

EXIT



EXIT INTERVIEW

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BIFMA Leadership Conferences Kicks Off next Monday
BIFMA calls the conference an intellectual feast for leaders in the contract furniture industry that will improve the products that create the workplace and influence the way work is done. **p4**

Chair Company Founder Sues other Chair Company for Injuries

David Miller is seeking damages in excess of \$75,000 including costs, interest and attorney fees. **p7**

Nightingale Hires Industry Veteran

Brad Armacost to be Executive Vice President of US operations. Armacost is the former president of Office Furniture USA, most recently executive vice president of AIS. "I'm the point guard taking Nightingale to the U.S.," he said. **p8**

COVER: Exiting

Who would have thought in 2001 that he would survive as CEO, much less transform the company into one of the industry's thought and design leaders? **p10**

blue 35



Haworth is getting into the alt-office arena with the upcoming launch of Blue35, a high-tech coworking and meeting center in downtown Grand Rapids. **p16**

Spa Working

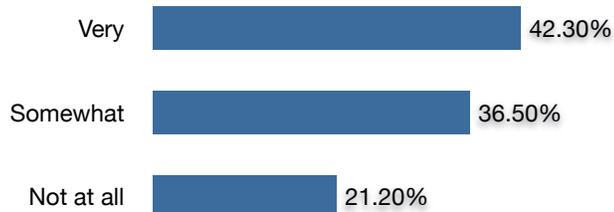
Think of the whole room as an extension of your personal desk. Imagine an office filled with furniture that allows you to relax while you work. **p18**

Chair Spotting

Janet Yellen, Chairman-designate of the Board of Governors of the Federal Reserve System, and current Vice-Chair, sports an Aeron Chair in our latest chair spot. **p19**

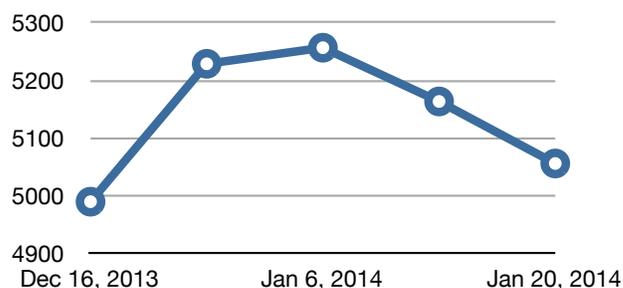
MMQB Online Poll

How concerned are your customers about noise in the workplace?



MMQB Industry Index

YTD gain or loss: -4.27%
(2013 finished with a year-over-year gain of +30.54%)



Next up: BIFMA Leadership Conferences Kicks Off next Monday

► BIFMA calls the conference an intellectual feast for leaders in the contract furniture industry that will improve the products that create the workplace and influence the way work is done.

They want to blow your mind.

That's the goal of the annual [BIFMA Leadership Conference](#), which kicks off in a week in Phoenix. Once a warm-weather boondoggle for executives to play golf and hobnob, the BIFMA Leadership Conference has become a must-attend event for its provocative lineup of speakers — yes, some of them mind-blowing.

It has also become one of the best networking opportunities in the office furniture industry, giving leaders time to talk with each other and hash out the important issues facing it today. So you might excuse BIFMA for the exuberance over its conference.

Substance definitely trumps sunbathing (though a little of that happens too). Success has sprung from this substance as well. Nearly 200 office furniture executives will gather next week at the Montelucia

Resort & Spa just outside Phoenix — the largest BIFMA Leadership Conference in its history. “It is a unique event and a unique opportunity,” said Tom Reardon, BIFMA’s executive director. “We are fortunate to have an industry that is as collegial

The conference covers three days, but its structure is a bit different this year. In the past, the first day was mostly set aside for socializing. This year, BIFMA is front loading the speakers. The program kicks off next Monday with the keynote speaker, Sir Kenneth Robinson at 2 p.m.

Robinson is an internationally recognized leader in the development of education, creativity and innovation and his TED Conference talks in 2006 and 2010 have been seen by an estimated 200 million people in more than 150 countries. *The New York Times* best-selling author works with governments

in Europe, Asia, and the U.S., with international agencies, Fortune 500 companies and some of the world’s leading cultural organizations.

In 1998, he led a national commission on creativity, education, and the economy for the UK Government. *All Our Futures: Creativity, Culture and Education* (The Robinson Report) was published to wide acclaim in 1999. He was the central figure in developing a strategy for creative and economic



and open and respectful as it is.”

While it is the largest event of its kind, there are a few slots — with the stress on few — open for procrastinators. Demand for the BIFMA Leadership Conference is at an all-time high, Reardon said. BIFMA calls the conference an intellectual feast for leaders in the contract furniture industry that will improve the products that create the workplace and influence the way work is done.

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development as part of the Peace Process in Northern Ireland, working with the ministers for training, education enterprise, and culture. The resulting blueprint for change, *Unlocking Creativity*, was adopted by politicians of all parties and by business, education, and cultural leaders across the Province. He was one of four international advisors to the Singapore Government for its strategy to become the creative hub of South East Asia.

His book, *"The Element: How Finding Your Passion Changes Everything,"* is a *New York Times* best seller and has been translated into twenty-one languages. BIFMA Leadership Conference organizers tried to secure him as a speaker last year, but he is in such high demand that they had to put it off until now. Attendees will receive a copy of his book, which he will sign after the Monday presentation.

Monday also includes a presentation by Skylar Tibbits, director of the Self-Assembly Lab at MIT. He is a trained architect, designer, computer scientist and artist whose research focuses on developing self-assembly and programmable material technologies for our built environment (think the cutting edge of 3D and 4D printing). He is a faculty member in MIT's Department of Architecture, teaching graduate and undergraduate design studios and co-teaching *How to Make (Almost) Anything*, a seminar at MIT's Media Lab.

Tibbits is also the founder and principal of a multidisciplinary architecture, art and design practice, SJET LLC. Started in 2007 as platform for experimental computation and design, SJET has grown into a research-based practice in disciplines as varied as architecture, design, sculpture, fabrication, computer science, toys and robotics.

The welcome reception follows

the two Monday speakers.

Tuesday's program continues with a number of other important presenters, including: Primo Orpilla, co-founder of Studio O+A, the San Francisco design firm responsible for the workplace designs at Facebook, AOL, Microsoft, Yelp, Levi Strauss and others; Geoff Colvin, senior editor-at-large for *Fortune Magazine* and anchor of *Wall Street Week* with Fortune on PBS; Anthony Ravitz, Google's Real Estate & Workplace Services Green Team Lead; and Roman Mars, host of *99% Invisible* and *PRX Remix* on Public Radio. Colvin also will moderate a panel discussion with the Tuesday speakers, again, a shift from the panel's usual position at the end of the program. Kirsten Richey, director of sustainability for Gensler and Melissa Price from Quicken Loans in Detroit will also join the panel discussion. Tuesday's dinner is held in a "speed dining" format which forces attendees to switch tables between courses to foster discussion.

The conference wraps up Wednesday with *Interior Design* Editor Mark Strauss and Knoll President Lynn Utter, who also serves as BIFMA's president this year.

The overriding theme this year is "Defining Space," a purposely broad topic that can be studied in the context of the workspace and other places we gather, both physically and mentally, said Brad Miller, director of advocacy and communications at BIFMA.

With so much on the schedule, it might be tough for attendees to soak up the Arizona sun. But according to Reardon, the industry responds better to a highly educational program than one based on resort fluff. "It is the best program we've ever put together," he said. "I'm really excited about what we have in store for attendees."

Chair Company Founder Sues other Chair Company for Injuries

► Miller is seeking damages in excess of \$75,000 including costs, interest and attorney fees.

Grand Rapids Chair Co. founder David Miller filed a lawsuit this week against U.S. Furniture and big box home improvement retailer Menards, claiming that a chair he bought at the big box home improvement store was defective and snapped while he was sitting on it during a 2012 staff meeting.

According to the lawsuit, Miller claims he has “endured extreme pain in his lower back, which has prevented him from continuing as president of Grand Rapids Chair Company, and has resulted in economic and non-economic damages.”

It all started in April 2012 when Miller was shopping at Menards for some garden products. As he was looking around, he discovered a fairly nice looking, upholstered/wood finished parson’s design dining chair on display.

“It caught my eye and I noticed it was made by U.S. Furniture Company with an American flag boldly displayed on the front of the package complete with the presidential eagle mixed in the graphics of the American flag,” he said in a note he sent to customers shortly after his fall. “My eye caught the retail price: \$49.00 and not on sale. I thought, ‘No friggin’ way could an American company produce this for \$49.00!’ The materials would cost at least that much.”

The wood was mahogany-finished and it featured a sprung seat and back, a leather look Naugahyde upholstery treatment, double needle/saddle stitch. Sure enough, way, way down at the bottom of the box was “Made in China.”

“I was hooked,” he said. “U.S. Furniture Company with an American flag and the eagle of the president of the United States. Insulting. I purchased the chair. Needed to study it.”

The following Monday morning, Miller gave the box to Grand Rapids Chair’s master sample builder and asked him to assemble it. It was shipped knocked down, with metal to metal fasteners holding the two front legs to the seat and also the back to the seat frame. Miller sat in the chair and said it was comfortable.

The next day, Miller was with five or six staff people at a meeting to critique some of the company’s new chair designs, samples of which were on display in its sample department. “I work in this area most of the time, and, because I have a crummy knee, I have several barstools in various areas if I need to get off my feet,” he said. “All the barstools were taken and the Chinese chair was close so I pulled it up and took a seat. A few minutes later, my pencil fell to the floor, I reached down to pick it up and the right front leg broke off at the seat and I went down hard on the concrete. A dead fall directly on the end of my spine. I had to be helped to my office.”

Miller, who was in great pain, received medical attention the following morning. A MRI was ordered with no discernible results other than suspicion he may have nerve damage to his lower spine. He was sent to an orthopedic specialist and has had some rather painful steroid injections in his spine.

