has created a platform that not only sets the highest standards for commercial manufacturing practices and procedures, but one that strategically strives to reconcile the relationship between humanity and the natural world,” says Humanscale CEO and Founder Robert King. “A lot of companies try to do less harm to the environment in the most convenient and inexpensive way possible. We believe that is not nearly enough. Every organization needs to be self-sustaining. This is how nature works and is the only way we can ensure the long-term survival of our planet. Through healthy materials, sustainable processes and giving back, we are dedicated to making a net positive impact.”

The Manufacturer Visionary Award reflects Humanscale's increasingly multi-faceted and impactful sustainability program. Led by King and Sustainability Officer Jane Abernethy, Humanscale's program includes a variety of initiatives in addition to those established by the Inter-



national Living Future Institute. Humanscale is a founding member of the Net Positive Project, a coalition of companies from around the globe that believe financial success and creating a net positive impact on the earth and its inhabitants are not mutually exclusive. “It’s been exciting to see Humanscale fully embrace the Living Product Challenge and extend the ethos behind the challenge to new programs and goals.” says James Connelly, director of the Living Product Challenge. He commends Humanscale for its dedication: “We hope other companies are inspired by its impressive commitment to sustainability and transparency and follow their lead,” he says.

DESIGN

Stickbulb WINS NYCxDESIGN Award: Overall “Best in Show” for ‘Ambassador’ Installation at Collective Design

➤ Over the span of three weeks, this year’s NYCxDESIGN showcased an expansive breadth of New York City’s top design talent with Stickbulb manifesting as an overall show-stopper.

The lighting brand took home “Best in Show” — a comprehensive category for the best in all anchor fairs — during this year’s NYCxDESIGN Awards for its Ambassador installation at Collective Design. The prestigious award program is New York’s global design competition that honors the outstanding product exhibited throughout NYCxDESIGN. Awards were presented by Interior Design and ICFE on May 20, 2017, at the Museum of Modern Art (MoMA) and were chosen from more than 700 entries by a panel of 30 design luminaries, including Paola Antonelli, Murray Moss and Lauren Rottet.

Spanning 16 feet wide and 8 feet tall, the immersive Ambassador installation impressed show attendees as it transported them to another place and time during the span of the five-day fair May 3-7 at Skylight Clarkson Square. The arc of light radiated from over 146 richly textured redwood beams salvaged from a demolished water tower at 200 Vesey Street in Manhattan and carbon dated to be three centuries old. Designed in collaboration with RUX, the founding creative team behind Stickbulb, Ambassador was inspired by John Steinbeck’s 1960’s travelogue “Travels with Charley” and his reverence for the trees he once described as “ambassadors from another time.” The installation was meant to evoke the grand scale of the redwood tree itself — the trunks of which can grow up to 30 feet in diameter — while echoing the iconic circular drums of water towers from which the wood came. The light sculpture highlighted the ecology-first design ethos that is the cornerstone of the Stickbulb brand.

The award was the pinnacle of an ambitious spring — starting with the launch of the new Boom collection in Milan at Archiproducts and Rossana Orlandi and culminating with the debut of the new Diamond collection and wood type, Water Tower Redwood, at ICFE, where the company



won Best Lighting in Show from IFDA NY. Stickbulb was also an honoree for the NYCxDESIGN Awards “Made in the Boroughs” category for Boom.

TEXTILES

Ultrafabrics Launches Pearlescence, Increasing Metallic/Pearlized Color Options

➤ The latest launch by Ultrafabrics, the maker of intelligent performance fabrics that stimulate the senses, is Pearlescence, a visionary expression of color creativity and inspiration.

Pearlescence covers the established Ultrafabrics collections, Ultraleather Pearlized, Linen and Viva, and allows designers across markets to explore three distinct stories that highlight harmonious mixes of colors and textures: the cool elegance of Icy Lusters; the striking sophistication of Exotic Jewels; and the high-end luxury of Timeless Metals.



