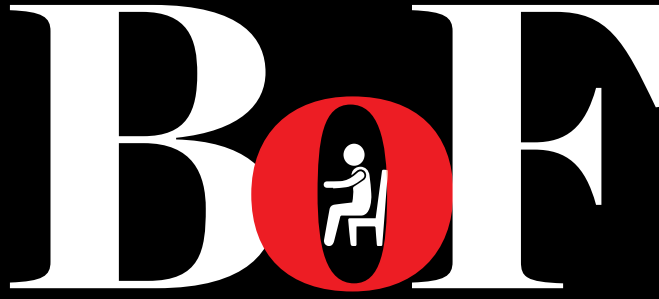


The Business of Furniture | July 7, 2021

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July 7, 2021

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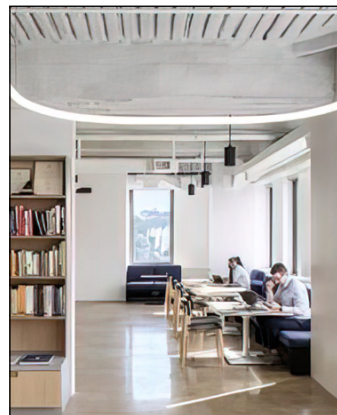
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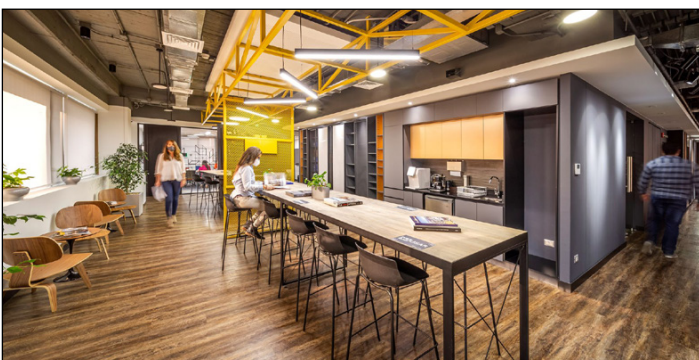
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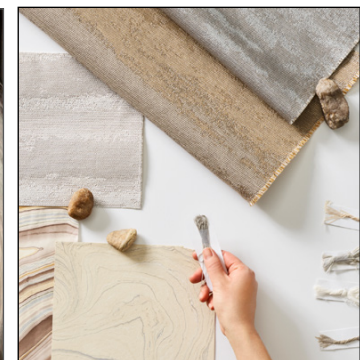
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Get Back to the Office Now: Workers Who Refuse to Return to the Office Should be Fired



Happy Wednesday friends,

As an industry, it is pretty clear to us the most effective, efficient work happens in an office. We have statistics that prove it and a host of products that support it. Despite the early bluster that came from the tech industry, people are returning to the office. They should, and as an industry, we should not encourage hybrid work.

Companies should force workers back into the office. That should begin with us as an industry. Frankly, I am shocked by the number of designers, office furniture manufacturers and dealers that still have not returned to their offices. Unless your community specifically bars you from returning or you have an abnormally large number of at-risk workers, you should be back in your office.

I would take that a step further: If, as a worker,

you refuse to return to the office to work, you should be fired. I am not alone in this thinking. Digital.com recently surveyed 1,500 employers and found 39% will fire workers who won't return on-site. Additional key findings include:

- One in five employers will allow workers to choose where they want to work.
- 45% of employers say employee productivity decreased while working from home.
- 42% of employers want all employees to be vaccinated against COVID-19 before returning to their workplace.

It is even more important for our industry. We are supposed to be leaders in all things related to the workplace. What does it tell our customers when we are not fully returned to the office? It tells them the office does not really matter — that



we can do anything remotely just as well as we can in the workplace. Nothing could be farther from the truth.

As companies dust off the cobwebs and return to the office, they are looking for guidance, experience and expertise from the office furniture industry. Our advice should begin with this: The only way for your workforce to be fully efficient is to bring all of your employees back to the office. Some companies will balk, based on the noisy minority of workers demanding to stay home, at least part of the time. When that happens, it is our industry's responsibility to urge them to return to the office.

Here is the argument you should make: Workers collectively located are more efficient; dispersed work is a management nightmare; working in an office creates a sense of team and camaraderie; working together allows for easy connections; and employees work better when they have the proper technology, tools and — last but not least — furniture.

Workers should not be brought back so they can be under the thumb of their managers. If you do not trust your employees to get the job done, it is not going to matter whether they are in the office or at home — you have failed as a manager.

I certainly understand COVID-19 remains a threat. Experts are warning the more aggressive Delta variant is spreading. Experts also are telling us we are almost completely protected from the Delta variant if we are fully vaccinated. In other words, we are not going to be any more safe from COVID than we are now, assuming we are vaccinated. And if you are not vaccinated, well, it is assumed you understand the risks of not getting the shots.

So, if you are sitting at home reading this, I urge you to pack up your work bag, jump in your car, on a subway or the train and head into the office. The only hybrid that belongs at work is the car you drove to the office.

Rob Kirkbride and the Business of Furniture team

Upfront BoF



Legrand Announces Leadership Change

Legrand, a global leader in power, light and data infrastructure solutions, has moved Scott Bausch (right) to vice president and general manager of the Pass & Seymour product line and welcomed Pung Chan (left) to the electrical division as the vice president and general manager of Wiremold product line. As vice president and general manager, Bausch will lead the Pass & Seymour strategy for continued growth and new product development. Additionally, this position will include growing market share in existing product categories and finding adjacent product and market opportunities. Bausch started with Legrand in 2004 and most recently held the position of vice president and general manager of the Wiremold product line. He brings more than 17 years of industry experience to his new role. Bausch earned a bachelor's degree from St. John Fisher College and his MBA from Franklin University.

Chan, who brings more than 20 years of strategy development experience to her new position, will replace Bausch as the vice president and general manager of Legrand's Wiremold product line. In her new role, Chan will explore and lead both new and current business opportunities for the commercial brand, while optimizing marketing and product development strategies. She most recently held the position of vice president/general manager at GCP Applied Technologies. Pung holds a bachelor's degree in business administration and a master's degree in administrative studies, both from Boston University.

"Both Scott and Pung will play an integral role in the continuous growth and success of Legrand's residential, commercial and industrial product lines," said Brian DiBella, president of Legrand North America's Electrical Division. "Now as the leaders of the Pass & Seymour and Wiremold product lines, the two will both bring their industry-recognized expertise and skills to their new respected teams. We greatly look forward to watching the growth and prosperity of these brands under their leadership." **BoF**

Via Seating releases Moon Tables

🕒 The rhythm of the moon's phases has guided humanity for millennia. Moon Tables, the latest design by Diemmebi, lets you match the same pairs of legs to the tabletop you prefer. They use a polyester powder finish, perfect for outdoor use and stack three high.

Play with the versatile Moon Tables, available in square & rectangular shapes. The breadth of colors & heights pair perfectly with Via Seating's Eclipse Wired & Splash Air series.



Diemmebi's team of designers and engineers develop practical furniture that go hand-in-hand with evolving approaches to collective and domestic spaces. Inspiration starts with the Diemmebi creative team by defining the quality, form and function of each product. The results are captivating, award-winning pieces. **BoF**





Byrne's 2021 Summer Internship 1st Week on MFG Floor

Byrne Celebrates 50th Anniversary; Cements Future with New Batch of Interns

FOR BYRNE STUDENTS AND EMPLOYEES ALIKE, IT'S A CULTURE OF GOODWILL THAT OFTEN EXTENDS FAR BEYOND THE LENGTH OF THE INTERNSHIP ITSELF.

Byrne has always been about championing powerful connections across the community and nowhere is that more evident than in its annual internship program. Each year, the Byrne team welcomes young people to participate, helping provide extensive experience in molding, manufacturing, marketing, human resources,

sales, engineering, hospitality and events and finance. These internships may not take place in a classroom, but it's a valuable education these students could only find in a real-world business setting.

Dan Byrne, Byrne's CEO, said he remembers the program originating in the late-1990s with Susan Mead, a 25-year retired veteran of

Byrne with a teaching degree. A longtime teacher prior to her years at Byrne, Mead was passionate about educating young people and encouraged some of her school colleagues to recommend students who could come in and spend time at Byrne. She pioneered this ad hoc initiative and grew it into a more official undertaking over the next decade.

Since then, the Byrne team has recruited through colleges, employment websites and social media postings. Byrne, also a member of the Young President's Organization, a global leadership organization that focuses on lifelong learning and encourages leadership, has supported the global community of young people by posting openings through its global network to draw candidates from across the globe. For more information on the Young President's Organization visit <https://www.ypo.org/>.

In 2020, things changed. While the program did offer a few virtual internships, in-person participation was forced to hit pause due to pandemic restrictions. Many at Byrne found themselves deeply missing the arrival of the new interns.

"These kids come from diverse backgrounds and

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Byrne's 2019 Internship Group

varied life experiences,” said Shannon Kelly, a human resource hiring expert managing the Byrne internship program. “They’re volunteers, they’re leaders on their college campuses, but they all share a real willingness to learn. There’s a lot of talent out there. These young people generate great ideas, year after year, and help even our veteran employees look at problems in creative new ways.”

Out of the nearly 80 interns that have spent either a summer or winter session at Byrne, several have been offered professional positions, with 15 joining the Byrne team.



Byrne's Sue Mead Retirement Party, 2008, Norm Byrne and Sue Mead



Brent Showers, a Byrne intern in 2019, was brought on as a full-time employee following his graduation from Davenport University in Grand Rapids and works as a business systems analyst.

“The biggest thing that my internship gave me was an understanding of the work

environment,” Showers said. “Being a family-owned company, it felt like a really different experience. During my internship, I could see myself spending every day here and coming to work to enjoy some great relationships – and a lot of fun.”

Every intern, regardless of the department they’ll be joining, has the opportunity to spend a week on the manufacturing floor as part of Byrne’s required onboarding program. It’s a practice that applies to each new employee and is a pivotal part of understanding Byrne products and practices from the ground up. Of course, Byrne’s “work hard, play hard” philosophy also includes the interns, as these young people become a big part of the company’s team-building activities and events.

When it is finally time to head back to school, each intern ends their Byrne journey with a report of the projects they were involved with,

If you could be a fly on the wall, what would people in the contract interiors space have to say about their industry?

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Byrne's 2021, Tanishq Daniel, Summer Intern with Welcome Package

the knowledge they gained and an evaluation of their time working with the company.

“We’ve become domain experts on internships,” said HR Director Sandy Buchanich. “Through these programs we support our community and share our talents with this next generation, but we reap countless benefits as well. We increase our bandwidth, expand our culture and even help to create an incredible pool of talented candidates who may join our team as full-time employees.”

For Byrne students and employees alike, it’s a culture of goodwill that often extends far

beyond the length of the internship itself.

This year marks 50 years in business for Byrne — a milestone that has meant looking back at how far it has come, as well as looking forward to all that’s ahead. For a company built on embracing community, it’s annual internship program is just one more way to help power the potential of young people across West Michigan and across the globe. From long-standing employees to the interns themselves, the program continues to be about celebrating talent, diversity, hard work and innovative new ideas — and remembering we all have something valuable to offer. **BoF**



Compusoft and 2020 to Combine in Merger of Equals

THE MERGER OF COMPUSOFT AND 2020 POSITIONS THE COMBINED COMPANY AS A TRUSTED PROVIDER WHOSE SUITE OF SOLUTIONS SUPPORTS DESIGNERS, MANUFACTURERS AND RETAILERS.

Genstar Capital and TA Associates have signed an agreement to merge their portfolio companies, Compusoft, an international provider of specialized visual configure, price, quote software (CPQ) to key retail and manufacturing industries, and 2020 Technologies (2020), a leading provider of specialized computer-aided design, CPQ and solutions dedicated to interior design, space planning and furniture manufacturing industries. The transaction is expected to be completed in the second half of 2021.

Compusoft and 2020 will be combined in a merger of equals to create a leading provider of space planning and manufacturing solutions for the residential and commercial segments. The group will offer an end-to-end suite of planning, design, visualization, CPQ, ERP and manufacturing solutions to consumers, retailers and suppliers across the kitchen, bathroom, office and residential furniture and commercial and residential window and door segments. The global network will be enhanced by local expertise and customer relationships developed over decades. A combined workforce

will benefit from 65-plus years of experience in customer service, catalog content, innovation and technology to create a platform for future growth.

Compusoft is a portfolio company of TA Associates, a global growth private equity firm that invested in Compusoft in 2018. 2020 is a portfolio company of Genstar Capital, a private equity firm focused on investments in targeted segments of the financial services, industrials and software industries that recently acquired 2020. The newly-combined company will be majority owned by Genstar and TA.

Mark Stoeber, 2020 CEO, said, “The merger of Compusoft and 2020 positions the combined company as a trusted provider whose suite of solutions supports designers, manufacturers and retailers. This is a transformative transaction, and the support from Genstar and TA will enable us to invest in the business, new technologies and our people. We look forward to completing the transaction so we can continue to build on our companies’ unwavering commitment to innovation and

customer service.”

David Tombre, Compusoft CEO, said, “We are excited by the opportunity this combination presents to create a leading provider of CPQ solutions for home and commercial spaces. Given Compusoft’s presence in Europe and 2020’s presence in North and South America, the two businesses are truly complementary. Our priority remains our customer’s success and together we will provide an enhanced offering across support, content, innovation and technology.”