“I am walking with a cane, in a lot of pain, even had to hire a driver if I need to go any place and have narcotic medications in my system,” he said, noting at the time that he could not attend NeoCon because of the fall. “I just plain hurt and com-



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(clockwise from top)
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ing to my favorite trade show with a cane and hurting is not in the cards. I wish all of you a real successful show and wish me well with the impending lawsuit with Menards and the U.S. Furniture Company. This will be the only enjoyment I will get from this injury. At my ripe old age of 64, I don't need the money. I just do not want to spend the rest of my life with a cane and living on Vicodin. I want to build furniture!"

According to the lawsuit, Miller was using the chair properly and assembled it correctly and consistently with the instructions that accompanied the chair. The five-count lawsuit claims Miller suffered medical expenses, lost wages, loss of earning capacity, pain and suffering, fright and shock, mental anguish, embarrassment, humiliation or mortification, and disability and disfigurement.

In the lawsuit, Miller claims the chair was defective. "To the extent that Plaintiff is claiming a production defect, the subject chair was defective when it left the control of Defendant U.S. Furniture Inc., and a practical and technically feasible alternative production practice was available to Defendant U.S. Furniture Inc. that would have prevented the harm without significantly impairing the usefulness or desirability of the subject chair to users and without creating equal or greater risk of harm to others."

Quality control has always been important to Grand Rapids Chair Co. During an interview with *MMQB* in July 2012, shortly after the accident prevented Miller from attending NeoCon, his son, Geoff Miller said that when the company was faced with a decision on where to build a new plant a few years ago, the company picked West Michigan. When the plant opened, Geoff Miller said: "More and more of our competitors are offshoring their

manufacturing operations, but we insist on building our tables and seating products right here, using the best mix of foreign and domestic parts. It gives us the ability to absolutely control material, construction, finish quality and lead times. It also plays to one of our greatest competitive strengths: the ability to customize product in almost unlimited ways."

Miller is seeking damages in excess of \$75,000 including costs, interest and attorney fees.

Nightingale Hires Industry Veteran

► **Brad Armacost to be Executive Vice President of US operations.**

Though Nightingale is based in Canada and does very well there, it also has had huge success in many other countries around the world. You can find its products on projects in Brazil, Mexico, the United Kingdom and Dubai. And now the company is building on its manufacturing and design strengths to make a major push to increase its market share in the U.S.

Ed Breen, chief operating officer at the Toronto-based company is determined to find a way to dramatically increase Nightingale's presence in the U.S. To that end, the company recently hired industry veteran Brad Armacost as its executive vice president of US operations.

Armacost is the former president of Office Furniture USA, most recently executive vice president of AIS. "I'm the point guard taking Nightingale to the U.S.," he said. "Nightingale is not unknown to the U.S. market, but the dealer community is not all that familiar with the brand, but we have big dreams of changing all that."

Armacost will operate from Lou-

isville, but don't expect him to be in the office much as he rolls out the brand here. He is literally taking the Nightingale show on the road. Though the company has some significant corporate customers in the U.S., it has also done quite well with government contracts. According to GSA figures, Nightingale is the fifth largest seating supplier to the federal government, behind only Herman Miller, Knoll, Steelcase and

pany's focus has been on quality. Its warranty claims are less than 1/10th of 1 percent of total sales. It has an accredited testing facility with full product testing capabilities for ANSI/BIFMA. It is ISO 14001:2004 and 9001-2000 certified.

Next, the company has expanded worldwide. It is sold through 40 international markets outside of North America. It has also focused on the environment. Nightingale's

the U.S. push. He had resigned from AIS and was going to take several weeks off when he was contacted by Breen. "When I sit back and listen to the dynamics of the company, I couldn't wait to go to work with these people," he said. "This is the best kept secret in North America."

Secret indeed. Though the company has been in the U.S. market for decades, it has done little to prove itself to corporate customers. It has done well with the federal government, the largest furniture buyer in the world. "You can go into any government agency in the U.S. and find Nightingale products in that building," Breen said.

Hiring Armacost is a significant move for Nightingale. Breen said Armacost is known for his integrity and "uncanny ability to friend people." "Brad is not acting with handcuffs on," Breen said. "He has the full support of Nightingale to make a significant impact on our marketshare in the U.S."

It takes more than strong leadership to gain marketshare in the U.S. market. It also takes good products, loyal dealers and solid manufacturing. The company ships products in two weeks, everything built to order. Its designs have all the right modern touches, features and comforts.

"One of the things Ed and I spent doing this morning is looking at our current offerings," Armacost said last week. "We are doing away with things that are not necessarily for the U.S., but we will absolutely be doing new products. Design at Nightingale is headed up by Ed's father, Bill Breen."

Marketing will be an important part of the company's initiatives as well. Nightingale has secured a lease for a permanent showroom space on the 10th floor of the Merchandise Mart. A number of new products will be launched in the first quarter of this year. 

It takes more than strong leadership to gain marketshare in the U.S. market. It also takes good products, loyal dealers and solid manufacturing. The company ships products in two weeks, everything built to order. Its designs have all the right modern touches, features and comforts.

Haworth.

Nightingale just celebrated its 85th anniversary and is the oldest continuous manufacturer of seating in North America. The company got into seating in 1928.

If you don't know the brand, it is a high end manufacturer of contract seating with 80 percent of all its sales coming from price points of \$700 and above. It is a family business and debt free. The company has 255,000 square feet of production at plants in Upstate New York and Ontario. Armacost's first job is to address the company's distribution. It operates in the U.S. through independent reps.

To understand what Nightingale has planned for the present and future, Breen said it pays to look at what the company has been doing in recent years to prepare for success in the U.S. He said Nightingale has spent the past 15 years working on building the company into a "high end contract endeavor." The com-

entire product line is Level 1 certified and the company is a 100 percent waste-free production facility with 0 percent transfer to landfills. It is also Greenguard certified for the entire product line.

In its native Canada, Nightingale has a strong reputation and good relationships with its dealer network, Breen said. "Canadian companies have this reputation for being a little American and a little European," he said. "We grew that so well on the commercial side of things in other locations. Our goal is to figure out how to significantly grow our contract dealer business in the U.S., the most exciting market in the world."

To do that, Nightingale is prepared to add new products and clean up the rest of the line. It is making significant investments to do that. It spent \$2.5 million on one of its recent introductions — the CXO chair — a large chunk of money for a company its size.

Armacost is taking the reins of



Exiting

Jim Hackett embarks on his “farewell tour”

Who would have thought in 2001 that he would survive as CEO, much less transform the company into one of the industry’s thought and design leaders? - Rob Kirkbride



Steelcase's headquarters is eerily quiet. It's a few days after the New Year and many of its employees are taking time off for the holidays. Many others are stranded at home by a brutal stretch of West Michigan weather that dumped more than a foot of snow and plunged temperatures below zero for nearly a week.

Yet the company's outgoing chief executive officer Jim Hackett is there, sorting through nearly two decades worth of flotsam collected during his tenure — records, artifacts, thoughts and notes that have piled up during one of the most extraordinary careers in the history of the office furniture industry.

He has a project room set up for the process — Hackett admits that he didn't throw away anything during his career. In the room are three piles: One is going into the trash; the second includes materials that belong to the company, but haven't been sorted; and the third is going into boxes that he will carry with him out the door on his last day at the end of February. "That's been the most difficult thing: You are kind of playing through all that stuff," he said.

Hackett does this with a sense of melancholy, though he's neither sad nor excited, simply thoughtful about his years as the leader of the world's largest office furniture company. He guided Steelcase through its greatest highs at the turn of the millennium and its lowest lows just a few short months later. More importantly, he helped guide the company back again. Those who wrote off Steelcase as another example of an industry leader that would topple under its own weight underestimated Hackett and his leadership team.

Who would have thought in 2001 that Hackett would survive as CEO, much less transform the company into one of the industry's thought and design leaders? He

admits mistakes (Pathways is one) and celebrates triumphs (Hackett believes media:scape is the most important product he helped launch), but one thing remains: His love, respect and belief in the company he ran for so many years.

Though the company has obviously planned for this transition for some time, stepping down is never easy. It is like a marathon runner finishing a race, an exhausted body but one that is trained to keep going regardless of the obstacles.

"What happens when you're handed the reins of a big company is you have turned off this mechanism to hesitate," he said. "It doesn't mean that when you're in the chief operating role, you're making every decision or you're impetuous. It just means that you realize that the company needs its CEO to have a momentum bias. So when you're sharing this power in the last few weeks and turning it over, I have to turn off the momentum, which is really a difficult thing to do, but the right thing — for sure the right thing to do."

As he embarks on his "farewell tour" of the company, Hackett makes adjustments in certain situations and settings, deferring to his successor, Jim Keane, who will take over as CEO on March 1.

After such a long career, Hackett looks back on his mistakes and successes with calmness. He wishes he would have done certain things better and wishes he could have a "do over" on some others. He found him-

self looking though his schedule from decades ago and wishing he knew then what he knows now. “I remember the emotional intensity around certain topics then that today I can look back on and say, ‘Why did you spend that kind of time on that question or let yourself get that intense about it?’ Because as you saw how this played out, you realize (some of these things) didn’t matter. An example is, I remember the number of trips I made to Japan because it was going to take over the world versus the fact that I wasn’t going to China, which is not taking over the world but is becoming a huge component, I sit back and go, ‘My goodness. How many hours did I spend on the future of Japan in our industry?’ I wish I had some of that back.”

He made some difficult decisions in his tenure. When he started, Steelcase had 57 factories. Now it has 22. It had tens of thousands of employees and he eliminated the job of thousands. Yet it took him a while to get to those tough decisions — in hindsight, too long. Hackett has talked to many of his CEO peers and they all share one view about management.