CAREERS

Kimball Office Announces Personnel Addition

➤ Pam Randles has joined the Kimball Office team as a director of strategic accounts. Her most recent position was with Shaw Industries as vice-president of strategic accounts. Prior to joining Shaw Industries, she served for 16 years at Herman Miller as a global account manager. Randles has more than 20 years of leadership experience in the commercial interiors industry and focuses on partnering with Fortune 500 companies to build strategic partnerships.

With more than a decade of added value in the contract furniture industry, Randles has a strong background in information technology as well as unparalleled training and mentoring abilities. She has a bachelor degree in social science and pre-law from Michigan State University. She serves on the Warrick Dunn Charities Board of Directors that helps provide homes to single parents and serves as the co-chair for Girl Scouts of Greater Atlanta’s Camp that pairs executive women with Girl Scouts for three days of camping and co-mentoring.

CAREERS

Studio TK Names Eric Stroud as Vice President, U.S. Sales

➤ Studio TK has appointed Eric Stroud as vice president of sales. In this role, he will be responsible for leading all Studio TK sales activities in the United States.



Stroud

“Eric brings over 12 years of U.S. and international experience in our industry to his new role,” says Charlie Bell, Studio TK president. “He is uniquely qualified to lead all sales activities for Studio TK in the U.S. and will play an influential role in marketing as well. Eric’s market insight and exceptional communication skills will allow him to create meaningful relationships with all Studio TK stakeholders.”

Prior to joining Studio TK, Stroud held positions at Foster + Partners as an architect, and he has more than seven years of sales experience with M2L, Knoll and Studio TK. He earned an undergraduate degree in architecture with a masters of architecture from the University of Pennsylvania. He is based in New York. **BoF**



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REPRESENTATION / REPS WANTED

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We are growing and are searching for knowledgeable sales representation in key markets. We are proud to be made in America and a certified WBE manufacturer on many government and state contracts.



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with your interest and questions.

REPRESENTATION WANTED - MULTIPLE LOCATIONS

REPRESENTATION / REPS WANTED

The innovation, quality, and service continue. Design and manufacturing excellence, as well as rapid and responsive service, continue to fuel this evolution, making JRB Studio the leader in sit-to-stand office furniture.



JRB Studio by Baker is growing our network of independent representatives and looking for partners in **Atlanta/Southeast, Philadelphia/South New Jersey, Miami/South Florida, Tampa/Central Florida,** and greater **New York City area.**

A trusted and reliable business partner

For over 60 years, JRB Studio by Baker has been a premier manufacturer of contract office furniture, offering the industry's broadest portfolio of furniture with integrated height adjustability including desking, benching, and casegoods. JRB



INDUSTRY CAREERS
The Global Marketplace for
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PAGE 77

Studio provides short lead time manufacturing and quick ship programs with no minimum order size. Custom solutions are easily accommodated and ship within standard lead-time.

A partner who supports your efforts

JRB Studio by Baker offers an outstanding commission program with incentives and superior customer service. Each rep firm is assigned a dedicated customer service coordinator for sales support. Training, sample product and marketing programs are also part of the comprehensive package. Sales are credited to your account upon shipment, with quick remittance of commission payments.

Please visit us:

www.jrbstudio.com

to learn more about JRB Studio.

Serious inquires and rep firm information may be sent to:

sheri.scallan@jrbstudio.com

BBF (BUSH BUSINESS FURNITURE) - INDEPENDENT REPS WANTED

REPRESENTATION / REPS WANTED

What you need. When you need it. Where you need it.



BUSH BUSINESS FURNITURE

BBF Bush Business Furniture, the Commercial Division of Bush Industries, Inc., is expanding our Independent Rep coverage and looking for representation in the West and South Western states as well as several territories in the Northeast and Southeast.

Ideal candidates need extensive experience and solid partnerships/relationships with aligned and non aligned contract furniture dealers. Major end user relationships a plus.

BBF is the market leader in the transactional and remote work space specializing in Made in the USA commercial grade ANSI BIFMA modular casegoods backed by a minimum 10 year warranty. BBF has a unique nationwide delivery program in

3-5 days, no minimum order size and turnkey delivery and installation within in 7-10 days to any zip code.

BBF provides complimentary space planning, design and custom co-branded proposals in 48 hours for every project no matter the size. BBF offers an attractive commission rate, hands on product training and best in class dedicated quoting and rep/dealer support.