Naveen Wadhera, managing director at TA, said, “Since TA’s investment, Compusoft has completed five acquisitions while also realizing sustained and meaningful organic growth. This growth has helped further position Compusoft as a leader, well-suited for what we believe will be a value-enhancing combination with

2020. It has been a privilege to partner with Compusoft during this expansion, and we look forward to working with the combined teams on the next phase of growth.”

Eli Weiss, managing director at Genstar Capital, said, “The combination of Compusoft and 2020 is a merger of equals by which there will be a number of benefits. Compusoft and 2020 are leading companies in their respective geographies, and we are confident that this merger will provide opportunities for continued organic and inorganic growth. The company is now better positioned to pursue new global opportunities that will enhance customer service and build on their strong momentum.”

The transaction is subject to customary regulatory approvals and closing conditions. Terms of the transaction were not disclosed.

BoF





The First Step Toward an Effective IT Strategy

IT ACCOUNTABILITY SHOULD SIT WITH THE LEADERS WHO ARE IN THE THICK OF IT, WHO UNDERSTAND YOUR PEOPLE AND PROCESSES AND CAN EVALUATE TECHNOLOGY FROM A BUSINESS PERSPECTIVE RATHER THAN FINANCIAL.

by Justin Loeber

Last month I wrote business decision-making and leadership account for at least two thirds of technology strategy. “That’s great!” I can hear you thinking. “Because I don’t know much about technology, but I do know about business.” It’s true! And that realization is the first step toward an effective IT strategy.

What if you’re reading this, and you’re not a business leader in your company? No problem — you know how to do your job, right? Who do you think I connect with when a company engages with me as a technology consultant? I reach out to the people who know what is going

on. The ones who are doing the work.

My job as a consultant is to mine that two thirds of knowledge that already exists in your dealership. But you can do that yourself, can’t you? If you feel like your technology isn’t working for you, then congratulations — you’re already two thirds of the way toward fixing it.

In that spirit, over the next few columns we’ll look at three things you can do in your business that will move you toward an optimal technology strategy: 1) upgrade accountability for I.T.; 2) put people first; and 3) own your processes.

Upgrade IT accountability

This is critical: If your CFO or controller is responsible for IT then it’s time to make a change and elevate IT accountability within your management team. Ideally your technology leadership should be on par with your other C-level leaders. If you don’t have anyone in your organization in that role then the next best option is to make your CEO or COO accountable for IT.

“Business is relational, and relationships do not have rows and columns.”

You need to move IT out of your finance department. The truth is most finance people live in a world of rows and columns. They want your business reduced down to a collection of excellent reports, and they view technology as the means to achieve this. They also tend to put technology spending in the cost column so that driving down IT spend will increase profit margin on paper. They would be happiest if everyone on your team thought like an accountant.

That’s a limiting mindset. For starters, we know most people do NOT think like accountants. Life is not linear. Business is relational, and relationships do not have rows and columns. Furthermore, when technology is implemented in a way that increases employee and customer engagement then your business is unleashed for growth. Tech should not be treated as a cost to be controlled, but as an investment for growth.

IT accountability should sit with the leaders who are in the thick of it, who understand your people and processes and can evaluate technology from a business perspective rather than financial. Your finance department only has a few people in it. Why are your IT decisions satisfying their specific needs when the entire rest of your company is struggling with lead generation, product specification,



order management and service delivery? What’s the point of perfecting your job cost if your decision makers are flying blind without real-time metrics and visibility into what’s happening in the business? What would your company look like if you automated repetitive work and integrated services with your vendors? Your people and customers would be happier, and that’s a recipe for business growth – even if it means the finance team has to do a little extra work behind the scenes.

Granted, your CFO might not be accountable for IT in your organization. I’m thinking of a company I worked with recently where the HR manager was responsible. No further comment on that one. The point is you need to elevate technology in your business. The best starting point for that is to create a role on your executive team, or move it into your CEO or COO’s accountability column. **BoF**

Justin Loeber is a trusted advisor to business leaders who need to bridge the gap between strategy and technology. His 25-plus years of experience spans multiple industries in companies of all sizes from startups to the Fortune 50. He is the founder and principal of FlexCIO. Follow Loeber at <https://www.linkedin.com/in/justinloeber/>.



Tech Helping Tech: Construction and Real Estate Trends Driving Firms to Different Workspaces and Locations

BY LEVERAGING QUANTITATIVE AND QUALITATIVE DATA TO CREATE A WORKPLACE THAT MAXIMIZES SPACE UTILIZATION AND BALANCES EVERY INDIVIDUAL, THEIR PERSONALITY, WORKSTYLE AND ROLE, TECH FIRMS CAN CREATE THEIR OWN COMPETITIVE ADVANTAGE IN RECRUITING AND RETAINING TOP TALENT.

by Albert De Plazaola, global principal, strategy, Unispace

Technology firms are starting to branch outside of city centers and open offices in outskirts, suburbs and mid-market cities. These locales offer less expensive facilities, plentiful space to enable social distancing and — in some cases — very attractive tax incentives. This pivot to the mid-cap markets has another major advantage: The tech industry’s most coveted talent appears to be making a similar move out of the big cities.

The past year has taught us work is what we do, not where we are. The return to the office is coming — but what will it look like? The One Workplace family of brands and Steelcase invited Seattle’s leading thinkers on workplace design, technology, culture and well-being to co-create the WorkBetter Lab, which opened May 3 at 51 University St. Part creative space and part living laboratory, the Lab provides an innovative, collaborative environment for leaders to visit, in-person and virtually, to see and experience the workplace of the future.

Today, the tech sector’s talent pool consists of a variety of generational groups, working styles and personality types. This diversity of experience and thinking is a powerful driver for innovation and will require a more dynamic approach to the workplace, especially for an industry perpetually engaged in a war for top talent.

On average, the tech industry has a very high employee turnover rate — 18.3% globally. In assessing the cause of this churn, many tech firms have started to explore the impact of personality type on employee engagement and long-term retention, seeking workplace solutions beyond a one-size-fits-all model to appropriately address employee needs.

To better understand their workforce, tech firms have started to use various personality assessments. Leveraging this methodology, many researchers have found a marked

predominance of what are generally called introverts among computer professionals, particularly software engineers. These engineers have different workplace needs than other types of employees, some of which appear in mutual opposition to the goals of the business. It’s a challenge to be sure, but it is possible to offer concentration-conducive workspaces engineers need while activating shared office space. Ideally, this supports the strategic collaboration and innovation behind industry-changing ideas, products and services.

It’s all about the engineer

Currently, there is a major talent shortage in tech, with a particular lack of software engineers, typically the industry’s most coveted talent base. Despite rising unemployment numbers in the wake of the COVID-19 pandemic, technically qualified candidates are becoming increasingly hard to resource and onboard. This talent gap is particularly glaring considering tech companies are hiring whenever and wherever they can. For example, at Google, software engineer hiring was up 12% in 2020 despite COVID-19 and related economic contractions. Even with rises in hiring, 41% of IT hiring managers say finding tech talent is becoming harder every year.

In addition to challenges with attracting talent, the national average tenure for software engineers is just 35 months, a very fast cycle time when compared with other roles and industries. This average is even lower in the areas surrounding major existing tech hubs, such as San Francisco (27 months) and Seattle (28 months). This kind of constant turnover is disruptive and costly, and one that the physical workforce can tangibly help mitigate.

Deloitte argues workplace amenities will continue to be a key element in attracting and retaining tech talent. While amenities like in-office dry cleaning, massage therapists, hair

salons, bars and even nap pods are attractive to new employees, the future is going to require more. The focus will need to be about how to attract and retain introverted engineers and how to unlock and harness their inherent value onsite.

Simply put, the workplace will need to enable the life of the software engineer, not impede it. This efficiency, in turn, translates into an improved work/life balance for employees, building loyalty, supporting productivity and, ultimately, reducing turnover.

The power of people

The next evolution of the tech workplace will hinge on thoughtful, human-centric space design; a new workplace framework that encourages play and offers specific working style options for different types of workers.

By leveraging quantitative and qualitative data to create a workplace that maximizes space utilization and balances every individual, their personality, workstyle and role, tech firms can create their own competitive advantage in recruiting and retaining top talent.

The agile workplace framework, Propeller, adapts according to each individual's work and personal circumstances, their locations (office, home and/or hub), their confidence around other people and the experiences they need to have, to maximizing productivity and sentiment. Flexibility is key, with movable and multi-purpose fixtures and furniture, and partitions and walls which can rapidly transform spaces from one function into another. Being able to quickly reconfigure spaces provides in-the-moment benefits and experiences for every team. This includes the appropriate atmosphere for every occasion, with variable lighting, room scale, soundscapes,

olfactory stimulants, textures, technology, wellness amenities and much more.

This agile framework is ideal for any industry, creating a workplace strategy customized to achieve companies' business goals and meet their people's needs. Using data, workplaces can be designed to support varying roles and personas, like software engineers, while providing pathways and spaces for interaction and collaboration as it fits into their workday.

As there has never been so much turnover in real estate, tech companies have a unique opportunity to capitalize on sublease space. Millions of square feet of office building space — including those occupied by tech companies — are currently underutilized. CBRE reports a 42% activity hike in their Tech 30 Cities from the end of 2019 to August 2020, revealing there is more sublease space and co-working options available than at any other time in history.

For tech companies, this rapid change requires a cogent, enterprise-level real estate strategy that enables maximum flexibility for unforeseen peaks and valleys in workplace occupancy and space needs. Even in unpredictable markets, this can ensure a resilient global portfolio and a satisfied workforce.

Check out Unispace's [new eBook](#) for more information. **BoF**

About the author: *Based in San Francisco, De Plazaola is a strategy consultant with extensive experience in people-centered design and change strategies for private and public institutions. By leveraging design thinking and a user-centric approach, he moves beyond the typical motivations to explore how meaningful change can occur to foster greater organizational responsiveness, adaptability and innovation. Contact him at albert.deplazaola@unispace.com.*



WorkBetter Lab Reimagines the Workplace of the Future

THE FIVE DISTINCT ZONES OF THE WORKBETTER LAB OFFER EMPLOYERS THE CHANCE TO EXPLORE AND ADAPT ENVIRONMENTS THAT BRING NEW THINKING TO LIFE.

The past year has taught us that work is what we do, not where we are. The return to the office is coming — but what will it look like? The One Workplace family of brands and Steelcase invited Seattle’s leading thinkers on workplace design, technology, culture and well-being to co-create the WorkBetter Lab, which opened May 3 at 51 University St. Part creative space and part living laboratory, the Lab provides an innovative, collaborative environment for leaders to visit, in-person and virtually, to see and experience the workplace of the future.

“After more than a year of working from home, employee expectations of their work experience have changed,” said Kathleen Selke, co-founder and vice president of sales at Porter and the WorkBetter Lab. “This means employers must create an experience that’s fundamentally different and better than the workplace they left. The elements we liked about the office before the crisis have become even more critical, while those that frustrated us will become an even more significant barrier if not addressed. The WorkBetter Lab demonstrates a vision of a better workplace

IMPROVING WORK



IMPROVING WORK



Living Room

IMPROVING WORK



IMPROVING WORK



Collaborative Space



Hideaway

that is productive yet comforting, collaborative but flexible, and safe and hygienic without being sterile or isolating — for both onsite and remote employees.”

According to recent research from Steelcase, 87% of business leaders plan to allow more flexibility around how, when and where people work, up 38% from April 2020. This shift has major implications on the design of office space required today to integrate the best of all worlds — the comforts and convenience of home with the community, cultural and productivity benefits of the office.

The WorkBetter Lab brings these design principles to life and demonstrates how

organizations can design their workplaces for this new world of work and meet new employee needs and expectations. Of particular interest are products from Steelcase, including the Work Tents collection, and Microsoft Surface devices, including the Surface Hub 2S which enables teamwork anywhere.

The five distinct zones of the WorkBetter Lab offer employers the chance to explore and adapt environments that bring new thinking to life.

The Living Room is a residentially inspired setting that can accommodate small and large group interactions. Its design is natural, hackable and can be broken apart and completely reconfigured.



Oasis

The Hideaway consists of the semi-enclosed Pod Tent that satisfies the desire to maintain some form of the privacy and autonomy we've enjoyed at home, while still helping employees feel connected.

The Garden is a reservable, secluded, small group getaway ideal for incubating ideas. Filled with biophilic elements to support creativity, the Garden also includes residentially inspired touches that bring the comforts of home to the office.

The Nook can be booked as a multi-modal space for in-person learning and workshops, virtual learning for employees and their children, or even for play activities as a means

of supporting team members with little ones to care for.

The Oasis is an informal setting that gives equal access to technology and tools and incorporates color and biophilia to stimulate creativity. Residentially inspired, the Oasis provides a relaxing, private space to end or begin the day.

Opened May 3, the WorkBetter Lab is brought to Seattle by partners in workplace solutions, including the One Workplace family of brands (Porter, Splice, OpenSquare) and Steelcase. Virtual and in-person visits are available by appointment. **BoF**

Mannington

COMMERCIAL

Mannington Commercial Acquiring AtlasMasland Assets

DURING THE TRANSITION PHASE, ATLASMASLAND WILL CONTINUE TO MANUFACTURE PRODUCTS FOR MANNINGTON COMMERCIAL UNTIL THE EQUIPMENT ASSETS ARE FULLY OPERATIONAL AT RHE CALHOUN FACILITY.