It was a relief that his management team had confidence in him, but Hackett likened it to a family going through therapy together — it sounds like a great idea to shuffle the deck, but be prepared for the work that it takes and the trauma it sometimes causes.

“You wish you got the right team together sooner,” he said. “That is not as heartless as it might sound because you love all the people that work for you. It means that there’s definitely a chemistry of people that are going to do great work together, have the same thoughts aligned around the same vision and values.

“The speed in which you adjusted (your team) was a function of how difficult your job became, so if you waited too long, it was going to be more difficult. I waited too long to get that part right. It was driven out of empathy and loyalty for everybody who has a job here, but these jobs are unforgiving in the regard that your job is to get it right. All else will take care of itself.”

Hackett began leading Steelcase when it was a dinosaur — a giant company that had lost its way. The company sold a lot of furniture, but not everyone respected its designs. It was follower, not a leader. He knew his competitors had what he called

“classic, historically-significant designers ... who had passed on. Hackett knew Steelcase could not overcome their legacies that were “as profitable and popular as the day they died.”

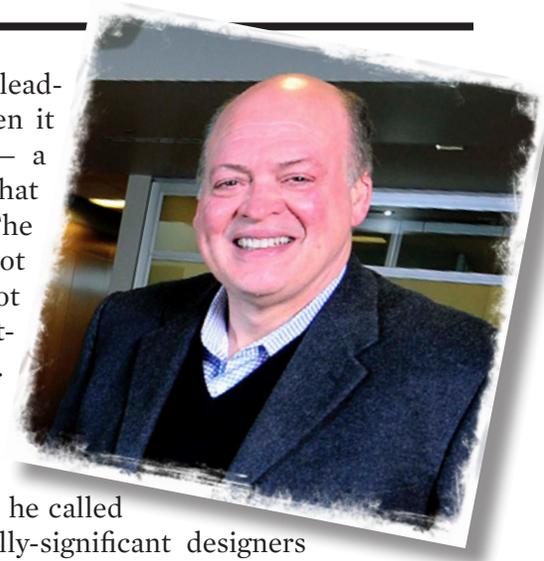
Steelcase had its Frank Lloyd Wright experience, but it didn’t compare to its competition. “It occurred to me one day that if I was competing back in those days while they were alive, then I would have been searching for the inspiration of another living talented person, and that’s what I started to do. I started to think of who actually is the alive version of that.”

That lead Hackett to the coalition of people like David Kelley at revered design firm IDEO and James Ludwig who came to Steelcase at a young age and now leads its design department. He also tapped people like Patrick Whitney at the Institute of Design in Chicago. “I remember trying to assemble in my head: ‘What is design?’ I thought, ‘Well, let’s go and see what the schools say about that.’ Interestingly enough, they all had a different view.”

In short, Hackett surrounded himself with the best thinkers of our time. He attended TED talks when few had even heard of the group. He befriended people in the tech industry and learned as much as he could from them. Hackett wasn’t a designer and he knew it. Instead, he surrounded himself with people that inspired him.

That eclectic mix began at home for Hackett. His mother was an artist and his father a veterinarian, who gave up his career to become an entrepreneur. He was the youngest of four boys and learned competition at an early age. “The collision of the entrepreneurial father and the artistic mother meant that dinner was rarely prepared and sitting there in an orderly way,” he said, calling it a “very eclectic house,” an inspiration for the collaborative environment he hoped to nurture at Steelcase.

He went through some “trials and tribulations” while growing up that were significant that taught him to never give up. His home life prepared him for “that inescap-



able moment where you're going to give in to all the pressures and the second guessing. They were extraordinary times," he said of the years of financial ups and downs. "I have reflected on this in the last few months: That in the toughest times at Steelcase, I think I was ready for them."

Hackett recalls a critical period for his leadership and the company. It was just after the millennium and Steelcase had its best year. A few months later, the company was downsizing. He gathered his management team and asked them to evaluate his performance. What was he doing right? How should he spend his time? And most importantly, Hackett asked them if he should stay on as CEO.

He left them to discuss his future. It took his management team just a few minutes to answer that last question. Hackett was the right man to lead the company, but they met for several more hours to answer the others. The leaders told Hackett that he needed to spend more time on the operating performance of the company and less on the visionary role.

"It caused a reorganization where I could balance the focus on the now versus the focus on the future and how I teamed with various talents on my team to do that. It was a really important moment. It gave me great confidence that they felt I needed to stay," he said.

It was a relief that his management team had confidence in him, but Hackett likened it to a family going through therapy together — it sounds like a great idea to shuffle the deck, but be prepared for the work that it takes and the trauma it sometimes causes.

"In a time when the industry was going through its crisis, it was the healthiest thing we could do," he said. "I never really had a moment of looking back, but that was one time I was looking for their endorsement because we were changing everything at the same time. If somebody's knees were weakening under that or buckling or they thought that we had a broken view, that was going to be important to me so that I wasn't blind to the sentiment."

From those painful changes came Hackett's ideas about corporate fitness, the notion that a business is constantly in strife and to find its competitive stance, it needed to stay fit. The company's shared service centers come from this idea and period of turmoil.

"It was really helpful," he said. "We actually have institutionalized some of this so it doesn't ever get out of equilibrium again. That's a little inside secret, is how does a management team focus on today and tomorrow in parallel ways without screwing either of them up? I think we've got some good thinking about that."

Product development was a mixed bag during Hackett's tenure. The company had some wildly successful products and at least one true flop: Pathways. Hackett called it the one he wishes he could have back. Though some of the thinking behind the product was sound — the framework and scaffolding, there was a lot wrong with it as well. He said he learned much from the Pathways debacle.

"I'm often asked, 'How did it happen?' It was because I had a misunderstanding of what my job was because I inherited it in progress, and it wasn't right," he said. "I knew it wasn't right, and I thought, 'Well, they know better than me. My job is to help get it to market.' Later, when you get to observe Steve Jobs about how obsessive he was about the rightness for being ready for market, we started to adopt that."

Technology has always fascinated Hackett and he calls the scale of change in the high tech world nearly incomprehensible.

"The funny thing is is we had to recapture what Pathways promised. We had sold over a billion dollars of it, so it actually had been a market success, but it wasn't a successful product. That's when James Ludwig kind of emerged. He was not part of the original team, and he had to reinterpret the exit out of the mistake and had a series of brilliant ideas. As you look at V.I.A. today, it's the way Pathways should have been executed, so we got it right, and there's a real opportunity there that I'm proud of."

Hackett named his favorite product without hesitation: media:scape. It is a product that could have been lost in the battle to get through the company's financial struggles following the millennium, but Hackett said he is proud it did not.

It came at a critical time for the company, when there was pressure from a group of people believing that all you had to do was just go back and do the old things, he said. He was so scared his management team would reject the idea that he worked on it behind the scenes. "I didn't even tell anybody we were doing it because I was afraid it would be viewed as a distraction from the commitment I made (to focus more on the operations of the company), and so I was really pleased with how we got that developed."

Hackett credits Terry West, the company's director of

WorkSpace Futures, as a driving force behind the product. Hackett said West helped him work through all the non-conventional product ideas that have since been launched. West was instrumental in the development of Room Wizard and the Sensor chair. “He made abstractions concrete in a way that the rest of the organization could understand,” Hackett said of West.

Steelcase is much stronger because of Hackett and his vision, though much more work is needed. Hackett said the industry is on the doorstep of one of its Renaissance periods if it gets the right product mix since many spaces are out of date. The industry is changing the conversation about teaming and mobility, making traditional office planning out of date, he said. “Both Europe and the US are going to benefit dramatically from some of these new ideas. There’s a real opportunity there,” he said.

The period for industry restructuring is mostly over, Hackett said. That hard work is complete. Manufacturing system will drive the future, he said. Big data and advanced supply chain techniques will help as well. “3D printing and things like that are going to make a huge difference in one’s competitiveness, so we are working hard at that,” he said.

Getting from one book to the other — from the past to the future, is Hackett’s legacy at Steelcase.

Technology has always fascinated Hackett and he calls the scale of change in the high tech world nearly incomprehensible. It is an area he plans on pursuing in the future. “Well, my next career is still working on the role of that in transforming ideas, not necessarily in (workplace environments),” he said. “There are different things that I can spend time on, where the scale of that innovation can be translated in a way to change your competitiveness. That is something I’m going to keep working on.”

Exactly what Hackett’s future holds is not set in stone. His friends told him to take six to eight months to distance himself from his role at Steelcase before deciding what to do next. He is also following advice from friends who said to make a list of all the people you love being around and the things you like working on and connect the two.

Hackett was named to Ford Motor Co.’s board of directors and he is looking forward to that work. Until then, he will continue packing and thinking about his career

at what he calls an “extraordinary company.” “There is no penalty for thinking about being extraordinary,” he said. “The pursuit of that is a really important conscience to keep. We’ve got a really good history that’s persisted, but it doesn’t guarantee anything, and so they’ve got to work hard at that. Yet, I’m really proud of this company in so many ways.”

Hackett pulls out an impressive polished aluminum container that looks a bit like a giant Apple laptop computer. It was custom made for a presentation Steelcase made to the Cooper-Hewitt museum about design innovation. Inside is two books. The book with the black cover outlines the company’s history. Sitting next to it, the white book shows the present and future. The white book represents the change in the company’s design thinking.

Getting from one book to the other — from the past to the future, is Hackett’s legacy at Steelcase. He tells a story about Kelley from IDEO visiting Steelcase. “He came over, and I took him through the Work Lab and the Learning Center,” Hackett said. “He came in the room and sobbed. What David Kelley was crying about is he remembered the black book. He didn’t have it in front of him. He saw the white book, and he goes, ‘I would not have imagined you guys would have made that much progress.’ He goes, ‘I’m just so proud of that.’ That was a hero moment for me, to get somebody like that to say you moved him. Now, you kind of put those things in your trophy case, and you close the door and lock it. You’ve got to go back to work.”