Please send all inquiries including territory coverage and current line card to Kathy Tucker:

kathytucker@bushindustries.com

<http://www.bbffits.mobi>

HEALTHCARE SALES REPRESENTATION WANTED

REPRESENTATION / REPS WANTED

Healthcare Sales Representation wanted in Upstate New York.

Knú Contract | La-Z-Boy Healthcare is looking for sales representatives with healthcare knowledge and experience in Upstate New York.

Ideal candidates will need to be knowledgeable and experienced in healthcare sales. Applicants should have an understanding of the selling process and comprehension of the relationship between manufacturer, dealer, architect, designer, and end-user.

La-Z-Boy Healthcare Furniture has been producing quality healthcare and commercial furnishings since the mid-1980s and currently sells some of the largest hospital systems in the country. In every product produced, La-Z-Boy strives to balance sophisticated styling with optimal functionality. Our products boast craftsmanship, comfort and competitive pricing for a truly compelling value.

The Knú Contract | La-Z-Boy Contract Furniture line can be viewed at:

www.getknu.com and www.lzbcontract.com

All replies will be handled with the utmost confidentiality.

Serious inquiries and résumés should be forwarded to Richard Franey at:

rfraney@getknu.com



FLEXSTEEL COMMERCIAL OFFICE – HAWAII AND GUAM

REPRESENTATION / REPS WANTED

Seeking an experienced independent sales representative group.



LOCATIONS:

- Hawaii
- Guam

Flexsteel Commercial Office is part of Flexsteel Contract, and has been furnishing commercial offices in a range of styles since acquiring DMI Office furniture in 2003. Building on DMI's strength in traditional case goods and leveraging the vast resources of Flexsteel Industries, Inc., we offer a broad portfolio of case goods selections as well as a full offering of quick-ship and semi-custom soft seating for lobby, lounge, café, work, conference, and collaborative spaces. We are seeking an experienced independent sales representative group for our Hawaii and Guam territories. Qualified candidates must have experience developing selling relationships with dealers, calling on and presenting to A&D firms, purchasing firms, property owners, management companies, as well as managing all aspects of the purchase experience.

If you are a multi-line rep looking to add a premium furniture line, please contact:

Jim Hlavin, National Sales Manager

JHlavin@flexsteel.com

Please visit us at

<http://www.flexsteel.com/for-contract/commercial-office>

SEEKING INDEPENDENT SALES REPS/REP GROUPS

REPRESENTATION / REPS WANTED

New York City, Western US

Studio Wise (www.studiowisedesign.com) is a Grand Rapids design & production company with a compelling, proven, and expanding product collection which has established an enthusiastic following with designers. Our Fuse and POP lines are at home in a multitude of environments including hospitality, office, healthcare, and education; and are a perfect complement to the portfolio of a dynamic representative who has strong relationships in the A&D community.



Please inquire to:

sales@studiowisedesign.com

or 616.437.4167.

We approach every project with an open mind, ready to learn and experiment. We study the industry, learn about the competition, and strive to understand the end user to the fullest. We work with the client to get inside their world, learn what makes them tick, habits, likes and dislikes, needs and wants. The more we know, the more holistically we can approach the design solution. And most importantly we view our role as a partner with and a bridge between all parties involved.

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BoF Workplaces 

At **Bellow Press** we deliver a platform to reach facility managers, specifiers, interior designers, reps and dealers who seek insightful, strategic coverage of the contract furnishings industry as a front-and-center concern. We cover the industry from a strategic point of view, concentrating on quality analysis and independently written articles, helping you understand the business better.

Our competitive edge lies within its highly targeted and fully paid subscriber base - you're investing to reach an extremely qualified audience. It's more affordable on a per-page basis than broad interior design based monthly publications, and it's more affordable on a CPM basis than in-market publications. Better yet, none of your media buy is wasted: we pinpoint the industry professionals who are specifically focused on contract furnishings.

- Target the audience you want
- Increase brand awareness
- Put your brand next to great content
- Shorten the link between discovery and purchase

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REPS AND DEALERS WANTED



Innovation in Working Environments

Take advantage of this great opportunity!