Mannington Commercial has entered into an agreement to acquire select assets of AtlasMasland, the commercial floor covering business of The Dixie Group. The transaction is expected to close within the next 45 days.

At the transaction's completion, Mannington Commercial will gain AtlasMasland's existing product lines, tufting machinery and other assets from The Dixie Group's Atmore, Alabama, facility. The equipment will be relocated and installed at Mannington Commercial's carpet manufacturing facility in Calhoun, Georgia. The Atmore facility is not included as part of the transaction and will remain with The Dixie Group. All operations for both companies, including ordering, shipping, invoicing, claims and customer service, will remain the same until the purchase is complete.



Pendley

"Today marks an important day for Mannington Commercial's future and for our customers," said Mannington Commercial President Tom Pendley. "We will be adding significantly more sales resources

and carpet manufacturing capacity to meet the continued demand of our commercial product line. We are also gaining proven product lines that are well-established within certain commercial segments where we see expanded growth opportunities. Taken together, we will be accelerating our growth and better serving our customers with a more comprehensive set of floor covering solutions."

During the transition phase, AtlasMasland will continue to manufacture products for Mannington Commercial until the equipment assets are fully operational at the Calhoun facility.

"This newest acquisition is exciting for the entire Mannington organization. We look forward to utilizing the assets acquired to better service our customers and pursue further opportunities for growth and success," said Russell Grizzle, president and CEO of Mannington Mills, Inc.

The AtlasMasland purchase follows Mannington Commercial's acquisition of Amtico, a provider of luxury vinyl tile, in 201, and Burke Flooring, a leading manufacturer of rubber and vinyl floor coverings, in 2008. **BoF**

Priveq Becomes Growth Partner to ROL

ROL, a global company offering a range of products and services for where we live, work, shop and socialize, has partnered with Priveq Investment (Priveq) as a new minority owner to support the company in its accelerated growth strategy. The Hjelm family will continue as majority owners in the company with Arne Karlsson continuing as the chairman of the board.

The Hjelm family has been the driving force behind ROL's development since 1985 when the entrepreneur Kaj Hjelm took over the company, at that time a project management business. Since then, ROL has evolved into new business areas together with global and local customers. ROL has exhibited strong growth and profitability historically, and by partnering with Priveq the intention is to continue and accelerate the company's growth journey further.

Today ROL offers workspace solutions, including software and ergonomically optimized office furniture and store concept solutions. ROL's offering is sold globally through ROL's own sales organization and distributors. In 2020, ROL had a turnover of approximately SEK 1.6bn and 890 employees in 10 countries.

"We are pleased to announce that Priveq will join the Hjelm family as owners of ROL AB," said Rod Walker, CEO of ROL. "By combining traditional and new materials with deep knowledge in design and manufacturing, ROL is creating new possibilities for sustainable and circular environments.

"ROL extends this offering with integrated

solutions built on our cloud-based platform, RIO, where data and analytics improve decision-making for our clients. This announcement marks a significant step forward for ROL, and we are excited to gain the perspective and support of the Priveq team for the next phase of our development. Priveq's insight will enable ROL to strengthen our position in the market and attract a variety of resources needed for expansion."

Kaj Hjelm, owner and founder at ROL, said "It all began in 1985 when I saw opportunities to offer the retail market cost-effective solutions based on smart production. Today, we are market leaders and active in several business areas, and it felt natural to choose Priveq, with its experience from companies in similar stages of their development and a wide network of contacts, to enter as a partner."

Henrik Jatko, partner and investment manager at Priveq, said "I believe that this collaboration will further elevate our company and make ROL an even more attractive player and secure the future of our employees, old and new, who give their heart and soul to what ROL is today. ROL's offering and strong relationships with global blue chips poses a strong foundation for continued expansion, and we are looking forward to be working with the owners and management on this journey going forward."

Martin Bjarnemar, associate at Priveq, said the company is impressed by "ROL's innovative culture, customer commitment and their environmental and social sustainable perspective that permeates all operations." **BoF**



Herman Miller Posts Strong Quarter; Adds Color to Knoll Acquisition in Letter to Investors

CONSOLIDATED NET SALES FOR THE QUARTER OF \$621.5 MILLION WERE UP BY 30.6% COMPARED TO LAST YEAR AND UP 27.9% ORGANICALLY, WHICH EXCLUDES THE IMPACT OF FOREIGN CURRENCY TRANSLATION.

Editor's note: This is the letter Herman Miller recently sent to shareholders about fourth quarter results and announcement of its plans to acquire Knoll, edited slightly to comply with Business of Furniture style.

It is an exciting time for Herman Miller and all of our stakeholders. In the fourth quarter of fiscal 2021, we made tremendous progress against our strategic priorities, drove continued momentum in our retail business, saw the beginning of a rebound in our contract business and announced an agreement to acquire Knoll. We'll share more about the pending acquisition later, but first we want to reflect on the advances we made in the quarter

and celebrate the efforts of our teams around the world. We closed the year with a renewed sense of purpose, and there is much to be optimistic about as we start a new fiscal year.

At the core of our strategy is a commitment to meeting our customers everywhere they are. We understand their evolving and unique needs and expectations, and with our broad product portfolio, differentiated sales channels and extensive distribution capabilities, we deliver tailored solutions that improve life, wherever it happens.

Our results for the quarter reflect the strength of our diversified business, and we will

continue to build upon our strategy to grow and create value for all our stakeholders as we move forward.

Strong financial results

Consolidated net sales for the quarter of \$621.5 million were up by 30.6% compared to last year and up 27.9% organically, which excludes the impact of foreign currency translation. Orders in the quarter of \$689.4 million were up 28.8% compared to the prior year on a reported basis and up 26.0% organically. Additional perspective on the sales and order trends for each of our business segments follows.

Retail segment

Our retail business continued its impressive growth trajectory with sales and orders up 106.1% and 81% over last year, respectively. We saw year-over-year growth in every product category in the quarter.

North America contract segment

With many companies beginning to return to their offices, activity levels are increasing across North America. This resulted in sequential demand improvements in the quarter, with order levels up 21.2% compared to last quarter. Compared to the fourth quarter of last fiscal year, sales were down by 4.2%, while orders were flat.

International contract segment

With the impact of the pandemic moderating in many parts of the world, we continue to benefit from increased activity in many international regions. Our international business delivered year-over-year growth in sales and orders. On a reported basis, sales were up 58.2%, while orders increased by 55.2% compared to the prior year. On an organic basis, adjusted for the impact of foreign currency translation, sales increased by 48.4%, and orders were 45.4% higher than last year.

Operating margin for the quarter was 1.5% compared to 44.4% last year. On an adjusted basis, which excludes special charges totaling \$22.1 million primarily associated with the retroactive payment of employee benefits reinstated related to the first three quarters of the fiscal year, \$11 million of acquisition-related expenses and \$1.2 million of restructuring charges, consolidated operating margin of 7% was 370 basis points higher than last year. These results were driven by a combination of gross margin expansion and our continued focus on managing operating expenses. The retail segment delivered another quarter of strong profitability with a segment operating margin of 19.2%.

Gross margin of 36% was 110 basis points higher than last year, reflecting strong channel and product mix. Reported consolidated operating expenses for the quarter were \$214.8 million, compared to \$377.2 million in the prior year. Consolidated operating expenses of \$190.9 million, excluding special charges, acquisition-related costs, impairment and restructuring expenses, were up \$41.5 million from last year primarily due to temporary cost reductions we put in place to weather demand pressures from the onset of COVID-19 and higher variable selling expenses.

Diluted earnings per share in the fourth quarter totaled \$0.12 on a reported basis, compared to a loss of \$2.95 last year. On an adjusted basis, diluted earnings per share totaled \$0.56 for the quarter, compared to \$0.11 in the prior year.

For the full fiscal year, net sales were \$2.47 billion, reflecting a year-over-year decrease of 0.9%. On an organic basis, net sales decreased by 5.7% compared to last fiscal year. Diluted earnings per share for the full year totaled \$2.92 compared to a loss per share of \$0.15 last year. On an adjusted basis, diluted earnings

per share totaled \$3.33 in fiscal 2021 compared to \$2.61 in fiscal 2020, behind the strength of improved gross margins and well-managed operating expenses.

Our liquidity position also remains strong, with cash on hand and availability on our revolving credit facility totaling \$661.6 million at the end of the quarter. Cash flow from operations during the quarter totaled \$72.2 million. Our gross-debt to EBITDA ratio was 0.9x at quarter-end. With cash on hand of \$396.4 million and gross debt of \$277.10 million, our balance sheet reflected a net cash position at the end of the quarter.

Herman Miller retail continues to drive growth

Herman Miller retail delivered another quarter of record-breaking performance, with our highest ever monthly sales in May and the best quarterly sales performance in company history. Sales for home office and workplace-related products remained strong this quarter, increasing by 213% over last year. This quarter also reflected continued momentum across categories beyond home office and DWR Contract, with order growth of 96% over last year when those categories are excluded.

We continue to benefit from our omni-channel direct-to-consumer approach, which drives growth through our digital channels, where sales were up 158% from last year, and our retail stores, where comparable brand sales increased by 73% over the prior year. Brick and mortar store traffic was especially strong in the second half of the quarter, with most of our stores and studios globally reporting in-store traffic at, or above, pre-pandemic levels. We opened our HAY Berkeley store in California in April to high customer interest. Initial traffic levels have been consistently comparable to those for the brand's flagship HAY House in Copenhagen, Denmark. Other recently opened

stores, including Fulton Market in Chicago, our DWR store in Southampton, New York, and our newest Herman Miller seating store in Greenwich, Connecticut, are also performing above our expectations.

The continued out-performance of our stores around the world is a testament to the vision of our retail leadership team and its deep understanding of the needs of our customers. For example, we know a segment of our retail customers are intentional shoppers who prefer to experience these types of highly considered purchases before buying, and they value the in-person support provided by our dedicated performance specialists.

At the same time, we have not wavered in our commitment to our digital-first strategy and continue to grow our eCommerce business. Our new Herman Miller online store launched in late May with a variety of features built to make our customers' journey smoother and easier. These changes include a fresh new design, AI-driven product recommendations, customer-centric website navigation and enhanced storytelling content for products, designers and the brand. HAY's redesigned website will launch this fall and will be followed by redesigned Herman Miller sites in Europe and Asia and a new HAY Europe site in 2022.

In addition to our efforts to meet our customers everywhere, we are launching a steady drumbeat of new products designed to capture new customers and inspire returning customers. Year-to-date, we have introduced more than 17,000 new product SKUs across Herman Miller, DWR and HAY, with a special focus on upholstery, outdoor, gaming, accessories and art. Many of those new SKUs can be optimized across two or three of our retail banners. In the fourth quarter, we added more than 4,600 new SKUs, including a black edition of the Embody Gaming Chair launched



as part of our strategy to respond quickly to player feedback — in this case for more color options, which was made available through our Herman Miller and DWR channels. Perhaps most notably, we reissued the Wilkes Modular Sofa Group (fondly known as the Chiclet chair), through our Herman Miller and DWR channels, receiving strong media coverage which helped drive early order numbers for this modern design icon.

Research and customer insights are integral to our problem-solving design approach, but until now we have primarily focused

our research on the workplace. We know post-pandemic life is bringing a broad range of societal shifts and new opportunities to improve spaces everywhere. Both consumers and organizations are rethinking the evolving role of the home in work and everyday life. To capitalize on this rare opportunity, we recently launched the most comprehensive research study on home life in Herman Miller’s history. Our customers around the world are providing us with a deeper understanding of their homes through digital-first research tools. The trove of data we’re collecting will fuel insights that

expand our understanding of the retail and residential market, drive product innovation and enable new ways of connecting with consumers to generate revenue opportunities within our retail segment.

We have a wide range of investments planned for retail over the next 12 months and remain very optimistic about the future, especially with the powerful combination of Herman Miller and Knoll for consumers. We continue to expect the retail segment will deliver double-digit revenue growth and operating margins in the low teens moving forward.

Leading the way into the new world of work

The long-awaited return to the office is upon us. Around the world, customers are activating their plans to bring their people back to the office — in many cases on accelerated timelines given the access to vaccines and loosening restrictions. We know the C-suite is paying more attention than ever before to their workplace and how it can shape culture and increase productivity. They are looking to us to help them define the new world of work for their companies. Our decades of research around the future of work continue to position us at the front of this workplace transformation, and our thought leadership position on the future of work has never been a more valuable differentiator than it is today.

Just as recovery patterns have varied by region, we are seeing regional differences in how our customers are returning to their workspaces. Our international business, specifically the Asia-Pacific and EMEA regions, have benefited from an early recovery and return to the office, as evidenced by 39% and 69% year-over-year sales growth this quarter, respectively.

We began to see widespread activity increases

across the U.S. in the second half of the fourth quarter. This spike in activity is being felt across the commercial real estate and interior design industries. According to the VTS Office Demand Index, national demand for office space jumped 28% in March from the prior month and is just 9% below pre-pandemic levels. Cushman & Wakefield recently reported 26% of office workers in major cities were back in the office as of April 2021, up from a low of 15% occupancy in February. The AIA architectural billings index also has increased every month since December 2020.