As a symbol of how far Steelcase has come, Kelley sent Hackett an original Apple Newton MessagePad in its original packaging as a Christmas present. The Newton was a precursor of the iPad that was a commercial failure but helped turn Apple around. IDEO did a lot of the original design work on the Newton.

It has been quite a ride for Hackett. And as he prepares for the next chapter in his life, he thinks about what he has gone through. “It’s like coming back from battle, and I’m half beaten up and all that, but I’m really happy,” he said. “So there’s a part of me that remembers how tough it was, yet not in an emotional way or regretful way.” 



blue 35

Haworth is getting into the alt-office arena with the upcoming launch of Blue35, a high-tech coworking and meeting center in downtown Grand Rapids.

Rob Kirkbride

Haworth is getting into the alt-office arena with the upcoming launch of Blue35, a high-tech coworking and meeting center in downtown Grand Rapids. The company will officially introduce the space in a multi-story renovated building in early February, but an internal document outlines the basic plan of the space.

According to the document, Blue35 is a collaboration between Haworth and Grand Rapids-based Rockford Development, a company that has been instrumental in the revitalization of downtown Grand Rapids.

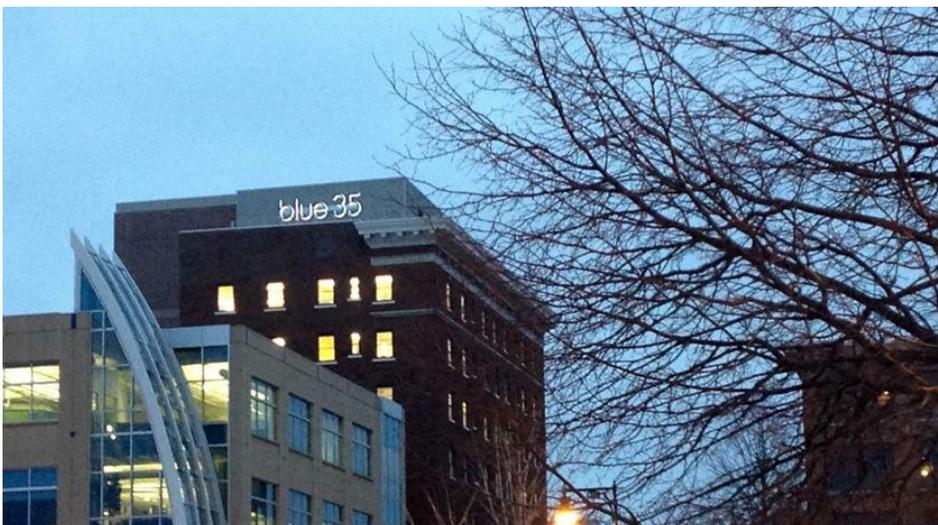
Haworth is not speaking about the project until the public unveiling on Feb. 5, but a web-based slide presentation on Blue35 shows that it includes, hospitality, collaboration, coworking, creativity, dynamic technology, conference rooms and innovation, all designed to foster relationship building.

The building at 35 Oakes St. SW will be anchored by BlueScape, Haworth's new high-tech conferencing product that it developed with San Francisco-based [Obscura Digital](#). Haworth has showcased BlueScape at NeoCon to much acclaim and has it installed in several of its showrooms across the country, but Blue35 will mark its first use in a shared space.

Blue35 will cover four floors of the eight-story building, which used to be a hotel that catered mostly to Grand Rapids Furniture Fair customers in the city's Furniture City heyday. The building is in an area of the city that until recently was run down and dangerous. It is now surrounded by development that includes the city's new indoor market and several high-tech startup companies.

The seventh and eighth floors of Blue35 consist of conference and meet-

ing space and a member services desk. Floors five and six have private single offices, team stations and co-working desks all under short lease lengths. The first through fourth floors are for private tenant build out with single or 2-4 users per floor and will be traditional lease lengths. Plans also include a rooftop deck.



Membership includes programming, amenities and staff, according to the web presentation. Rentals are also available for special events, community events and meetings and conferences.

BlueScape is the star of the show at Blue35. The tech product is perfect for a coworking, shared space with its bank of high-definition computer monitors, all connected, filling an entire wall of a conference room.

The BlueScape screen is touch-activated and integrated to show a single image and all connected to the Internet. Haworth has lofty claims about how much it will improve meetings -- especially project-based work that might last years and include thousands of notes, conversations and collaboration. In those situations, at a certain point, the whiteboard filled with sticky notes will only be so effective. Rick Perkins, Haworth's senior emerging markets strategist said prior to its unveiling at NeoCon last year that BlueScape has the potential to literally change the way problems are solved and creativity is shared.

"The power in this is the real-time interaction," he said, noting that the ability to make decisions and share information is dramatically improved.

blue 35

"Bluescape allows meetings to be very fluid. You can gather around the wall and see all the information at one time. It allows people to see the patterns and trends. There is context in the images

and words that we use."

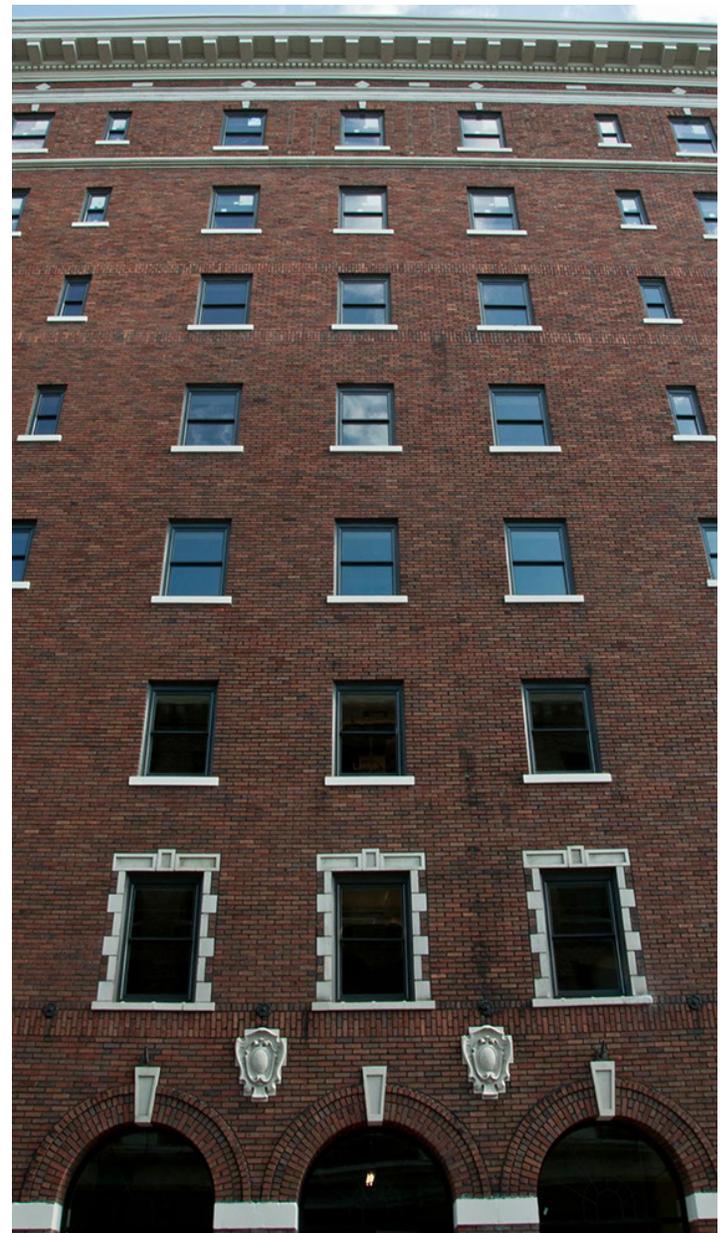
Bluescape provides users with 160 acres of space, equivalent to 146 football fields. This vast scale allows for a unique visual perspective and cognitive experience, resulting in the identification of patterns, relationships, trends, constraints and synergies. There are no stoppages in creativity due to limited space or media shortages.

Once in the virtual space, a team can share, create, add and organize work interactively in real time. Everyone can be in the same location or individuals can be anywhere with an Internet connection -- all sharing desktops and cameras, creating a video conference experience. In addition, the session is always live and can be accessed anytime to add or change content. All of the work is saved so teams can go back and review the progression of the project over time. Shared content in-

cludes images, internet browsers, presentations, spreadsheets, text documents, drawings, graphics, blueprints, etc.

BlueScape puts Haworth in the conversation with Steelcase, which has successfully introduced products that blend work, space and technology. Blue35 also seems to be an answer for Steelcase's increasingly aggressive move into alt-office spaces such as coworking centers and workspaces designed outside the office.

Haworth's collaboration with Rockford Development on Blue35 is not surprising, since Haworth and West Michigan dealer Interphase Interiors recently completed Rockford's Grand Rapids headquarters. Interphase has also participated in many Rockford projects in downtown Grand Rapids. 



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Spa Working

Think of the whole room as an extension of your personal desk. Imagine an office filled with furniture that allows you to relax while you work.

Nancy Trent

Most offices are about as far from a spa as you can imagine. But what if you did your work in a spa that converted to an office when you needed it?

Spa designers know how to turn a room into a sanctuary and there is no reason the basic principles of spa design can't apply to the work space. For starters, spas are designed to heal. The space of a spa needs to support the physical and spiritual needs of the people who inhabit it. It should incorporate the integration of color, nature, soothing sounds and scents, sustainable materials and organic architecture.

Think of the whole room as an extension of your personal desk. Imagine an office filled with furniture that allows you to relax while you work.

It is unhealthy to sit all day at work and there are an increasingly number of products that allow the worker to get moving in the office. [Focal Upright](#) makes designer furniture that allows you to lean in at your desk comfortably, which is better for circulation, creativity and productivity while reducing the office foot print.