TREMAIN is an international company with over 50 years of experience providing solutions in working environments and one of the major and fastest growing manufacturers of office furniture in Mexico.

We are looking for highly motivated, well established and service driven independent **reps and dealers** with strong experience in the contract market for office furniture systems.



We provide competitive prices, excellent design and service support, amazing quality on innovative product lines and a fast turn around delivery time.

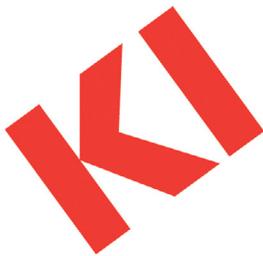


If interested please contact us at
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TREMAIN®

MULTIPLE POSITIONS OPEN AT KI

Who works at KI? People who know how to really listen, have a deep sense of understanding, and a strong desire to share knowledge and encourage others.



Furnishing Knowledge®

Designer (Washington, DC)

The OEI Division of KI is seeking a talented Designer in the metro Washington DC area.

This position will focus on United States Federal Government accounts. It is a home based position you can expect to travel up to 30% to support our project workload in the immediate geographical area, as well as some outlying areas.

Responsibilities will consist of contacting customers, space planning systems/modular office furniture, creating and reviewing architectural/schematic drawings using CAD, producing bills of materials, and overseeing all space planning phases from inception to completion.

The ideal candidate will possess a Bachelor's degree in Interior Design, preferably from an FIDER/CIDA accredited university, with at least 3 years experience in contract furniture interior design/space planning. An intermediate knowledge of AutoCAD is required.

To be considered for this opportunity, please ensure you have attached a resume to your online application.

You can apply directly on KI's website:

<http://www.ki.com/careers>

In order to be considered, a resume must be attached to the application

Installation Supervisor (Baltimore, MD or Washington, DC)

KI has an immediate opening for an Installation Supervisor in the Baltimore, Maryland area.

The role will be responsible for the following:

- Performing physical installation of product (new and warranty work)
- Providing product technical support for field installations
- Providing technical review of product issues in the field
- Submitting proper paperwork for installations
- Working with and training vendors in the field
- Conducting installation meetings
- Providing customer service/support in the field, including conduct pre- and post- installation walk-throughs and meetings

The ideal candidate will have:

- Ability to understand and interpret floor plans and blueprints as well as strong mechanical aptitude
- Excellent customer service skills and communication skills (written and verbal)
- Strong administrative, organizational and technical skills including Word and Excel
- Comprehension of installation process from start to finish (preferred)
- Ability to travel up to 50% of the time.
- Ability to work nights and weekends as needed

A resume must be attached to your application in order to be considered. Candidates must be able to pass an intense federal government background investigation to obtain and hold a Federal Government Security Clearance. Additionally, candidates must hold and maintain a valid drivers' license.

You can apply directly on KI's website:

<http://www.ki.com/careers>

In order to be considered, a resume must be attached to the application

KI is an Equal Opportunity Employer.

HEALTHCARE SALES SAN DIEGO AREA

MANUFACTURER SALES

Proudly manufactured in NE Indiana and NW Ohio. Grow with an innovative healthcare manufacturer.

WIELAND

WIELAND is a leading provider of patient room and lounge seating products to healthcare facilities across the country. We are seeking a sales professional to represent our healthcare products in the San Diego area. Our continued growth provides an excellent career opportunity for the right individual. This is an employee position with full benefits.

Desired skills and experience:

- Successful sales background in healthcare furniture or medical equipment.
- Proven business development skills.
- Consultative selling skills and aptitude for solving customer problems and recommending appropriate product solutions.
- Strong written and verbal communication skills.
- Based in the San Diego Area

Knowledge of the contract furniture industry in the San Diego market including the key commercial furniture dealers, healthcare designers and medical centers is preferred.

For more information about the position and to apply click on the Careers link at:

www.wielandhealthcare.com

An Equal Opportunity Employer

HEALTHCARE SALES - TENNESSEE

MANUFACTURER SALES

An experienced team of dedicated individuals provide prompt customer service, many of whom have been a part of the Wieland team for 15+ years.