Our internal data mirrors these macro-indicators. After strong sequential improvement last quarter, our funnel activity was up another 8% over Q3, mock-up activity was up 159% over last year, and proposal center activity was back to pre-pandemic activity levels.

Early in the quarter, we introduced the OE1 Workplace Collection, a dynamic and flexible collection of mobile tables, movable walls, height-adjustable workstations and storage trolleys that empowers individuals to design the environment they need based on the work they are doing at the moment. Our research over the last year has only intensified our belief in the relevance of this product line, with workers demanding even more variety, choice and control as they return to the office. The early response to OE1 has been extraordinarily positive, as executives and facility managers alike immediately see the benefits of a furniture solution that can adapt quickly to ensure the workplace remains productive, relevant and desirable.

In addition to product innovation, we remain focused on digital innovation. In April we launched Herman Miller Professional, a new eCommerce experience built for small to midsize businesses. In the first six weeks, we



saw more than 500 new projects created on the platform. We are reaching new customers who aren't ordering through our retail or dealer channels, and those who register are responding positively to our unique custom quoting process and business pricing.

As part of our strategy to generate new insights and build relationships that will help grow our core contract business, we recently joined the Future Forum in founding partnership with Slack, FORTUNE, Boston Consulting Group and Management Leadership for Tomorrow. Future Forum is helping executives at leading companies deliver on the transformation needed to thrive in the post-pandemic world through data, dialogue and actionable insight. Our participation affords direct collaboration with Fortune 500 executives and further amplifies our credibility beyond the furniture industry.

Knoll update

In April, we announced we entered into a definitive agreement with Knoll under which Herman Miller will acquire Knoll in a cash and stock transaction valued at \$1.8 billion. The transaction, which was approved by the boards of directors of both companies, is expected to close within one week from the date of the shareholder special meetings on July 13, pending Herman Miller and Knoll shareholder approvals and satisfaction of customary closing conditions. On June 2, the statutory waiting period for the proposed transaction under the Hart-Scott-Rodino Antitrust Improvements Act of 1976, as amended, expired.

This combination brings together two pioneering and iconic brands to create the preeminent leader in modern design, transforming our industry during a period of unprecedented disruption. With a broader



portfolio, global footprint and advanced digital capabilities, our combined company will be poised to meet our customers everywhere life happens.

Together, we will have increased reach and the ability to better serve our global customer bases through our well-established distribution channels across the contract furnishings sector, residential trade segment and retail audience. We will scale our investments in new and expanded digital capabilities to further accelerate our digital and technology transformation. Combining with Knoll will also create exciting new career opportunities for our people around the world, furthering our commitment to becoming a world-class global employer.

In anticipation of a deal close, we are advancing robust integration planning efforts. In addition to establishing an integration management office, we have identified the commercial, manufacturing/operations and functional integration planning teams that will be responsible for ensuring day-one readiness, designing organizational structures and operating processes and creating detailed synergy plans for their respective areas. Until the transaction closes, Herman Miller and Knoll remain separate, independent companies. Post-close, these teams will be responsible for the implementation of these work plans.

Our goal is to bring the best of both companies together as we unite to create our new combined organization. With that guiding principle, teams at Herman Miller and Knoll are working closely to ensure the integration will be a seamless process for our people, our partners and our customers.

Progress on our journey to creating a better world

Nearly a year ago, we outlined a series of actions we would take to improve diversity, equity and inclusion (DEI) in our company, our industry and our communities. While we still have a long way to go, we have made considerable progress in the past year. We recently updated the Taking Action section of our website to highlight our progress to date. In April we hosted our first “Days of Understanding” as part of our partnership with CEO Action. Over three days, we held a variety of global internal conversations about culture, race and identity. These conversations help us become a more empathetic and supportive community as we gain insight into the lived experiences of our colleagues.

We have also been spearheading the development of a global, multi-company collaboration that will bring together organizations from a variety of industries, all of whom are willing to commit the resources needed to increase diversity in the design industry. We are very excited to share with

you that this initiative, the Diversity in Design (DID) Collaborative, formally launched on June 15.

The collaborative includes companies across a range of disciplines — including industrial design, fashion, technology, graphic design and architecture — united by a common belief that diversity plays a critical role in creating strong, impactful businesses and innovation. DID seeks to create and foster systemic change by increasing diversity across all design fields, with the understanding that such change requires commitment, strategic action and financial support. DID members will work together to design and implement programming aimed to increase opportunity at various points along the educational and employment pipeline, with a focus on teens, college-age design students and emerging professionals.

DEI has long been a pillar of our overall commitment to creating a Better World, and we have never been more dedicated to this work than we are today. That said, we remain equally committed to our overall environmental, social and governance performance, and to creating a more sustainable, equitable world. We know our customers care deeply about these topics, and they are often a key factor in their final purchase decisions.

As one example of our sustainability efforts, in March we introduced Revenio, our newest textile collection made entirely from recycled and ocean-bound plastic materials, including an industry-leading biodegradable textile. Revenio is designed to alleviate global waste without sacrificing aesthetics, performance or longevity. We estimate Revenio will divert the equivalent of 4.6 million — or 37,000 pounds — of discarded plastic bottles from reaching the ocean each year.

While there will always be more to do, we are excited by the progress we've made in the past year, and we're looking forward to having an even greater impact in the coming year.

Outlook

As the pandemic subsides, we have increasing clarity relative to business expectations moving forward. As a result, we are reestablishing the practice of providing quarterly sales and earnings guidance. We expect sales in the first quarter of fiscal 2022 to range between \$640 million and \$670 million. The mid-point of this range implies revenue growth of 4.5% compared to the same quarter last year. We anticipate adjusted earnings per share to be between \$0.52 and \$0.58. As the company cannot predict some elements included in reported GAAP results, Herman Miller provides certain guidance on a non-GAAP basis as further discussed in non-GAAP financial measures. Our outlook does not include any impact related to the pending acquisition of Knoll.

Looking forward to an exciting future

Throughout a trying year, our people around the world have shown time and again we can pivot quickly to capture opportunities everywhere they exist. We close fiscal 2021 incredibly proud of what we've achieved, and we enter the new fiscal year with a great deal of optimism, fueled by growing momentum across all segments of our businesses and the opportunities ahead from the pending acquisition of Knoll.

As always, we appreciate your continued support of our company, and we look forward to a very exciting year together.

The transaction is subject to customary regulatory approvals and closing conditions. Terms of the transaction were not disclosed.

BoF

PACIFIC WEST

CLASS A DEVELOPMENT



SAN DIEGO — Kilroy Realty Corp. has acquired a 1.3-acre development site in downtown San Diego from Pacifica Cos. for \$42 million. Kilroy plans to develop up to 275,000 square feet of Class A office space on the full city-block site, which is located at 2045 Pacific Highway in San Diego's Little Italy neighborhood. The site consists of four parcels within walking distance to numerous amenities and the San Diego Bay.

[REBUSINESS](#)

DEMAND SHRINKS

SAN FRANCISCO — Historically, the East Bay has served as a spillover market for Class A office users looking for quality at a discount compared to neighboring San Francisco and San Jose. Now that the pandemic has adjusted office pricing and availability in major metros, tech companies and other Class A office users are no longer fleeing to the East Bay. A new market report from Marcus & Millichap says that class-A office will likely be slower to recover than Class B and Class B office space as a result. Prior to the pandemic, office prices in the East Bay and Oakland were 70% less than the surrounding major metros, but

the increased availability in those markets will likely close that pricing gap.

[Globe St.](#)

MOUNTAIN

LAST PLOT

DENVER — Rockies fans and other visitors join a celebration in the open outdoor plaza, where a large jumbo screen will show the games in McGregor Square. The McGregor Square entertainment, residential and office development last month opened its full complement of uses on one of the last developable plots of land in Denver's lower downtown. The three-building, 650,000-square-foot development emphasizes the mixed in a mixed-use property with retail, hotel and hospitality operations, condos and offices.

[The Denver Gazette](#)

MIDWEST

NEW OFFICE

CLEVELAND, Ohio — The Independence-based accounting and financial services firm CBIZ announced Monday that it will move its corporate headquarters down the road to a new office building slated to open next year. The 125,000-square-foot project will be the first Class A office building, or the most high-quality building, built in the suburb in more than a decade. The development arm of the Fairlawn-based Welty Building Co., which is developing the \$25 million project, plans to break ground this summer and finish by fall 2022.

[Cleveland.com](#)

MALL CONVERSION

BEAVERCREEK, Ohio — A former big box store at a Dayton-area mall will be converted into a commer-

cial office building, continuing a recent trend by shopping centers to bring in a more diverse tenant base. The more than \$10 million project, called The Meridian, will see Synergy redevelop a two-story, 150,000-square-foot space. Synergy's office conversion plans will provide for major renovations to the interior and exterior of the building, including a "modern, innovative design to the project that reflects the leading-edge technological work done in the nearby Pentagon Corridor," the company says.

[Dayton Business Journal](#)

SUBSTANTIAL INVESTMENT



DELAWARE COUNTY, Indiana — New medical offices are coming to Delaware County. The Delaware County commissioners and Optum — a multi-state healthcare company that includes longtime local provider American Health Network — announced a new multi-million-dollar development in northwest Muncie. Construction on the new facility is set to begin in spring 2021 with its opening planned for spring 2022. The first phase of the development is a 25,000-square-foot facility with the ability to expand in the future.

[Muncie Journal](#)

NORTHEAST

DESIGN UNVEILED

BOSTON — The new developer of a long-planned Back Bay office tower has unveiled its design for what would be a striking addition to the neighborhood's high-rise district.

Skanska USA last month submitted updated plans for a 390-foot building at 380 Stuart St., with office space above retail and restaurants on its ground floor. It provided a first glimpse of a glass-covered, rounded structure with a stack of offset segments that create several wide terraces jutting out to the building's corners. "At the city scale, the building's forward thinking bold form will add a dynamic new element to Boston's skyline with the clear importance of outdoor space articulated by the terraces as they make their way up the tower," Skanska said in a filing to the Boston Planning & Development Agency. The project was designed by architecture firm CBT.

[The Boston Globe](#)

BUYER TAKES TWO



NEW YORK — New York City's biggest transactions so far this year closed in June, with an anonymous buyer paying \$157.5 million in total for two full floors at the ultra-expensive 220 Central Park South. The purchaser, whose identity was shielded bought the 60th floor for \$82.5 million and the unit above for \$75 million. The Central Park South

condominium is the city's most expensive residential building, and arguably the world's most profitable. Sales have topped \$2.86 billion as of April 2021

[The New York Times](#)

SOUTH

DIVERSIFICATION EFFORTS

MIAMI — Miami Beach has made headway in its efforts to incentivize development of Class A office space as one way to diversify an economy heavily dependent on a tourism and hospitality industry recently battered by hurricanes, Zika, and the COVID-19 pandemic. In the pipeline, potential office uses for City-owned parking lots.

[RE Miami Beach](#)

MASSIVE PLAN

AUSTIN, Texas — The two companies behind a massive mixed-use project in Southeast Austin have unwrapped details about the first phase. The 15-acre first phase of the 109-acre River Park project will offer two office buildings with roughly 420,000 square feet of space. Amenities include touchless systems, a fitness center, parking for electric vehicles, and storage for bicycles. A 370-unit apartment complex, with 60% of the apartments being earmarked for affordable housing. Amenities include a clubhouse and rooftop pool.

[Culture Map](#)

GREEN LIGHT GIVEN

AUSTIN, Texas — A new East Austin development holds the promise of living up to its green name. Springdale Green, a 30-acre office project, recently given the green light by the Austin City Council, will include nearly 50 charging stations for electric vehicles, storage for more

than 300 bikes, a jogging loop, and nature trails. The project, located at Airport Boulevard and Springdale Road, consists of two six-story office buildings offering a total of 872,000 square feet of rentable space. Nestled amongst a restored preserve, it will transform a former brownfield into a verdant oasis, developers of the project say.

[Culture Map](#)

MILESTONE REACHED



ATLANTA — BStar Metals Offices has received its certificate of occupancy and will completely open by the end of the year, according to developer The Allen Morris Company. The office development is part of the company's \$344 million, 4.75-acre Star Metals District project in West Midtown. The new office building comes out to 15 stories and 267,000 square feet, including 40,000 square feet of retail, restaurants, and showroom space.