So many people are working from tablets and phones that you can really work from any angle including leaning, lounging and lying down without looking lazy. Julia Sutton, chief operating officer of Exhale Spa, sits on a yoga ball to strengthen abs and keep her posture correct.

Make use of all your floor space. Susie Ellis, chairman and chief executive officer of Global Spa and Wellness Summit and President of [SpaFinder Wellness](#) turned to iconic spa designer Clodagh to make its workplace as spa-like as possible.

"Our office has a special spa feel," she said. "Visitors enjoy waiting in our receiving area. It has the same anticipation of waiting for a treatment. You get the feeling that something relaxing and comforting is about to happen."

Both Exhale and the Spa Finder Wellness office have spa toys like hot towel stands so you can wash the outside away while you await what's next. Everyone fills their desks with inspirational items.

Heather Mikesell at *American Spa Magazine* said, "A clean desk will change your outlook. Clutter causes anxiety." She keeps a plaque of inspirational slogans like "make every minute count." She also has collectibles like seashells, a bottle of sand, crystals and a Turkish evil eye on her desk.

"Atmosphere is everything," said Bruce Schoenberg, owner of Oasis Day Spa, the popular New York chain. "Sound, smell and lighting is critical." Schoenberg takes his cue from his spas by keeping his office lights soft. "You can light candles and insert shields over florescent lights to get the spa-effect." Bruce also recommends implementing a necessary time-out by utilizing the do-not-disturb button on your phone.

Spa is about addressing stress and one way to do that is with visual cues, which means hanging images of things you love. "I experienced a biofeedback treatment and learned that whenever I saw a photo of my dog Peaches, my heart rate went down," said Ellis. She is not the only spa owner who now decorates her office with calming pictures of her dog. Lesley McCave of DaySpa has photos of her husband and two dogs on her desk too.

She also recommends taking your shoes off. This doesn't have to be a company-

wide policy. It can be a perk. "I take off my socks and shoes so I can earth," a term used for connecting with nature through the ground.

There are many ways to bring nature into the office. Potted plants and herb gardens are becoming increasingly popular for keeping connected and healthy at work. Opiary makes cement, cedar and metal accent pieces and furniture with planters so you can easily bring the outside in. HearthCabinet brings the primal element of fire to offices with a safe and hassle-free ventless fireplace. High-tech companies like Google are incorporating this low-tech way to unplug and connect with nature.

At DaySpa the staff trade shoulder massages with co-workers. "I recommend meditation breaks, sitting in different chairs, stretching your arms up and out every couple of hours, and spraying aromatherapy. Scent is as important as lighting when it comes to spa," McCave said.

Aromatherapy is an easy way to change the feel in a room. Healing scents have been used in ayurvedic tradition for millennia. According to Alan Marks, chief executive officer of VPK (formerly known as Maharishi Ayurveda International), the aromatherapy of choice used by in-the-know transcendental meditators, "You can use certain scents to encourage specific outcomes at work," he said. "It's more than just a way to relax."

Here are simple tips from the spa pros on how to turn your space into a spa:

Clear the air – Mikesell from America Spa recommends a desk humidifier. Dry air initiates cold and sinus infections. Most spas have air purifiers that make it easier to breathe and keep out bacteria, mold and odors.

Work the tension out – This can be as simple as a self-massage or trading massages like Lesley does at DaySpa, or even bringing in a masseuse on occasion. Ellis offers fifteen minute massages to SpaFinder employees on Fridays.

Stop and sniff – There are scents you can spray to calm you down (lavender) or perk you up (Ylang Ylang). Scents can be sprayed in the air, burned off a candle or incense rubbed into skin or hair. VPK PranaMist Soothing Vata uses a blend of 100 percent pure oils of Rose Geranium, Sweet Orange, Holy Basil, Fennel and Marjoram to help your mind and body connect to think more clearly. Their “worry-free” blend has lemon peels, jasmine and rose.

Listen to it – Bring in sounds of nature like trees swaying, water falling or fire crackling or try playing inspirational lectures and relaxing tunes.

Let there be light – Mellowing the lighting can make a work environment less harsh. If candle light is too dim, replace fluorescent lights with low watt or tinted bulbs or at least shield yourself from them like Schoenberg from Oasis recommends.

Gem therapy – Sutton has a blue aqua marble she got at her

first job 10 years ago that she has kept on her desk every since. Gems and crystals come in all forms including desk and laps rocks that can help absorb stress and bring energy to your day.

Indoor Gardens – Bringing the outdoors in is popular in design but it’s a staple of spa life. Fill your office with as many plants as possible and watch your profits bloom.

Herbal sips – Tea is the first thing you are offered when you enter a spa. There are dozens of amazing tea brands to choose from. One of the most popular natural teas in the spa world is Pukka, which is based on Ayurvedic healing principles.

Cushion the blow - If you can’t lounge or lean at the office, at least protect your neck and back with cushions. Celliant Energy Textiles makes cushions out of minerals designed to recycle the body’s energy through light to redirect healing energy back into your body. Sutton suggests a hot neck pillow.

Stretch breaks – Keep moving throughout the day. Changing positions and stretching as often as you switch tasks will keep your body and mind flowing better. McCave suggests stretching your arms up and out throughout the day. 

CHAIR SPOTTING



Janet Yellen, Chairman-designate of the Board of Governors of the Federal Reserve System, and current Vice-Chairman spends her time sitting in an Aeron Chair.

INDUSTRY BRIEFING

EVENTS

SCOTTSDALE / JAN 27-29, 2014

The 360° Leadership Conference is an annual intellectual feast for leaders in the contract furniture industry. Montelucia Resort & Spa, SCOTTSDALE, AZ <http://www.bifma.org/>

CHICAGO / JUN 9-11, 2014

NeoCon is North America's largest design exposition and conference for commercial interiors. Merchandise Mart, Chicago, IL <http://www.neocon.com>

COLOGNE / OCT 21-25, 2014

ORGATEC is the only trade fair to present the whole world of work! In 2014 ORGATEC particularly focuses on solutions for the growing demand for flexible forms of work and the optimal working environment. Koelnmesse, Cologne, Germany. <http://www.orgatec.com>

BRIEFING

Moody's upgrades Steelcase's rating

Moody's Investors Service upgraded Steelcase, Inc.'s senior unsecured rating to Baa3 because of its strong operating performance and credit metrics and the expectation for continued improvement. The Ba1 Corporate Family Rating, Ba1-PD Probability of Default Rating and SGL-2 speculative grade liquidity rating were withdrawn. The rating outlook is stable.

"Steelcase's operating performance and credit metrics have steadily improved over the last few years," said Kevin Cassidy, Senior Credit Officer at Moody's Investors Service. For instance, EBITA margins have expanded by almost 100 basis points to 6.8% and debt/EBITDA has decreased by about a half turn to under 2.5 times. Moody's expects both measures to further improve as the global economy continues to recover. "But importantly, we think Steelcase has enough cushion in its operating performance for credit metrics to remain adequate in a reasonable downside scenario," Cassidy noted. "Equally as important, we expect Steelcase to maintain a strong liquidity profile and a measured shareholder return policy through different economic cycles," he noted.

The stable outlook reflects Moody's view that Steelcase will maintain a strong liquidity profile and a measured shareholder return policy through different economic cycles.

BOLD Furniture Expands

[BOLD Furniture](#), a Muskegon-based manufacturer of contract furniture, custom millwork and case goods recently purchased a second facility in Muskegon to support its rapid growth. Located less than a mile from BOLD's primary manufacturing operation at 2291 Olthoff Drive, the new building delivers 40,000 square feet of additional manufacturing space. BOLD employs more than 80 people in its current 75,000 square foot facility. The company

Noted:



SixE was awarded with the prestigious title Best of the Best at Interior Innovation Award 2014. SixE was presented with the title at the imm cologne trade fair at an award show and was also a part of a special exhibition during the fair which ran from the 13th to the 19th of January. SixE was designed by PearsonLloyd and manufactured by HOWE. The idea behind SixE was to design the most efficient, sturdy and long-lasting solution to the ubiquitous stacking shell chair.

expects to add 25 people to its team in 2014.

"BOLD has enjoyed tremendous growth in recent years and all of our forecasting points to a continuation of this trend. We needed additional space to support this growth and this facility fits the need perfectly," explains BOLD CEO Todd Folkert. "We are thrilled that we were able to expand right here in Muskegon."

The company produces its own line of furniture in addition to providing custom solutions for customers in Healthcare, Education, Financial, Retail and Corporate environments. It is this focus on custom client-tailored solutions that has contributed to the impressive growth.

"BOLD works with mixed materials including wood veneer, laminate, Corian, glass, steel, granite,

marble; you name it and we've likely done it," said Folkert. "We fill the gap between a local millwork company and a high volume manufacturing operation so we're able to help a client realize their design concept and then produce it in quantities of one or several hundred."

KI Wins Inaugural Bellin Corporate Health Challenge

KI received two first-place awards in Bellin Health's inaugural 2013 Corporate Health Challenge, a peer-based wellness program and competition designed to encourage individuals to take more control in improving their personal health. After competing head-to-head against area companies in a series of monthly "healthy-

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Meet Steve Viscusi and Rod Larsen at the BIFMA Conference in Scottsdale Jan 27-29



Noted:



James Kuehn, CFO since 1999, took over as CEO of **BSI** (Building Service Inc). Ralph Kuehn will continue to serve as the Chairman of the Board of Directors. Ralph Kuehn has been at BSI for 36 years, most recently serving as CEO and COB. Ralph Kuehn announced his intention to spend more time with family and in semi-retirement from the company. Locally owned and operated since 1947, BSI designs, builds and furnishes commercial interiors, specializing in corporate, retail, hospitality and healthcare environments.

habit" challenges, KI's corporate and Green Bay manufacturing facilities placed first in the large company category, while KI's Manitowoc manufacturing facility placed first in the medium company category.