WIELAND

WIELAND is a leading provider of patient room and lounge seating products to healthcare facilities across the country. We are seeking a sales professional to represent our health-

care products in the State of Tennessee. Our continued growth provides an excellent career opportunity for the right individual. This is an employee position with full benefits.

Desired skills and experience:

- Successful sales background in healthcare furniture or medical equipment.
- Proven business development skills.
- Consultative selling skills and aptitude for solving customer problems and recommending appropriate product solutions.
- Strong written and verbal communication skills.
- Based in the Nashville, TN area

Knowledge of the contract furniture industry in the Tennessee market including the key commercial furniture dealers, healthcare designers and medical centers is preferred.

For more information about the position and to apply click on the Careers link at:

www.wielandhealthcare.com

An Equal Opportunity Employer

VIRCO PLANSCAPE MANAGER - LOCATION MID-ATLANTIC & NORTHEAST STATES

MANUFACTURER SALES

As America's leading manufacturer and supplier of furniture and equipment.



- Promotes and utilizes the PlanSCAPE concept for furniture, fixture and equipment planning in the educational furnishings market.
- Assists Territory sales representatives and regional sales managers in promoting and selling the PlanSCAPE program and conducts training sessions as needed.
- Provides technical assistance regarding product offerings, sales strategies, preparing bid specifications, and preparing budget analysis for customers.
- Meets with manufacturer representatives in order to estab-

lish proper rapport and working relationships with receptive manufacturers.

- Assists with tradeshow and manages large construction projects and related FF&E purchases.
- Coordinates projects between sales representatives and the end user.

Desired Job Qualifications

- Desired job qualifications include, but are not limited to the following:
- Must live in the geographic focus listed above under "location".
- Must have a minimum of a high school diploma or equivalent plus at least 5 years of prior experience in commercial or institutional furniture sales.
- A candidate with a 4-year college degree in Design is preferred.
- Must have done \$3.5M in project business.
- Good oral and written communication skills are required.
- Prefer someone with extensive depth of knowledge of educational furniture and equipment products and services.
- Must have excellent computer skills, good basic mathematical skills, good analytical abilities as well as the ability to read and interpret blueprints and schematic diagrams.
- Excellent interpersonal skills, organizational skills and the ability to multi-task many large projects with a wide cycle time are required.
- Must be willing to travel extensively up to 60% of the time.
- Must be able to lift up to 60 pounds to shoulder level, to push/pull up to 60 pounds, to bend, stoop, and/or climb, and to occasionally use vibrating hand tools weighing up to 10 pounds

Interested applicants should apply through the Virco website:

<http://www.virco.com>
(About us>careers)

Virco is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex including sexual orientation and gender identity, national origin, disability, protected Veteran Status, or any other characteristic protected by applicable federal, state or local law. We encourage minority and female applicants.

WEB DESIGNER/HOST NEEDED FOR FURNITURE DEALERSHIP

DEALER MARKETING / WEB DESIGN SERVICES

Reply in Confidence

Highly regarded mid-atlantic dealership seeking ideas and proposals for it's new website. Must be mobile friendly, understand and be able to provide ongoing SEO and PPC, and have a GREAT portfolio of related clients.....i.e. understands the business. Email all resumes to email listed below.

Reply in Confidence

job-051017-a@bellow.press

DISTRICT SALES MANAGER - NEW YORK CITY

OFFICE FURNITURE SALES REP FOR OFS BRANDS

OFS Brands, a leading supplier of contract furniture, is growing and seeking a new Sales Representative in New York City.

OFS BRANDS

Position Purpose:

To provide best in class service to the contract furniture market including: Corporate clients, government and Higher Education vertical markets, Office furniture dealers, designers, and CRE influencers with a focus on product/industry knowledge, introduction of new product, knowledge of new technologies and innovation as it pertains to furniture solutions and the sales and specification process. Build brand awareness and market trust in OFSB while working within expense guidelines.