[What Now Atlanta](#)

Compiled by Emily Clingman

BoF

ALL TIME | January 1, 2016 BoF Industry Index Start: \$24,379.54
 YEAR TO DATE | July 7, 2021 Yearly Start: \$21,177.78 (2020 Ended Down -18.78%)

CURRENT VALUE

\$27,081.20

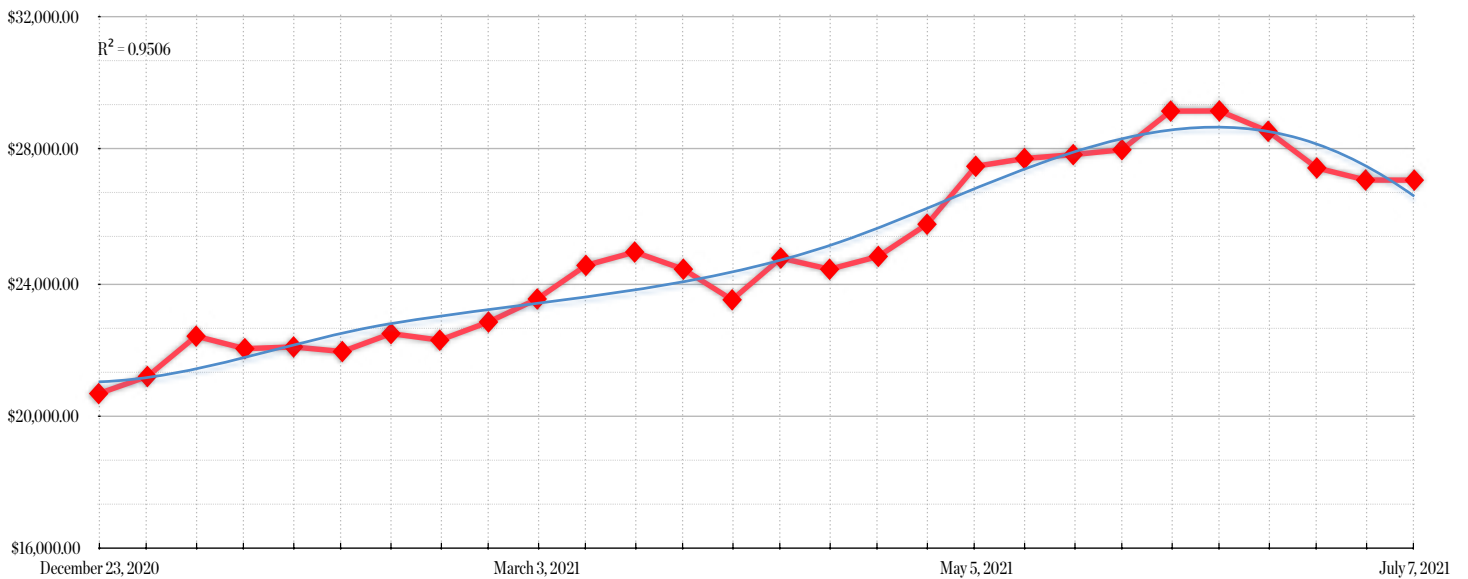
TOTAL GAIN / LOSS

+2,701.66 (+11.08%)

2021 YTD GAIN / LOSS

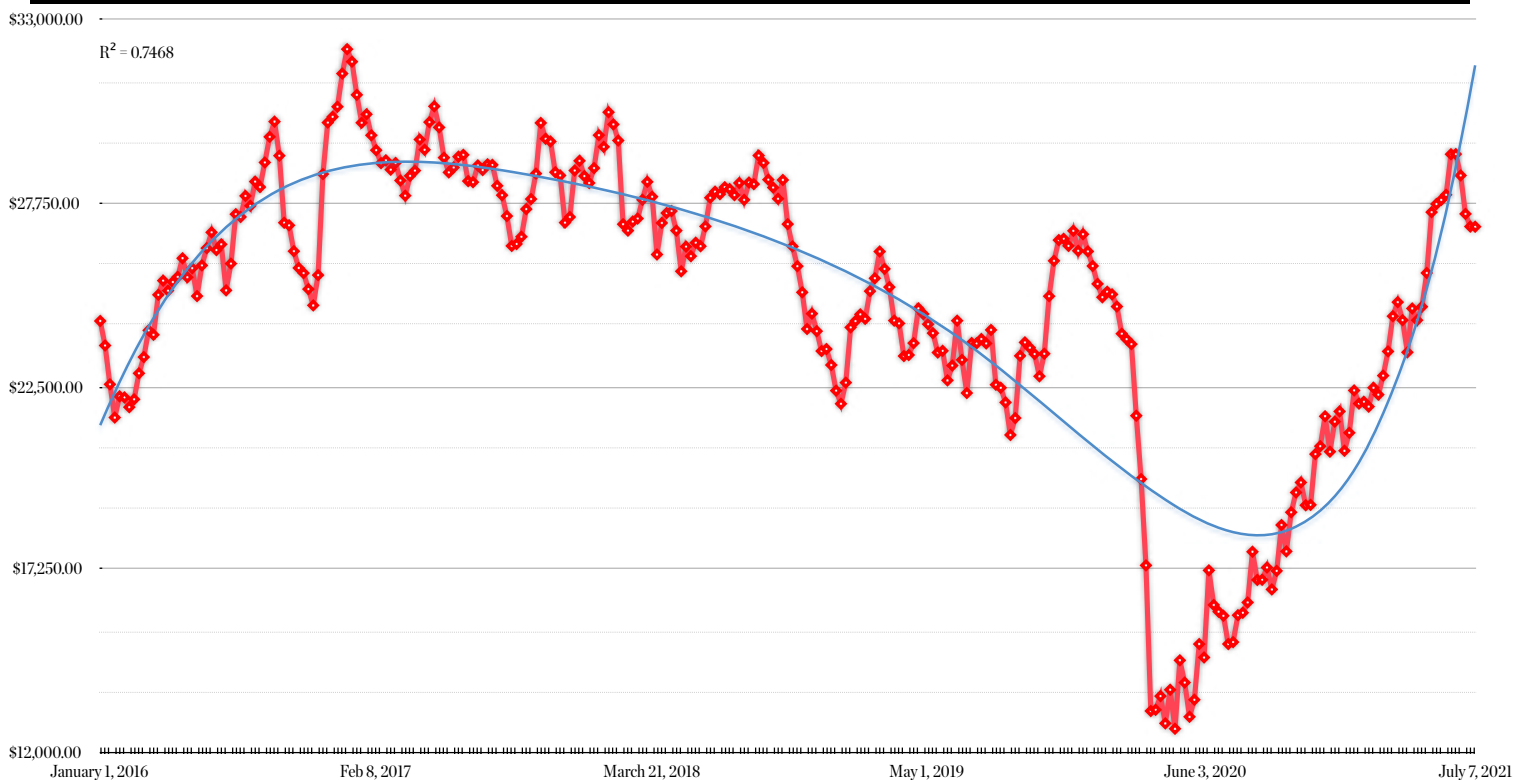
+5,903.42 (+27.88%)

| ▲ SYMBOL | PRICE ↕ | CHANGE ↕ | TOTAL GAIN ↕ | 1D GAIN ↕ | OPEN ↕ | PREV CLOSE ↕ | VOLUME ↕ | MARKET CAP ↕ | DAY RANGE | 52WK RANGE |
|--|----------------|-----------------|----------------------|-------------------|--------|--------------|-----------|--------------|-----------------|-----------------|
| DRTT:US DIRTT Environm... | 4.14 20:00 | -2.82% -0.12 | -40.35% -280.00 | -2.82% -12.00 | 4.26 | 4.26 | 94,746 | 350.64M | 3.96 -4.26 | 1.00 -4.59 |
| FLXS:US Flexsteel Indust... | 39.65 20:00 | -4.69% -1.95 | -10.25% -453.00 | -4.69% -195.00 | 42.29 | 41.60 | 29,973 | 271.74M | 39.35 -42.29 | 12.88 -51.13 |
| HNI:US HNI Corp | 42.01 20:04 | -1.80% -0.77 | +16.50% +595.00 | -1.80% -77.00 | 42.88 | 42.78 | 142,386 | 1.83B | 41.32 -42.88 | 26.69 -46.93 |
| INQ:CN Inscape Corp | 1.00 09:30 | +0.00% +0.00 | -66.67% -160.37 | +0.00% +0.00 | — | 1.00 | 1,230 | 17.73M | — | 0.43 -1.40 |
| KBAL:US Kimball Internati... | 12.96 20:00 | -1.14% -0.15 | +32.65% +319.00 | -1.14% -15.00 | 13.12 | 13.11 | 240,226 | 476.73M | 12.78 -13.17 | 10.10 -14.86 |
| KEQU:US Kewaunee Scie... | 14.40 20:00 | -1.23% -0.18 | -19.06% -339.00 | -1.23% -18.00 | 14.75 | 14.58 | 3,961 | 39.78M | 14.36 -14.99 | 8.08 -14.99 |
| KNL:US Knoll Inc | 25.96 20:04 | +0.23% +0.06 | +38.09% +716.00 | +0.23% +6.00 | 25.77 | 25.90 | 1,076,449 | 1.28B | 25.68 -26.04 | 10.49 -27.30 |
| LEG:US Leggett & Platt I... | 50.47 20:04 | -1.81% -0.93 | +20.11% +845.00 | -1.81% -93.00 | 51.44 | 51.40 | 523,873 | 6.72B | 49.69 -51.44 | 33.18 -59.16 |
| MLHR:US Herman Miller Inc | 47.02 20:00 | +0.17% +0.08 | +63.83% +1,832.00 | +0.17% +8.00 | 47.38 | 46.94 | 775,251 | 2.78B | 46.18 -47.38 | 20.56 -51.25 |
| SCS:US Steelcase Inc | 14.51 20:04 | -1.29% -0.19 | -2.62% -39.00 | -1.29% -19.00 | 14.67 | 14.70 | 535,837 | 1.68B | 14.36 -14.69 | 9.47 -16.85 |
| TILE:US Interface Inc | 15.26 20:00 | -1.68% -0.26 | -20.27% -388.00 | -1.68% -26.00 | 15.59 | 15.52 | 283,442 | 900.54M | 15.01 -15.59 | 5.88 -17.11 |
| VIRC:US Virco Mfg. Corp | 3.63 20:00 | -2.42% -0.09 | +9.01% +30.01 | -2.42% -8.99 | 3.68 | 3.72 | 23,004 | 57.79M | 3.63 -3.82 | 1.94 -4.61 |

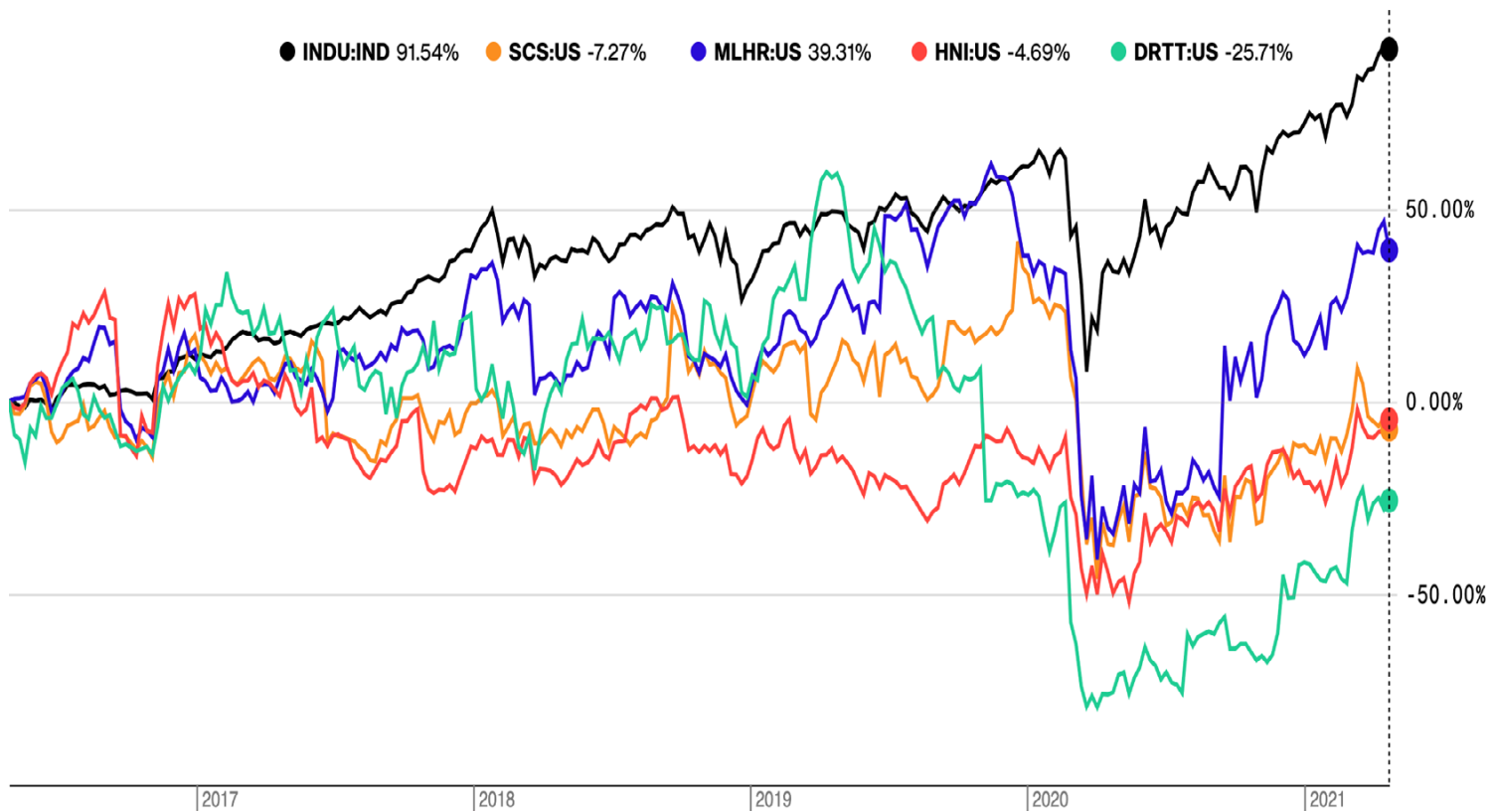


STOCK GRAPHS

BoF Industry Index - Since Jan 1, 2016



Five Years - Major Industry Stocks



Dealer Salesperson Woes: I Haven't Made My Draw in Months!