"We are extremely honored and excited to win Bellin Health's inaugural Corporate Health Challenge," says Dick Resch, chief executive officer, KI. "Physical activity and employee wellness are very important priorities here at KI and we encourage and applaud our employees for achieving and maintaining healthy lifestyles."

The "healthy-habit" challenges, which impact employee health and improve Health Risk Assessment (HRA) scores, focused on cancer prevention, women's health, men's health, blood pressure, nutrition and more.

CIDA Innovative Education Award Winners Announced

[The Council for Interior Design Accreditation](#) (CIDA) announced the winners of the 2013 Innovative Interior Design Education Award. This award recognizes and

celebrates innovative teaching and program-related practices that advance the cause of excellence in interior design education.

The first place winner is Tilanka Chandrasekera, an Assistant Professor in the Department of Design, Housing, and Merchandising at Oklahoma State University. Professor Chandrasekera received a \$5,000 award in recognition of this honor.

Two entries were also recognized with \$2,000 merit awards. Dr. Tasoulla Hadjiyanni, Associate Professor, Interior Design, at the University of Minnesota received a merit award for her entry, "Sketching in Interior Design History Class, Thinking = Being." Deborah Schneiderman, Associate Professor, Interior Design, at Pratt Institute also received a merit award for the entry, "Interior Design Without Architecture: The Train Interior Studio." Elizabeth Lockwood, Adjunct Faculty at The Art Institute of Portland received an honorable mention for her submission, "Collaboration in Hospitality Design."

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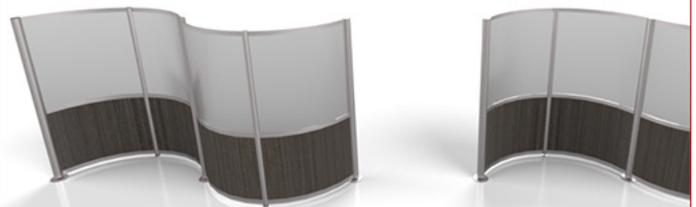


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ODDS & ENDS

JOINED: Gunlocke has added two new team members to its sales force. **Courtney Snyder**



Davis

joins Gunlocke as an A&D manager in the New York metro area, while Kelley Davis has accepted the po-

sition of business development manager in Virginia. Snyder has spent the past seven years working in the A&D industry, coming to Gunlocke from Knoll. In her new position at Gunlocke, she will be responsible for helping drive profitable sales growth in the greater New York area. Davis brings more than 15 years of experience to Gunlocke and its sister company, HBF, joining the

Noted:



Industry Headhunter **Stephen Viscusi** appeared on the Steve Harvey Show last Monday to advise on long-term unemployment. <http://youtu.be/rX8qOWc1Hm4>

team from Allsteel, where she was a government account manager/business development manager. In her new role, she will focus on driving sales of the Gunlocke, HBF and HBF Textiles brands in central and southern Virginia.

HIRED: Carnegie announced the appointment of **Jen Lampani**



Lampani Karel

Karel as Director of Creative Partnerships. Ms. Karel comes to Carnegie with a diverse background in the commercial interiors industry with both experience and enthusiasm for the potential benefits between manufacturers and finish materials.

HIRED: Fluid Interiors, Minneapolis, recently hired **Cory**



Zenger



Wentland



Merrigan

Zenger as the vice president of facility services; **Willi Wentland** as a flooring account executive; **Bridget Merrigan** as a project designer; and **Sara Miller** as a project coordinator.

WEBBING: Fluid Interiors recently launched a new website that offers comprehensive resources for

office furniture and facility service needs. Fluid Interiors is a Best In Class Haworth dealer. www.fluid-interiors.com

WELCOME: Kimball Office welcomed **Stan Gray** and **Dave Wil-**



Williams



Gray

liams as its new leadership team responsible for further developing the company's healthcare portfolio, marketing, and selling strategies. Gray will serve as the Director of Healthcare Marketing and Williams will perform as the company's Director of Healthcare Sales. Both Gray and Williams reside in and will work from High Point.

JOINED: Scott McPartlin has joined SIS as their new V.P. of Sales & Marketing. Scott is a third generation member of the contract office industry and started his career in Chicago selling ergonomic accessories. He brings over 17 years of ergonomic sales and management experience to SIS.



McPartlin

TOP: For the third year in a row, **Nemschoff** has been named the number one brand in healthcare furniture in an annual survey by *Contract* magazine. 

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The candidate will need to be a motivated, self-starter with a hunter mentality, while maintaining a polished image that is in line with the company's mission and values. They must be able to generate leads and sales from clients with a major focus on A+ dealers and corporate end users. They must also have a thorough knowledge of the corporate furniture industry, including competitors, projects in process, and relationships with key influencers and decision makers.

Total Compensation Includes:

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Qualified candidates may email resume, cover letter, references and earnings history to Marlo Smith, VP of Human Resources to career@janusetcie.com or fax to 562-262-2844, or contact Harry Ward, VP of Corporate Sales at hward@janusetcie.com for questions.

SENIOR INTERIOR DESIGNER, FURNITURE - (IRVING TX)

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A&D SALES REPRESENTATIVE (NEW YORK CITY TERRITORY)

Come work in our New York City Showroom!

Dauphin, a leading commercial furniture manufacturer has an immediate opening for a Sales Representative in our Chelsea Showroom. Our NY results driven sales team covers NYC and the surrounding boroughs. Minimum requirement is 5 years experience in the NYC market as a designer or in commercial office furniture and a 4 year college degree.

As an A&D Sales Representative, the primary responsibilities consist of developing relationships within the A&D community by setting up presentations to promote Dauphin products, assisting with specification of our products, providing samples and /or demonstrations as requested and updating binders with new product literature.

An ideal candidate should be a self-starter who is able to multi-task, has good writing skills and experience using an iPad to present branded PowerPoint presentations, and is proficient in the Microsoft Office Suite. This position reports directly to the Regional Business Manager. For consideration, email your resume to marketing@dauphin.com.

SENIOR LEVEL II - INTERIOR DESIGNER (NEW YORK, NY)

Leading the Way in Modern Work Spaces! For more information, see www.staplesfurniturejobs.com

Business Interiors by Staples is seeking to fill a Senior II Interior Designer position in New York, NY. Apply by directly @ careers.staples.com (job #853737) or visit www.staplesfurniturejobs.com.

ORDER PROCESSING / CUSTOMER SERVICE

Minneapolis showroom & office

Brand new state of the art 5000 square foot facility in St. Louis Park. Storlie Co. 40+ years in industry, we import and wholesale office furniture to the office and contract dealers. Join small group of dedicated and fun people. Must have min. 3 yrs exp., type 40 wpm, and 8000 key punch, positive attitude, work independently.

Bill Storlie, President
Storlie Company
5812 W. 36th St.
St. Louis Park, MN 55416
Phone: 9529208303
Fax: 9529208246
Email: bill@storliecompnay.com

NEW BUSINESS DEVELOPMENT - SALES HUNTER (AUSTIN, TX)

AUSTIN Texas - #1 Growth Market in US

Do you love HUNTING and DEVELOPING New Clients EVERY DAY?

Are you passionate about understanding your prospects business problems and uncovering their pains that you and your Sales Team can solve?

Do you like having strong competitive advantages that differ from your competition?

Our well-established office furniture mid-market dealership serving small and mid-sized businesses in AUSTIN TEXAS is seeking one hyper-productive New Business Development - Sales Hunter who possesses the passion and disciplined behavior to develop new clients for our Sales Team.

Office Furniture NOW! is a 16-year old business with 29 employees. We have a very positive reputation in our local market and we are building our Sales Team to take our business to the NEXT LEVEL.

To apply, go to our website at: <http://www.officefurniturenow.com/sales-hunter-new-business-development/>

Email Resume to: chip@officefurniturenow.com

Also, submit an answer to the following question. "Why do you love uncovering and developing new clients?"

SENIOR SALES ASSOCIATE

Great Opportunity for a Senior Sales Associate for growing company.

North Sound Interiors has an opening for an experienced Contract Furniture Sales Representative to help grow our business.

Rep will be responsible for selling commercial office furniture directly to end-users.

Rep MUST possess a strong track record of demonstrated success selling in this industry. This energetic, highly motivated and self-governing person must have a high level of integrity and a desire to be successful. The ability to listen to customers and make the long-term commitment to build and maintain relationships with customers is a must.

If you have enthusiasm, a willingness to learn, a drive to succeed and enjoy selling, a career with NSI may be the right fit for you! Company offers base salary plus commission. Please send resumes to: patricko@nsiint.com

FURNITURE DEALER SUPPORT COORDINATOR

Apply Now!

The primary goal of a Furniture Dealer Support Coordinator is to contribute to SPR profitability through support of the dealers furniture sales initiatives relative to space planning, customer service, and project and bid management.

Furniture Dealer Support Coordinator - S.P. Richards

Please apply online at www.sprichards.com

KI MANAGEMENT OPPORTUNITIES

Jump start your Career in 2014 and consider a management role with KI

KI is looking to fill two leadership roles in the Northeast:

District Leader/Manager

- Mid Atlantic (Office in Sterling, VA)
- New York City

Responsibilities include the leadership, management and profitability of the district for which you have responsibility. In addition, you will have accountability for the recruitment, selection, direction and control of a direct field sales force. You will monitor competitor activities, pricing, and formulate sales strategies utilizing established relationships and the A&D community to increase sales performance and market growth.

Ideal candidates will possess 3-5 years sales management experience and a track record of success in coaching and developing employees.

Great compensation and benefits! Apply today at www.ki.com.

KI is an Equal Opportunity Employer.

PURCHASING AGENT

Purchases merchandise for resale and maintains control of inventory to ensure an adequate supply of merchandise for meeting customer's requirements.