Qualifications:

- Bachelor's degree, or equivalent combination of education and experience.
- Knowledge of the Contract Industry.
- 2-3 years of selling office furniture or other related sales experience.
- Excellent presentation skills required.
- Must be computer proficient.
- IIDA and/or NEWH membership or affiliation desired.
- Candidate must live in the NYC metro area

Contact

nys showroom@ofsbrands.com

HEALTH CARE SALES SPECIALIST - NEW YORK CITY

OFFICE FURNITURE SALES REP FOR OFS BRANDS

OFS Brands, a leading supplier of contract furniture in the healthcare segment with the Carolina Brand. We are growing and seeking a new Sales Representative in New York City to specialize in Healthcare market sales.

OFS BRANDS

Position Purpose:

To provide best in class service to the healthcare market including: healthcare provider clients, Office furniture dealers and healthcare designers with a focus on product/industry knowledge, introduction of new product, knowledge of new technologies and innovation as it pertains to healthcare furniture solutions and the sales and specification process. Build brand awareness and market trust in OFS Brands while working within expense guidelines.

Qualifications:

- Bachelor's degree, or equivalent combination of education and experience.
- Knowledge of the healthcare industry.
- 2-3 years of selling furniture or other related products to the healthcare market.
- Excellent presentation skills required.
- Must be computer proficient.
- Candidate must live in the NYC metro area

Contact

nyshowroom@ofsbrands.com

MARKETING DIRECTOR - DALLAS, TX

MANUFACTURING AND PRODUCT DESIGN FIRM

Connectrac is quickly becoming the go-to solution for top corporations, government agencies, schools and universities.

CONNECTRAC®

Connectrac is a progressive and exciting Dallas based employee-focused company that produces innovative architectural wire management solutions (power/telecommunications) for commercial interior spaces. We're looking for an energetic and positive team player to add as the Director of our Marketing Team.

Job Description

The Director of Marketing will have experience in and be responsible for brand integrity, develop and implement market-

ing campaigns to generate awareness, will craft go-to-market messaging, will work closely and synergistically with the Sales Director and sales team, the product development team, and the executive team.

Responsibilities include:

- Maximize company presence in the market among key influencers;
- Evolve and continue to expand marketing communications to create effective, high impact campaigns, events, web presence, trade participation, customer communications and public relations (PR);
- Work closely with the product development team and the sales team to evolve product positioning and market messaging;
- Define and direct marketing programs for demand generation, including use of digital marketing, print advertising, etc., to drive traffic, sales and repeat orders;
- Measure marketing results and ROI by developing and tracking KPIs;
- Over-see and the creation of customer case studies, videos, white papers, etc.;
- Collaborate with the sales team on marketing campaigns, e.g. trade shows, and preparing campaign target lists, coordinating timely follow-up, tracking progress, capturing feedback, etc.;
- Ownership of the size and quality of the company's customer contacts database, including category-specific segments, in close coordination with the sales team;
- Ownership of email marketing, including use of the company database system / CRM (Zoho) and other systems as appropriate;
- Manage a team of marketing employees and consultants.

Qualifications

Must possess:

- Excellent strategic thinking, analytical and creative skills, including the ability to translate sales/marketing strategies into viable operation plans;
- Outstanding communication, presentation and writing skills;
- Experience with interpreting and acting on web analytics;
- 5+ years of experience in strategic and/or marketing operations within the Architectural Product or Contract Furniture Design/Sales or related fields;
- Experience in B to B enterprise marketing;
- Minimum of a Bachelor's Degree in Marketing or Business; Graduate Degree preferred

All resumes and inquiries should be sent to:

HR@Connectrac.com.

Phone calls will not be accepted.

SR. DESIGNER

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At **Bellow Press** we deliver a platform to reach facility managers, specifiers, interior designers, reps and dealers who seek insightful, strategic coverage of the contract furnishings industry as a front-and-center concern. We cover the industry from a strategic point of view, concentrating on quality analysis and independently written articles, helping you understand the business better.

Our competitive edge lies within its highly targeted and fully paid subscriber base - you're investing to reach an extremely qualified audience. It's more affordable on a per-page basis than broad interior design based monthly publications, and it's more affordable on a CPM basis than in-market publications. Better yet, none of your media buy is wasted: we pinpoint the industry professionals who are specifically focused on contract furnishings.

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