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 [@stephenviscusi](https://twitter.com/stephenviscusi), Like [Stephen on Facebook](https://www.facebook.com/stephenviscusi); and follow him on [LinkedIn](https://www.linkedin.com/in/stephenviscusi).

Dear Stephen,

I work for a major dealer in a major city, and I'm way behind the eight ball when it comes to my draw versus commission. I've had a very high draw for several years because I am a senior sales producer, and I've always been very busy. I've always exceeded the draw number even though it's a big number.

At the start of the pandemic, a little more than a year ago now, our company reduced everybody's draw. But even at the reduced draw, the commissions I earned each month were less than the draw they were paying me, and the deficit kept piling up. My friends at other dealers also have the same concern; since the pandemic, sales have been very sparse for almost a year. We're starting to get busy again, but right now I think it will take a lot of new business and almost another year to catch up on what I owe my company.

I'm very stressed out. I love where I work, I've always done a good job, I've never been in this position before, and I'm talking about a lot of money. I'm so far behind — I owe the company so much money — that I am concerned I may lose my job.

I'm also just finding it distracting, and this is making it very difficult for me to work. I can't concentrate, and I'm chasing every order. It makes me miserable at work and miserable at home. It's a new and nerve-racking position to be in for me. Partners at my dealership have let some people go. Meanwhile, I feel and see the new business potential; old projects are coming back, and new projects are being specified. I feel good about recovery, but still, every day at work I feel like I'm in purgatory.

What's your suggestion? Should I leave the company before I get in any deeper than I already am? I think my draw is non-recoverable; if you leave, dealers never actually ask that you pay back the deficit, but I don't really want to do that, I like it here.

Honestly, I've heard the same story, not just from my colleagues but from everyone. The sales reps from manufacturers that call on us tell us



the same things about other dealer salespeople that they work with as well.

Stephen, I've been following your column for years. You're not just a journalist and a headhunter, you're one of us. I saw you started your own career as a dealer and then went to work in sales at Haworth. You know what it's like to be in field sales, tell me what to do. I need some guidance to stay grounded. I'm not looking for pity, just some solid advice.

A for Effort, F for Sales

Dear F,

Don't be so hard on yourself. I wouldn't give yourself an F for sales. I would give you a C+ because you're in the same boat that most

dealer salespeople are in right now. They're all playing catch-up from a solid year of frozen projects in the contract furniture industry. A full sales year that disappeared! I get it.

Business is coming back again, but it's a slow process. The tone of your letter seems to let me know that you're committed to the industry, and I don't think you're ready to throw in the towel. But I do have some solid suggestions for you.

First and foremost, communicate directly to your boss, the owners of the dealership, the anxiety you're feeling about being so behind on your draw. They can't read your mind, and I personally think most owners are empathetic to what salespeople are going through. If



they're smart owners, they will be responsive when you share the stress that you feel everyday when coming to work. The answer? Unfortunately, I have to suggest you consider asking them to reduce your draw even further.

Meanwhile, make a plan with your spouse or partner to cut back on your expenses. I tell people that everyone in outside sales right now should be in austerity mode while we play catch up. Think of it as a temporary situation. However, it is very important you keep your medical benefits and stay employed.

Your first solution is to take less money. Management will see how hard you're working and the frustration that you feel from being so in-the-hole. Who knows, maybe they don't want to lose you, and they'll consider forgiving a portion of the money because they realize that if you leave they would lose the money anyway.

Next, and this is the important part: It's time to call in favors and be candid with the people you're asking favors from. What do I mean by that? Call up designers you're particularly close to on the telephone who may have projects they're working on and explain you're absolutely desperate for their business. The same thing applies to real estate contacts, manufacturer's reps and end users. People respect honesty, and it may be embarrassing but you need to explain to them that you're scrambling to recover from the pandemic related sales downturn and might lose your job if you don't start getting more projects.

Another tip: A phone call is better than an email so that they can hear the sincerity in your voice. Humility is what might land you the business. I've definitely heard stories of manufacturers and reps steering business to a

dealer salesperson who has shared this story with them. I've heard the same thing from an architect or designer who has the clout to push business to a certain dealer sales rep even when an RFP is issued. Don't be stoic, be humble. Tell people that you want their business like your job depends upon it, because guess what? It does!

You're right, I have been in your position as a dealer and as a manufacturer. Even now as a recruiter, we all go through dry spells. But, like you, I'm hard working and enthusiastic about what I do, and I'm not afraid to ask for the order — and I'm certainly never beneath telling someone that I really need their business.

I find that simple honesty may land me the order, and if it doesn't someone will at least share with me why I can't get that particular order, which frees me to move on to the next one. Often, they tell me the order may not be mine this time, but they'll see that I'm the priority next time. In other words, I may not get their business, but I'll get their respect, and they'll help me wrap-up the next order. A little humility goes a long way, and it can close more orders than you think. I don't care if someone feels sorry for me, I just care about getting the order.

So, start with your boss by seeing if you can reduce your draw, keep your job and have less stress while simultaneously coming clean with your customers, eating a little humble pie and seeing if that leads to more business. I'm sorry about what you're going through, but you're not alone. I'm very optimistic about the future of the contract furniture sector. I say hang in there, and I'll see you at NeoCon in October!

Sincerely yours,

Stephen

[ITALY \(NEW DATE\)](#)

Supersalone

September 5-10, 2021



Supersalone – a unique project in line with the exceptional times in which we live, geared not just to sectoral professionals and the international design community, but also to the general public, who will have access to the fairgrounds for the entire duration of the event. This is how the Salone del Mobile.Milano intends to serve as a promoter of and catalyst for activities, thoughts and feelings that will allow the entire sector and the supply chain as a whole to get off to an optimistic new start in September.

www.salonemilano.it/en

[CHICAGO \(NEW DATE\)](#)

NeoCon

October 4-6, 2021



NeoCon is the world's leading platform for commercial design and the annual gathering place for over 50,000 design professionals and end-users. Marking its 52nd edition, NeoCon continues to serve as the commercial design industry's launch pad for innovation - showcasing game-changing products and services from leading companies and emerging talent, and providing unparalleled access to the most cutting-edge solutions.

www.neocon.com

[LONDON \(NEW DATE - MOVED TO 2022\)](#)

Clerkenwell Design Week

May 24-26, 2022

Clerkenwell is home to more creative businesses and architects per square mile than anywhere else on the planet, making it truly one of the most important design hubs in the world. To celebrate this rich and diverse community, **Clerkenwell Design Week** has created a showcase of leading U.K. and international brands and companies presented in a series of showroom events, exhibitions and special installations that take place across the area.

www.clerkenwelldesignweek.com

IN PERSON EVENTS

DATE & LOCATION

HDEXPO

HD Expo is designed to take your professional development to the next level. It's where leading manufacturers unique to HD Expo debut their latest products; where innovative ideas become inspiration and knowledge on and off the show floor; and where network- ing leads to game-changing connections.

<http://www.hdexpo.com>

August 24-25, 2021

Las Vegas

NEOCON

NeoCon is the world's leading platform for commercial design and the annual gathering place for over 50,000 design professionals and end-users.

<http://www.neocon.com>

October 4-6, 2021

Chicago

ERGOEXPO

National Ergonomics Conference and ErgoExpo is planning an exciting program for 2021.

<https://ergoexpo.com/>

November 2-4, 2021

Las Vegas

EDSPACES

This is the event for connecting key stakeholders who are designing, building, equipping, and managing learning environments with the manufacturers, distributors, and service providers offering solutions.

<https://www.ed-spaces.com/>

November 3-5, 2021

Pittsburgh

BIFMA 360° LEADERSHIP CONFERENCE

The conference is moving to ease the transition back into business, allow more members to get vaccinated, and create space around NeoCon. Registration opening on July 7, 2021. The event will be held at The Mandarin Oriental Miami.

<https://www.bifma.org/page/360-leadership-conference>

January 17-19, 2022

Miami

CLERKENWELL DESIGN WEEK - MOVED TO 2022

Clerkenwell is home to more creative businesses and architects per square mile than anywhere else on the planet, making it truly one of the most important design hubs in the world.

<https://www.clerkenwelldesignweek.com>

May 24-26, 2022

London



Photography: Pedro Mutis Johnson

Sigdo Koppers Offices – Santiago

The Chilean company Sigdo Koppers was looking for a change to its offices — distributed on 9 floors of 6,200 square feet each in the same building — in order to adapt to the new times, improve its image and consolidate its position as a market leader. With these premises in mind, Contract Workplaces faced the project’s challenge, which consisted in generating collaborative spaces (that did not exist until the moment), minimizing private offices and setting an open-plan layout to favor the visibility and interaction of collaborators.

The process began with a Workplace Strategy consultancy in which a deep analysis of the organization was carried out to understand its DNA, the use of space and the expectations regarding change. Through this process, it was necessary to detect the relationships between the different areas and the best location for managers and their teams.



READ MORE ON OFFICE SNAPSHOTS

FIRM: Contract Workplaces
 CLIENT: Sigdo Koppers
 SIZE: 44,832 sqft
 SCOPE: Office
 LOCATION: Santiago, Chile
 INDUSTRY: Energy / Mining / Oil



Workplaces Magazine | July 2021

Where I'm working: Tangerine Eatery, Price, Utah / 10 Amazon Items You Didn't Know You Needed For Your Home Office This Summer / How Branded Environments Spark Conversation and Foster Connection / Burnout Crisis at Work Threatens Post-Pandemic Workplaces / 69% of Working Mothers Have No Intention of Returning to the Workplace / Survey Reveals Companies are Struggling to Act on their Good Intentions to Bring / Allyship is Key to Creating Inclusive Workplaces / Two22 in Minneapolis Filled with Amenities / 55 Yonge Rises in the Heart of Toronto's Financial District / Reviews: Rocketbook Fusion Smart Reusable Notebook / Reviews: GIGA Lounger

Read the July 2021 issue today at: <https://bellowpress.com>



HYBRID WORK

Perkins Eastman's New Downtown Studio Demonstrates New Ways of Working in a Hybrid World

OPEN WORKSHOP SPACES LINED WITH FELT PANELS, MAGNETIC WHITEBOARDS, AND DISPLAY MONITORS, PROVIDE AMPLE OPPORTUNITIES FOR TEAMS TO SCRUM TOGETHER WITH THE DESIGN PROCESS ON FULL DISPLAY.

photos by Andrew Rugge / courtesy Perkins Eastman

Fifteen months since Perkins Eastman’s Lee Pellegrino and Jeff Young, co-managing principals, gathered staff in their studio in the historic Pennsylvanian to outline the firm’s work-from-home pandemic response, the studio celebrated its relocation to the 25th floor of 525 William Penn Place.

“More than just a long-awaited reunion with our new studio, we are beginning a new chapter in how we work together, how we learn from each other, and how we grow in our mission of ‘Human by Design,’ ” Pellegrino said.

Perkins Eastman, a global architecture, design and planning firm, was in the early stages of designing its new space when the coronavirus reached the United States in March of 2020. To accommodate evolving predictions of the post-pandemic new normal, the Pittsburgh studio’s workplace design team quickly pivoted, accelerating research and planning while exploring additional options.



“The pandemic spurred us to reconsider how an architecture and design studio ought to work,” Young said. “First, we implemented free-address seating for all of our team members. There’s no sense in tying up so much of our real estate into individual workstations, when we know our folks will have the ability and desire to work outside of our studio at some interval. Instead, we’ve amped up the amount of ‘we’ seating, integrating counter-height spaces along the building perimeter, as well as sofas, booths, high-top tables and banquettes to provide lots of choices.”

The bright and airy space is fully democratized. “Each day, our seats are first come, first served. A firm-wide executive director

could be sitting next to a summer intern,” Young said. “We welcome these types of relationships because we believe it makes our enterprise better.”

In designing the new space, it was especially important to celebrate and promote Perkins Eastman’s creative, collaborative spirit.

“We leverage the talent and expertise from across our global firm to operate with a one-firm mindset,” Pellegrino said. “In Pittsburgh we collaborate with teams from Chicago to China. But for the past 15 months we — and all of our peers — have learned to work almost exclusively remotely. This begs the obvious question: What is the role of the office? In a word, ‘connection.’ Being together in the space, particularly in a free-address environment, creates opportunities for unanticipated collaboration and mentorship. These serendipitous interactions spark innovation that otherwise would not happen. Our new space provides real and tangible benefits for in-person collaboration that push forward the work and the services we provide.”

Young described architecture as a team sport. “Sharing the experiential and collaborative nature of our work with our clients pulls back the curtain and adds value to the process,” he said.

The Maker Box, literally a studio within a studio, is near the main entrance. Here, Perkins Eastman’s work tools — model-making materials, 3D printer and virtual



reality station — command center stage. The exterior of the Maker Box, clad in a custom wood pegboard, provides hooks for hardhats and construction vests along one side. A “People” wall — a lively display featuring photos and facts about the Pittsburgh staff, adorns another.

Open workshop spaces lined with felt panels, magnetic whiteboards, and display monitors, provide ample opportunities for teams to scrum together with the design process on full display.

“This restrained material palette, consisting of carefully edited, high-quality materials, is deployed throughout the space — reducing our carbon footprint and serving as a coherent backdrop for the work we do,” Young said.