Essential Functions and Basic Responsibilities:

- Buy inventory at the appropriate level according to Inventory Classification. Each product is evaluated for on hand quantity, classification, past demand, future closeout. Follow up on PO until closed. Handle all import and shipping details on product coming from Asia. Communicate with mills to expedite product. Keep all delivery dates current in system.
- Provide Delivery information to Inside Sales when requested
- Evaluate quality vendors that aid in achieving our quality and service goals. Evaluate key vendors on a quarterly basis for Delivery, Quality and service.
- Establishes a follow-up system for maintaining current delivery information
- Maintain department measures of In-stock %, inventory turns, vendor scores

Specific Skills/Knowledge:

- Individual should be detail oriented and have excellent communication skills. Experience with importing from Asia is a must.
- Ability to speak Mandarin Chinese is desired.

Email qualified resumes to jobs@momtex.com

REGIONAL SALES MANAGER

Join our winning team!

fluidconcepts is seeking an experienced manufacturer sales and business development professional who will focus on the support, development and growth of sales channels in select markets within Canada and the United States.

The successful candidate comes with a proven track record and a solid reputation with a manufacturer in developing, supporting and sustaining strong independent representative and dealer sales channels. Having a good visual/spatial design mind, marketing and sales development skills, and presentation skills are essential.

This is a hands-on and strategic position for an energetic person to work directly with our independent sales representatives, dealers, A&D, and end users in developing unique customer driven workplace solutions, supported by the fluidconcepts team.

Compensation includes a base salary plus commission. Some travel required.

fluidconcepts is a leading designer and manufacturer of dynamic workspace products. For more insight, please visit www.fluidgroup.com

Email resume to careers@fluidgroup.com

MERCHANDISING MANAGER - FURNITURE

S.P Richards - Merchandising Manager - Furniture

S.P. Richards Company, a wholly owned subsidiary of the Genuine Parts Company (GPC:NYSE), distributes a wide spectrum of business products to office products resellers throughout the U.S. and Canada. These products include consumable office supplies, office furniture, computer supplies, consumer electronics, and janitorial and breakroom supplies from all of the major industry manufacturers

The primary goal of a Merchandise Manager is to contribute to SPR profitability through effective product, vendor, and database management.

Apply online - www.sprichards.com

OUTSIDE SALES REP - IL TERRITORY

Successful territory with huge potential.

Hertz Furniture, a leader in the educational K-12th grade market, located in Mahwah NJ seeks an outside rep to cover the already established and successful territory of Lake, Kane, Dupage and Will Counties, IL.

Increase the reach and success of our company within your territory by supporting existing customers and developing new relationships.

Send resume and salary history to: humanresources@hertzfurniture.com

EXECUTIVE VICE PRESIDENT - WISCONSIN

President Successor Needed!

A respected manufacturer in the Madison/Milwaukee, Wisconsin area is seeking an Executive Vice President (EVP) to play a vital role in defining and driving all aspects of the business. Reporting directly to the President, the EVP is a developmental position with potential to be a candidate for President succession. The role will provide executive vision, oversight and management to ensure the appropriate infrastructure and people resources to deliver profitable growth across the organization.

The successful candidate will be a seasoned and respected professional demonstrating progressive leadership experience within medium to large organizations with independent sales distribution models. Key factors for success include:

- Bachelor or Advanced degree in a technical, business, marketing or related area.
- 15+ years of proven success leading medium to large multi-vertical market commercial or industrial organization within complex engineering, manufacturing and sales environments.

Reply in confidence to:

Marketplace@MMQBmail.com. Type "DEPARTMENT C14" in the subject line of your email.

DISTRICT MANAGER

Great Opportunity For Motivated Sales Professionals

American Seating is currently seeking sales professionals for the CT, RI and Western MA area. The District Manager is responsible for implementing and managing the company sales, marketing, and distribution objectives within a geographic territory using a relationship driven sales approach.

If you are an experienced sales representative, please apply at www.americanseating.com/en/employment

ACCOUNT EXECUTIVE

Hiring Again!

We are Office Environments, the exclusive Steelcase dealer in Charlotte, NC. We have just put the wraps on the most successful year in our company's history. We feel very fortunate and appreciative of this success and the wonderful relationships we have developed with our clients, our networking partners and our vendors.

As a result, most of our Account Executives are very focused on their current clients and have very little time to develop new accounts.

As a result, we are looking to add an Account Executive to our team in 2014. If you have a solid Design, Project Management or Sales background in a related field, we want to talk to you!

Send your resume to bbale@office-environments.com.

Please see the link below to a recent MMQB article about us, beginning on page 22.

<http://pdf.mmqb.com/tcmmqbnew/dpdfpdf-mmqb.rsc?fileppp=033354439651118133898&viewpdfon=yes>

WORKPLACE KNOWLEDGE CONSULTANT #12897

You can make a salary. Or you can make a difference. Or you can work at Herman Miller and make both.

Develops and delivers knowledge-based expertise and consulting that add value to the customer, deepen relationships, contribute to sales of both products and services, and differentiate Herman Miller as a knowledge leader and solution provider.

Herman Miller is committed to diversity and inclusion. We are an equal opportunity employer.

To apply: www.hermanmiller.com/careers

STEELCASE DEALERSHIP HIRING ACROSS THE BOARD

Come see why PNW is Hot!

OpenSquare, a proud Steelcase Platinum Partner is hiring in NBD Sales, Project Management and Design.

Apply directly through our website www.open-sq.com Careers page.

PRODUCT DESIGN APPLICATION SPECIALIST #12847

You can make a salary. Or you can make a difference. Or you can work at Herman Miller and make both.

Tactical resource to area/regional sales teams to translate strategic design initiatives into product specifications for pricing in RFPs and project budgets.

Herman Miller is committed to diversity and inclusion. We are an equal opportunity employer.

To apply: www.hermanmiller.com/careers

BUSINESS DEVELOPMENT MANAGER- MIAMI

A new opportunity with Herman Miller!

Herman Miller is currently seeking a Business Development Manager to join our team.

General Purpose:

Develop revenue from assigned accounts, both new and existing, in secondary MSA markets and/or geography that is not assigned to a specific MSA ('white space'). Maintain/grow revenue from assigned dealers, partnering and providing ongoing support related to their selling efforts and sales strategies. All interested candidates should apply at hermanmiller.com/careers.

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AUSTIN Texas - #1 Growth Market in US

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Office Furniture NOW! is a 16-year old business with 29 employees. We have a very positive reputation in our local market and we are building our Sales Team to take our business to the NEXT LEVEL.

To apply, go to our website at: <http://www.officefurniturenow.com/sales-hunter-new-business-development/>

Email Resume to:

chip@officefurniturenow.com

Also, submit an answer to the following question. "Why do you love uncovering and developing new clients?"

DESIGNER (ST. LOUIS, MO)

Looking for Designer jobs?

Title: Designer (St. Louis, MN)

Please click below link to apply,
<https://staples.taleo.net/careersection/2/jobdetail.ftl?lang=en&job=873534&src=MTP-200023>

ACCOUNT EXECUTIVES OUTSIDE SALES PROFESSIONALS

Start your New Year off right; and make your move to National Business Furniture!

It was another excellent year at National Business Furniture, with continued growth in Outside Sales. We would like to add experienced Account Executives/Outside Sales Professionals to our team in the following markets:

- New York
- Los Angeles
- San Francisco
- Seattle
- Virginia
- Oklahoma City
- Little Rock
- North Carolina
- New Orleans
- Las Vegas
- And YOUR LOCATION

* if your market presence and our current customer base make it attractive to launch a new Account Executive in that territory!

We offer:

- An Outstanding \$\$\$\$ pay plan
- A Monthly guarantee
- No commission caps
- Great internal support to keep you selling
- Product offerings that will delight your customers
- The opportunity to reach your income goals

Send your resume to HR@NBF.com or call Tom Milczarski, our HR Director at (414) 615-3625 and let him know you are interested. DO IT TODAY!

INDIANAPOLIS TERRITORY MANAGER

Immediate Opening

We have an immediate opening for an energetic, outgoing, motivated, experienced Territory Manager for the Indianapolis Market.

The ideal candidate will possess 3+ years outside sales experience in the office furniture or related industry.

We offer salary plus commissions and top notch benefits.

If you are looking for a unique and exciting sales opportunity reply in confidence to: Marketplace@MMQBmail.com. Type "DEPARTMENT D14" in the subject line of your email.

GROWING DALLAS/FT. WORTH DEALER HIRING

Join our growing and dynamic team!

Well established and fast growing Dallas-Fort Worth office furniture dealership is looking for highly motivated professionals in the areas of sales, sales support/design and installation.

We are looking for experienced, self-starting salespeople with a hunter mentality. Must be able to generate leads and sales from their experience and networking abilities.

Dealer is also looking for a sales support person with a background in the contract furniture industry. This person will support sales and design in product research, preparation of proposals, entering of orders and seeing a project through completion. Must have good communication and computer skills. A design background is preferred but not required.

We are also looking to add additional depth in our installation department. This is a contract to hire position for which training will be provided.

We are excited to hear from you!

Please email resumes to:
jobopps@turnkeyprojectservices.com

SALES MANAGER-NORTHEAST REGION

Aurora Storage Products is looking to hire Regional Sales Manager to cover the Northeast Region.

Aurora Storage Products is looking to hire Regional Sales Manager to cover the Northeast Region. The states will include WV, PA, NJ, NY, CT, MA, VT, NH, ME, DE. The job description and objectives are:

Profitably achieve your budgeted sales quota at established margins.

- Required travel could be up to 75%.
- Promote and develop the Aurora Storage Products to Dealers, Architects, and End Users.
- Manage, train, and support existing dealers and to locate new dealers within your assigned territory.
- Develop your technical and product knowledge so you can represent Aurora products proficiently and competitively. To accomplish the objectives listed, you will be responsible for the development of a marketing plan which includes quarterly strategies, targets, and forecasts. We offer a full range of benefits including, medical, dental, vision, life insurance and a 401K plan.