The beauty in Pittsburgh’s scrappy, resilient history is showcased in myriad ways, from the polished original concrete floors and columns to the high, exposed ceilings and ductwork. Access to daylight and views of downtown and outlying neighborhoods, rivers and hills provide biophilic benefits. Purposefully designing the layout with a minimal number of walls to situate seating and casual gathering areas along the office perimeter windows creates optimal impact.

Showcasing the craftsmanship of local artisans and makers was imperative. Key pieces highlight the space, including a custom-made, locally sourced oak coffee table from Urban Tree, raw-steel-framed mobile whiteboards by Standard and Custom, a “Human by Design” neon light fabricated by local maker Hugh Elliot and a porcelain tile backsplash by ceramicist Limelight. The project is scheduled to achieve LEED Gold v4 before year’s end. **BoF**

NARBUTAS Celebrates its 30th Anniversary: Pandemic didn't Stop Business Growth

SINCE THE START OF 2020, NARBUTAS HAS LAUNCHED OR UNVEILED ADDITIONS TO 13 OFFICE FURNITURE COLLECTIONS WHICH REFLECT CHANGES IN OFFICE SPACES.

Office furniture manufacturer NARBUTAS, which started its furniture production with a computer desk in 1991 and has grown to offer more than 70 furniture collections in more than 50 countries, is celebrating its 30th anniversary.

While the pandemic has slowed down the fast-paced business growth of recent years, NARBUTAS hasn't stopped — current sales already are exceeding pre-lockdown level. The company is celebrating its milestone with a new factory, new furniture collections and commitments to people and the environment.

The company was founded one year after Lithuania regained its independence. Back then everything, including computers, was a novelty for people. The computer desk designed by NARBUTAS was what the market needed most at the time — a high quality, functional and user-friendly piece of furniture. Striving to deliver what matters most to customers informed the direction of the company's business development.

"I realized that, just like me, our customers like functional and good quality products but don't want to pay for what they don't need," said Petras Narbutas, founder and CEO of the NARBUTAS Group. "This is why we design and manufacture functional, good quality, attractive yet simple things. Our design motto is 'Nothing unnecessary.'"



Founder and CEO Petras Narbutas

International customer recognition

From its first production orders, the company has evolved and grown to become one of Europe's leading office furniture manufacturers. Having established its presence in Lithuania, Russia, Ukraine and neighboring countries, the company boasts a network of 750 sales partners globally.

While the bulk of its exports are still concentrated in Europe, the company is also actively involved in some new markets, namely the U.S., South American countries and Australia. The company's partners in various countries have been awarded major contracts for furnishing office spaces, with some of them having as many as a few thousand workplaces. NARBUTAS furniture is used by such companies as BioNTech, Colgate, Volkswagen and Aston Martin and the World Business Centre in Dubai.

NARBUTAS products and modern office furniture are showcased in five showrooms in the company's export markets: Germany, the United Kingdom, France, the U.S. and Lithuania.

Winner of prestigious design awards

The company's products are appreciated for their design by customers and design professionals. This year, the NORTH CAPE executive chair created in collaboration with the Italian design duo Baldanzi & Novelli Designers won the Red Dot, known as the "Design Oscar." In 2019, this award went to the NOVA WOOD meeting table designed by the NARBUTAS product development team and the TWIST&SIT lounge chair designed by the Danish design studio Strand+Hvass who created this year's addition to the NARBUTAS furniture collection.





Acoustic furniture MY SPACE





New York Showroom





Growth in the face of the pandemics

With the expansion of the company's export geography and the increase in sales, NARBUTAS is continuing to ramp up its production capacity. The company upgrades its equipment annually, and this year it is working on increasing its production plant area. An investment of 25 million euro of its own funds will allow the company to increase the existing production site area by 60 percent. This will be the second development project for its production facilities. The first one was implemented in 2018 with a 25-percent boost in the size of the company's production site.

The coronavirus pandemic has significantly affected the office design and office furniture sectors. As a result, NARBUTAS has also experienced a reduction in sales. In 2019, the company's consolidated sales revenue amounted to 98.8 million euros, and in 2020, the same figure was 93.4 million euros. However, the global crisis has not put its development plans on hold, and its extensive network of partners and exports promise an optimistic outlook. The company's financial data shows March and April sales have returned to and even exceeded the pre-lockdown level.

Welcoming furniture for returning employees

The post-pandemic office will have to meet different requirements. Recently, there has been a growing interest in the holistic approach to offices with a special focus on the physical, social and mental well-being of employees. Discussions usually revolve around factors that have a positive impact on people's health. These include the amount of space and light, office greenery and also ergonomic, acoustic, privacy-ensuring office furniture.

Since the start of 2020, NARBUTAS has launched or unveiled additions to 13 office furniture collections which reflect changes in office spaces. The company has launched the upgraded SILENT ROOM acoustic pods and MY SPACE acoustic desk screen system, which helps create private spaces within open-plan offices. The product portfolio has been expanded by a number of new collections: the ROUND modular desk system for effective workplace design, ROUND PET felt acoustic desk screens which use more than 50% recycled plastic and are 100% recycled and the SOFT ROCK modular lounge seating system for relaxation, non-formal meetings, cooperative or individual tasks.





It is widely accepted that after the pandemic most companies will have their employees work both in the office and remotely. The company's office management tool FLANCO has been designed with this in mind to ensure efficient and safe mobility in the office. The app allows employees to book desks or meeting rooms and collects data on the availability of workspaces throughout the day.

Sustainability as the strategic direction

Concerns for the negative impact of human activities on the environment and ways to mitigate it have intensified recently. The emphasis is usually placed on the environmental friendliness of raw materials, recycling of products and the use of recycled materials in manufacturing new products. The greatest positive impact can, however, be achieved by reducing consumption. NARBUTAS product warranties, quality, durability and the option of replacing individual components of furniture ensure a long service life of its furniture even after making modifications to the office interior or building.

The furniture production does not use water but utilizes rather high levels of energy. For this reason, all the energy consumed in the NARBUTAS production site is green energy, which means 100 percent of the energy is sourced from renewable energy sources. One such source is a solar power plant set up on the roof of the furniture factory. It produces an average of 15 percent of all the energy consumed annually. The plant will be expanded with the completion of the new building.

Continuous modernization of production facilities is another factor that helps to ensure more efficient and cleaner operations plus save resources. New equipment not only boasts a higher energy class but also facilitates implementation of changes in the technological production process such as the use of water-based lacquers or adhesives.

The company's continuous transformation is reiterated by Narbutas. "One of the keys to our recent success is our dynamic approach and being a modern, progressive company," he said. "And being modern means changing constantly. I hope that our company will completely reinvent itself by the time it celebrates its 50th anniversary. And our values and modernity will be the only things that will remain unchanged." **BoF**





Acoustic Pods SILENT ROOM





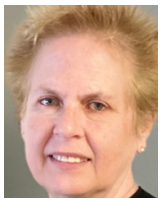
Desk screens PET ROUND

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Please include **high resolution photos** along with your release. You may also submit online at:
<https://bellow.press/SubmitNews>

CAREERS

Woolpert Hires Architect Suzette Stoler to Head Buildings Sector

➊ Woolpert has hired Suzette Stoler to serve as vice president and buildings sector leader. She is an architect with extensive, international leadership experience at small and large architecture and engineering firms, including AECOM, Jacobs and Stantec. Stoler has provided inspired and steadfast direction to support myriad design pursuits for public and private clients around the world and has been a successful agent of operational change. She has fostered customized growth strategies for in-house talent, helped guide profitable company mergers and acquisitions, created and implemented business development strategies and steered constructive organizational restructuring.

*Stoler*

At Woolpert, Stoler will be responsible for leading the architects, interior designers, planners and engineers who serve the firm's private, public and federal markets. She will guide them to innovate the built environment through smart planning, programming and design.

"Suzette has held several senior-level positions that have improved operations and propelled successful growth strategies at the regional, national and global levels," said Woolpert Senior Vice President and COO Kirk McClurkin. "Her exceptionally solid and diverse experience has provided her with the perspective needed to position Woolpert for short- and long-term success. I'm excited about the future of the sector with Suzette at the helm."

Stoler said she was drawn to Woolpert because it is a global company with a highly talented staff who serve a strong network of offices and clients. She said she hopes to leverage this global talent to reimagine the design and delivery of projects that will support the post-pandemic world now and well into the future.

"Woolpert has an entrepreneurial spirit that is not only encouraged at all levels of the organization but is integral to a growth strategy that supports both staff and client goals," Stoler said. "Woolpert's history of delivering innovative projects coupled with its ongoing thought leadership across public and private markets provides an incredible platform that enables the firm to be a change agent for the architecture, engineering and geospatial industry."

The Carnegie Mellon and Texas A&M University graduate also is active with the Society of American Registered Architects regionally and nationally. She has held several leadership positions, including serving as national president of SARA and was awarded fellowship in 2008. In addition to contributing at the industry level, Stoler also likes to give back to the profession by fostering future leaders.

"I love engaging with staff at all levels, but I especially enjoy being a mentor to rising professionals and brainstorming about career development from both an industry and social perspective," she said. "Figuring out opportunities for what we can do and how we can get there is key to attracting and retaining staff – and it's fun, too! I look forward to working with the amazing talent here at Woolpert and to contributing to the firm's bright future."

“Not only is diversity recruitment the right thing to do, it is the smart thing to do.”

-Stephen Viscusi

Our recruiters are expert in identifying top talent in the market. TVG will find the best people to grow your business and then back up the hire with our **two-year free replacement guarantee.**



Stephen Viscusi



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Suzanne Tron

OBITUARIES

IN MEMORIAM Mrs. Kim Martin - Groupe Lacasse Canadian Sales Team

☞ Our industry suffered the loss of someone who could well be called the heart and soul of the contract furniture business, Kim Martin, on June 22. As we come to terms with her passing, I struggle with how to express her amazing essence and spirit, her selfless generosity, uncompromising belief in all that is good and her unwavering commitment to family, friends and work. Words, even the very best of words, cannot pay tribute or truly capture the sense of loss those who know her are all feeling.



Martin

Based in Toronto, Kim's furniture career spanned both sides of the border, and wherever she travelled Kim was family. She exemplified life, love, laughter and an irrepressible belief and faith in seeing the best in everything and everyone. She was a ferocious fighter, and as big as her heart was, the ravages of her illness were too great.

And so we honor her, by profoundly feeling and expressing our loss, but also by remembering Kim — that splendid torch, who burned so brightly and who has played a unique and special role in all of our lives.

CAREERS

COE Distributing Forms Product Development Team, Names Stan Idzi Chief Product Development Officer

☞ COE Distributing has appointed Stan Idzi to chief product development officer.



Idzi

Idzi will be building a team devoted to new product creation, using inventive design to modernize offices and bring customers high quality furnishings with the features they want.

“Stan is a proven industry leader in product vision with an eye for the right product for the right time,” said COE Distributing Chairman J.D. Ewing. “From product sourcing to in-house product design and manufacturing, Stan has the creative foresight to bring our offerings to the next level while adhering to the highest industry quality standards.”

Idzi’s new role will involve working internally and with COE’s manufacturing partners to brainstorm new concepts and produce novel products under COE’s OfficeSource brand, a line of office furnishings with high-end design features, quality construction and affordability.

“OfficeSource was created to meet the needs of value-driven customers, and I’m excited to grow the brand’s collection to ensure we continue to provide lasting quality and timeless style while incorporating new trends and adapting to ever-changing work environments,” Idzi said.

Idzi has been with COE for more than 25 years and helped lead the company’s sales team prior to COE’s sale in 2006. When COE’s new parent company went into receivership in 2010, he and Ewing joined forces to buy it back and rebuild it from scratch. He spent three years building the OfficeSource brand as vice president of its eastern sales division and most recently served as COE’s senior vice president of sales and merchandising for nearly 12 years. Idzi earned a degree in business administration from Loyola University Maryland.

COE will conduct a nationwide search to fill the vice president of sales role previously held by Idzi.

INDUSTRY EVENTS

New Digital Platform of the Salone del Mobile.Milano is Online

☞ The digital Salone del Mobile.Milano project launched with a B2B experience devised to support the strategies of the exhibiting companies and equipped with an editorial section geared to broadening the authority and leadership of the event.

The Salone del Mobile.Milano digital platform collaborative tool was described as highly innovative during the presentation talk show, moderated by Victoria Cabello and featuring Claudio Feltrin, president of FederlegnoArredo and Maria Porro, president of Assarredo. Marco Sabetta, general manager of the Salone del Mobile.Milano, talked about its genesis and its vision. Riccardo Luna, a journalist passionate about innovation and a technological expert who, in conversation with Annalisa Rosso, editorial director of the platform, explained how financial sectors are no longer able to function without digital and described the potential and added value of this new Salone project. Architect Stefano Boeri revealed a bit more about the supersalone

special Salone del Mobile.Milano event which he is curating, slated for Sept. 5-10 at the Rho Fairgrounds.

“The pandemic has been the greatest digital accelerator in history,” Luna said. “We have all learnt how to do things we previously didn’t do and discovered that digital is a formidable tool for resilience. Now that we are cautiously emerging from the pandemic, the world is no longer the same as it was, we are entering a new, hybrid world in which the physical and the digital realms coexist, boosting each other and furthering their opportunities. This is the direction in which the Salone del Mobile platform is heading.”

The objective of the tool is dual: amplifying the influence and leadership of the Salone del Mobile.Milano and continuing to support the physical dimension from a strategic, commercial and communicative point of view. The other objective is to become a business driver for the exhibiting companies, boosting visibility, multiplying methods for connecting with their targets and capitalizing on the services on offer.

These aims will be achieved thanks to an offering that sets this platform apart from those already on the market. It’s a mix of integrated, different types of content and services designed to capture people’s interest and heighten the value of interaction and connection with the entire design community – truly bringing together the digital dimension and the physical experience of the trade fair.

The platform will feature original editorial content, of both a B2B and B2C nature, constantly updated several times a day and split under thematic headings, with a cross-cutting focus on design, furnishing, art, architecture, science and technology; interviews with protagonists from these particular sectors and markets and leading visionary and interesting figures on the national and international cultural scene; collaborations with magazines and well-respected names from all over the world, generating a raft of different opinions and points of view. It will enable users to draw inspiration, find out what’s going on and interact all year round with a community destined to grow exponentially.

There also will be company-focused content, allowing them to present themselves freely and independently through their most representative narratives – as well as images and videos – and through their new and iconic products. The value of the platform for them lies in its interactive nature: They will be able to avail themselves of breakout rooms, virtual showrooms and digital contact channels that will guarantee immediate exchanges with their targets before, during and after the fair.

Another piece of content relates to the event and the services of the trade fair experience:

| Date and times | Place |
|--|------------------------|
| 5-10 September 2021 10:00 am - 7 pm | Milan fairgrounds, Rho |

ticketing and information for organizing visits and planning appointments for the week, and applications that will facilitate the demand and supply process of the furnishing products on offer.

Claudio Feltrin, president of FederlegnoArredo, had this to say: “As of today, it’s the Salone all year round. Thanks to the digital platform, the most famous design fair in the world will stay open 365 days a year. This is the main objective of a formula that has made the marriage of physical and digital its strong point, an educative model that will enable the companies to grow their own businesses, maintaining direct and constant contact with the clients. The test will be the supersalone in September, where a QR code will allow visitors to dialogue with the companies, acquire detailed information on the products and make purchases, via the retailers. This is an opportunity that no other fair provides, and the companies are fully cognizant of its value, which also lies in its cultural and editorial approach, geared to ensuring it becomes a benchmark for design at international level.”

Marco Sabetta, general manager of the Salone del Mobile.Milano, added: “The new digital platform marks a major step change for the Salone del Mobile.Milano and provides a sophisticated digital experience, the cornerstone of which is precisely the mix of physical and online. It’s a business tool for the companies and a virtual harvester of beauty, value and quality. A virtual space for sharing interpretations of the design and innovation world, allowing for a glimpse of the future of the sector and nurturing it with visions and possibilities.

“It is a multidimensional tool that fosters strategic collaborations, brings people together, connects different audiences and integrates functionality in the service of all the Salone del Mobile.Milano events.”

As Annalisa Rosso, its editorial director, concluded: “This is a joint project, that brings together the many different voices and identities that have always made up an incredible network: the companies and their products, the sectoral magazines, the professionals from all over the world and the design aficionados. The coming together of these international entities and the interactive exchange will fuel ideas and opportunities that, just as they do at the fair, make the Salone a unique and unmissable appointment.”

AWARDS

IIDA Announces the Winners of Design Competition

🕒 IIDA has announced the winners for two of its widely known industry recognitions: the 2021 Interior Design Competition and the Will Ching Design Competition. This year’s Best of Competition winner is JKMM Architects for the firm’s work on the Kirkkonummi Library ‘Fyyri’ in Finland.

“It’s an honor to celebrate these amazing projects from around the world,” said IIDA Executive Vice President and CEO Cheryl S. Durst of the competitions celebrating innovative interior design and architecture and honoring originality and excellence in commercial design firms with five or fewer employees. “Representing multiple typologies, these projects showcase the best of the best in creativity, innovation and forward-thinking problem solving.”

The winners of the two competitions, including the “Best Of” from the Interior Design Competition were selected by Katherine S. Ankerson, dean of the College of Architecture at the

University of Nebraska-Lincoln; Barbara Bouza, president at Walt Disney Imagineering, business management, design and development; and Bill Grant, president and chief creative officer at Grant Design Collaborative.

“When reviewing this year’s finalists, we were blown away by all of the projects’ flawless integration of form and function,” said Ankerson on behalf of the jury. “The attention to detail, breathtaking use of light and seamless transition between indoor and outdoor spaces truly encapsulate the next wave of design and desire for connectedness.”

The winners are:

Hotels: Canopy Grand Rapids, Grand Rapids, Michigan, by Anderson/Miller, Ltd. & Valerio Dewalt Train, Chicago

Retail (stores, boutiques): Capital One Café, Georgetown, Washington, D.C., by LEO A DALY and Callison RTKL Capital One, Washington, D.C.

Education (elementary/secondary educational facilities, colleges/universities): Daley College Manufacturing Technology & Engineering Center, Chicago, by JGMA, Chicago

Sales centers and show flats: Everbon Gaoqiao Town Sales Center, Leshan, China, by MOD Service Design, Shanghai

Institutional (cultural, government/municipal spaces, libraries, religious spaces): Kirkkonummi Library ‘Fyyri,’ Kirkkonummi, Finland, by JKMM Architects, Helsinki

Health care (hospitals, outpatient clinics, medical facilities): University of Virginia, University Hospital Expansion, Charlottesville, Virginia, by Perkins+Will, Atlanta, Chicago and Washington, D.C.

Will Ching Design Competition winner for showrooms and exhibition spaces: GME-CLUX showroom, Richmond Hill, Canada, by Dialogue 38 Inc., Toronto

PARTNERSHIPS

Allsteel Announces Graded - In Program with HBF Textiles

➤ Allsteel announced HBF Textiles previously available as a COM will now be graded-in for use on a wide variety of Allsteel and Gunlocke products which will improve lead-times and increase specification ease for designers and other specifiers. Included in the expansive portfolio of textiles is the newest introduction from HBF Textiles, Digital Bloom 2.0 which is made from 100% post-consumer recycled biodegradable polyester.

The HBF Textiles collection features unique and sophisticated patterns-many with sustainable properties-from signature designers including Ghislane Vinas, Kelly Harris Smith, and Laura Guido-Clark. To ensure that its customers will have access to all of their favorite patterns, colors, and finishes, Allsteel and Gunlocke will continue to offer existing fabric options for their products including COM.



CARPET

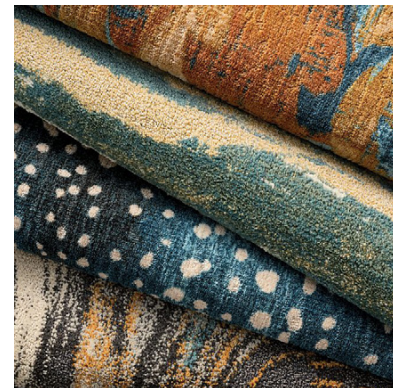
Mohawk Group Introduces Virginia Langley's Newest Durkan Collection: Lilayi

➤ Virginia Langley's Durkan Collection's newest carpet is Lilayi. The name (pronounced "Lie-Lay") is an African term that comes from the beautiful lands of Zambia and is translated as "the place to rest at sunset."



The name ties in harmoniously with the theme of the designs, which are nature inspired and created with an abstract, organic feel and mood. The designs are also inspired by Langley's Texas ranch and watching sunsets rest behind the views of pastures and oak trees reflecting in the ripples of the pond and pool.

The carpet can be easily colored to enhance and complement any theme, from urban to resort.



TABLES

Extremis Releases AMAI

➤ Life demands flexibility. By morning you're immersed in heads down work at your laptop, by evening you're hosting friends for a cocktail hour. At the office, you're holding an outdoor brainstorm session one moment and the next you're on a conference call to pitch a big new idea.

What if one single set of furniture could work for all of these experiences?

AMAI, the Flemish expression for "wow," is that set of furniture. The adjustable table can

be tailored to the needs of any gathering, whether indoors or outdoors, for work or play.

Two A-shaped side frames provide a solid construction. In between these frames, you can position the tabletop into two heights: standard or high. Thanks to the innovative design, one person can smoothly slide the tabletop from sitting height into standing height and vice versa.



Height-adjustable chairs and benches match the chosen height of the table and allow people to sit at the same eye level.

The LED lights on the frame overhead support your gathering well into the evening, and power outlets offer connectivity even outdoors. A clever shade structure offers protection from the sun or shelters you from light drizzle. When used indoors, the same shade is an acoustic upgrade, adding an ambient vibe to even the most sterile places.



SEATING

DuraCare Seating Introduces Several New Stool Designs

➊ DuraCare's Bryant Stool is an eye-catching piece of furniture with its T-shaped back, slightly angled arms and Art Deco feel.

The company has developed stool versions of several of its newest styles in 24-inch counter height and 30-inch bar height. Available in 18 aluminum wood-grain finishes, these stools will complement any environment.

DuraCare's products and design are made specifically for the senior living market. Its furniture enhances the design aesthetic of senior living facilities with its molded foam cushions, overhanging arms, stacking capabilities, antimicrobial finishes and many more features.

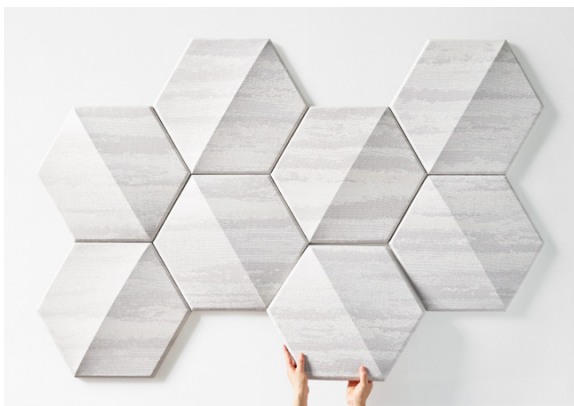
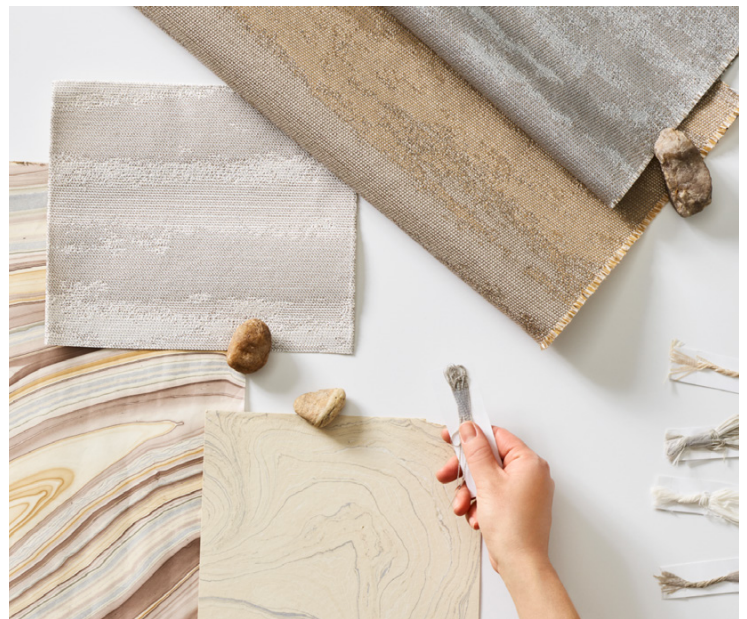


TEXTILES

Introducing Xorel Limestone—A Bold Statement and Safe Solution

➋ Carnegie has added a new statement pattern to its Xorel brand: Xorel Limestone. Inspired by the organic striations found in natural rock formations, Limestone is a large-scale textile that features an easy, rhythmic pattern with sequences like those found in nature.

Limestone is part of Carnegie's large-scale pattern offerings that deliver captivating designs while providing high performance. Carnegie's no-match patterns are deliberately designed as unaligned horizontal repeats to ensure minimal waste and a completely randomized patterning effect.



An industry standard amongst architects, designers and end users across the globe, Xorel's inherent properties make it durable and easy to maintain. Sustainable in production and healthy for building inhabitants, Xorel does not include any added coatings or finishes and is free of PVC and all other Red List chemicals. Easy to clean, Xorel's solution-dyed polyethylene yarn is non-porous, non-fibrous and keeps dirt and bacteria from getting absorbed or trapped. Xorel can safely be cleaned with the most cleaners and disinfectants.

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Requirements:

- Must be self-motivated
- Creative problem solver
- Can do attitude
- Resourceful; Driven
- Accountable
- Bring value to our A+D community through product expertise, design understanding, and knowledge of current workplace trends.

Expectations:

- Grow and maintain Office Resources brand awareness within the Architectural/Design Community as well as Project Management firms within New England
- Uncover project opportunities and become a valued resource for designers and project managers
- Manage leads database and follow up
- Maintain a solid calendar with the goal of having 3-5 appointments per day
- Attend presentations when necessary
- Connect with targeted end users to bring ORI services to the early stages of a project opportunity
- Partner with our vendor relationships to expand our presence (events, outings, etc.)
- Present services and capabilities as well as create additional resources to bring to the design community

If interested, please email your resume to:

HolynNickerson@ori.com

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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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