Qualified individuals should forward their resume including salary history. Reply to dvanbergen@richardswilcox.com.

CFO/COO

Great Team Great Culture Great Earnings

Legacy Group is a fast growing commercial interior services company in Seattle.

Since 1999, we have offered a wide range of furniture and flooring products and services.

We need a financial and operations specialists who can provide timely and accurate financial reporting while also working with our operations team to improve efficiency and productivity. Experience with Team Design, Quickbooks and Job Runner would be helpful.

Please email resumes to
lou@legacy-us.com

LOOKING FOR LINES

REP GROUP LOOKING FOR WOOD CASEGOODS LINE

14 Person Rep Firm Looking for Wood Casegoods Line in TX/OK/AR/LA/MS Territory

Well-established independent rep firm is seeking a mid to upper-mid priced wood casegoods offering for this 5 state territory. We have showrooms in the Dallas and Houston Design Districts, with 14 reps spread across our territory.

Sean Cronan, President
Cronan & Associates
1444 Oak Lawn, Ste. 110
Dallas, TX 75207
Phone: 214-215-2712
Fax: 214-747-2052
Email: scronan@cronanassoc.com

REP GROUPS NEEDED

NIGHTINGALE SEEKS INDEPENDENT SALES REPRESENTATIVES

Nightingale seeks independent sales reps in several US Markets

Nightingale Corp, the seating experts, is looking for entrepreneurial independent rep groups or individuals that are interested in selling Nightingale chairs in several geographical territories throughout the US. The ideal candidates are contract oriented sales people that work closely within the A&D community and call frequently on dealers and support their efforts at the end user level.

Website: www.nightingalechairs.com

Apply directly by email to:
HR@nightingalechairs.com

From the very first patented chair in 1928 through to today, Nightingale has continuously designed and manufactured patented office seating solutions. It has remained true to its founder's core beliefs that all Nightingale chairs be designed and manufactured with the clients comfort in mind while exceeding the highest quality standards.

INDEPENDENT REPS WANTED

INDEPENDENT REPS WANTED Take advantage of this great opportunity!

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 in Mexico.

We are looking for highly motivated, well established and service driven independent representatives 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 turnaround delivery time.

We are currently looking for representatives based off the following territories:

- New Mexico
- El Paso TX.
- Dallas TX.
- Oklahoma
- Illinois
- Indiana
- Ohio
- Colorado
- Georgia

Other territories may be considered.

Position is commission based; candidates should reside in territory,

Minimum 3-5 years experience and solid contacts with contract furniture dealers and design firms within the territory.

If interested please contact us
@855.312.7770 or visit our website
www.tremain.com.mx

REP GROUPS NEEDED

We value Leadership, Infrastructure and the ability to grow business in multiple channels.

Successful established national brand seeks representation in the Southeast. We value Leadership, Infrastructure and the ability to grow business in multiple channels.

Reply in confidence to:
Marketplace@MMQBmail.com. Type "DEPARTMENT A14" in the subject line of your email.

INDEPENDENT SALES REPRESENTATIVES IN US AND CANADA

Many Major Markets Available

Established and reputable manufacturer of healthcare / hospitality furniture is looking for independent reps across the US and Canada. Reply in confidence to: Marketplace@MMQBmail.com. Type "DEPARTMENT B14" in the subject line of your email.

TX HEALTHCARE REP WANTED

Seeking independent rep for innovative healthcare seating line!

healthcentric (www.healthcentric.com) is seeking independent reps with strong healthcare dealer and end user relationships. We manufacture healthcare seating and offer an innovate, proprietary healthcare upholstery that is highly durable, seamless and able to be disinfected with medical grade cleansers.

We have a durability and infection control story that is unparalleled. Experienced reps with a strong healthcare focus are encouraged to apply.

Contact careers@ergo-centric.com

CONTRACT SALES ASSOCIATE - SOUTHERN CALIFORNIA

Outstanding opportunity with a very successful Southern California representative group.

The Schneider Group - Representing world-class office furniture manufacturers from Germany, Great Britain, Italy, Canada, and the USA. www.barryschneider.com

The Schneider Group is well established with the Southern California design and dealer communities; offering fine furniture, and most importantly, world class service. This is an outstanding sales opportunity for the right money-motivated individual; with high-income possibilities.

The successful candidate will be a people person, an extrovert who enjoys working with the top design firms and office furniture dealers in Southern California, 5 days a week, and not being in an office. The perfect candidate enjoys "The thrill of the hunt", and has a true 24/7 work ethic. This is an outside sales opportunity that requires a SUV or Van for transporting samples.

Requirements:

- 3 to 5 years of sales experience
- At least 2 years of outside sales experience
- BA Degree is a plus
- A design background is a plus
- A SUV or Van is required
- The ability to move and present fine office chairs on a daily basis.
- If you live in OC or San Diego; this is a plus

Compensation:

- Competitive Salary + Unlimited Commission

Seriously qualified candidate for this career position with a successful sales and marketing organization, should email their resume, cover letter, and references to Barry Schneider at:

barry@barryschneider.com
or fax to 310.496.2761

SEEKING INDEPENDENT SALES REPS

Independent Sales Representation wanted for Northern California and Northern Nevada.

La-Z-Boy Contract Furniture, a progressive manufacturer of healthcare furniture and commercial seating is seeking sales representation in Northern California and Northern Nevada. Solid dealer relationships are required, along with experience calling on End-Users and A&D firms.

Only those reps that are motivated and sales driven need apply. Visit La-Z-Boy Contract Furniture at www.lzbcontract.com

Interested candidates please contact Richard Franey via e-mail at rfraney@lzbcontract.com

INDEPENDENT REPRESENTATIVES WANTED

Partner and grow with a cutting edge open plan systems furniture and seating manufacturer!

Clear Design is an established, fast growing, cutting edge, open plan bench desking systems manufacturer.

www.mycleardesign.com

Contact inspire@mycleardesign.com with information regarding your team, showroom if applicable and any other pertinent information.

SEEKING INDEPENDENT REP GROUPS

Great Opportunity to Join the HPFI Team as an Independent Sales Representative

HPFI (High Point Furniture Industries) is a US-based manufacturer located in High Point, NC since 1958. We are seeking experienced and professional independent sales representatives with an established base of dealer and designer clients in upstate New York and on the West Coast. Individuals and/or groups will be expected to service our end-users and resellers with furniture solutions in the contract, healthcare, education and government markets.

Please send resume and line list to mikew@hpfi.com.

SERVICES

PHOTO RENDERING SERVICE

Photoreal images that meet your budget and timeline.

Alexie Robbert Studio can transform your CAD files into photorealistic images and animations that show product aesthetics and functionality. See our new portfolio at www.alexierobbert.com.

We offer a fast alternative to expensive product photography. Updates are a snap and there's no product to ship or setup! Our images look great online and in print. It's easy and affordable to show your finish options with our photo mapping service.

Years of experience, personal service and great rates make us the premiere rendering service.

Call or email Alexie for quotes and information.

Portfolio: www.alexierobbert.com

Phone: 269-686-2405

Email: arobbert@alexierobbert.com

FABRICATION

LAMINATE AND SOLID SURFACE WORKSURFACES – SERVICE DRIVEN. e:

For Sale (New) / Tables

Laminate solid and veneer work surfaces. we bring solutions to the surface.

-Custom Components Corporation -

We are a, FSC Certified (mixed and pure credit), supplier of fully fabricated EDGED AND FINISHED Work-surfaces, Laminate Tops, doors, panels, shelving, wall panels, conferencing solutions and much more. We are currently compliant to ISO9001-2000 - with a documented quality system - PPAPS provided.

Our core competency encompasses supplying various types of surfaces in a wide range of materials as simple components or finished good assemblies. Let us do the work and we will supply you with your very complicated assemblies including all accessories and supporting hardware: Legs, Grommets, Electrical, Stretchers, Ganging Hardware, Lighting ETC. built to your specifications.

Our Capabilities Include:

PRESSING – LAMINATING – HOT AND COLD – For one off or high production of Veneer and Laminate Panels. PVA Glue Water Based, Green, Enviro-Tested and Reliable.

EDGE BANDING:

CONTOUR / CURVILINEAR (using HOMAG BAZ / CNC automated technology for superb quality and repeatability) up to 3mm thickness.

LINEAR – RECTANGLES AND COMBINATION CONTOUR AND STRAIGHT (pvc, polypro, abs, veneer) – (.012 TO 5MM THICKNESS) (HOMAG) – 2 High Production Machines. 2009 and 2012.

T – EDGE – T MOLDED SURFACES

CNC MACHINING

(8 machining Centers) for precision machining of hole patterns, t-nuts, threaded inserts, stiffeners and leg base patterns. (WEEKE, HOMAG and HEIAN)

CERTIFIED FABRICATOR OF CORIAN, AVONITIE, HI-MAC AND MANY OTHER SOLID SURFACE MATERIALS.

We process many materials including: MDF, Particleboard, HPL (Wilsonart, Formica, Laminart, Merinolam, Nevemar, Pionite and many more), Natural wood veneers and exotics. Recon veneers, Solid Core Phenolic – TRESPA, WILSONART AND MORE, Corian, LPL / MELAMINE, Marker-board laminates, Plywood

We are located in a 64,000 sq foot in West Michigan. This puts us in close proximity of our primary parts and technical support supplier of our processing equipment. This ensures minimal downtime.

We use the latest in processing technology with duplicate machines in every cell to avoid delivery disruptions.

Lead-times from 24 hours to 3 weeks. Nation-wide shipping.

Capacity of up to 1000 surfaces per day. Small or large jobs and contracts. Financially sound operation, competitive pricing, friendly customer service with a can do attitude.

We are ready to serve.

Contact: Ryan Pawloski, CEO for more information. Contact us today.

PHONE: 616-523-1111

EMAIL: RPAWLOSKI@CCCSOLUTION.COM