Pulp Studio Celebrates 20 Years of Glass Innovation

Some of the most innovative companies in the world began because someone couldn’t find what they were looking for, and so they decided to make it themselves. Such is the case at architectural glass company Pulp Studio, which is celebrating its 20th anniversary in 2016. And the Los Angeles based company indeed has a lot to celebrate; it will enter 2016 with a splash in a brand new facility that will enable the Pulp Studio team to continue its leadership in innovations in architectural glass technology.

FULL STORY ON PAGE 3...

Side Effects from the Evolution of the Workplace – Part Two

In the second installment of a two-part series, officeinsight contributor Kay Sargent continues to examine the new side effects, both positive and negative, for organizations and for the people who work in modern work environments each day. This week, topics include how emphasis has shifted from where people work to how people are working; the need for agile work solutions that maximize flexibility for end users; and the importance of both movement-based and experience-based design solutions in the workplace.

FULL STORY ON PAGE 12...

Concurrents – Environmental Psychology: Transferability Factor

People are complicated. There are so many factors that influence how they’ll respond to any situation, and so quantified predictions of their behavior are unlikely to be accurate. There is a continuing parade of new influences on people’s thoughts and behaviors that cognitive scientists need to recognize when making projections. After people’s responses to environmental changes are quantified, it’s unlikely that whatever differences in productivity or whatever else was found in that first measured setting will be precisely replicated in a second.

FULL STORY ON PAGE 17...
LIVIA | INDOOR & OUTDOOR BENCHES
DESIGNED BY CHRISTOPHER PANICHELLA
Some of the most innovative companies in the world began because someone couldn’t find what they were looking for, so they decided to make it themselves.

Such is the case at architectural glass company **Pulp Studio**, which is celebrating its 20th anniversary in 2016. And the Los Angeles based company indeed has a lot to celebrate; it will enter 2016 with a splash in a brand new facility that will enable the Pulp Studio team to do some things that haven’t before been possible with glass.

**Bernard Lax** and his wife and business partner **Lynda Nishimoto** founded Pulp Studio in 1996, when they were working in the clothing and

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**A glass installation by Pulp Studio at the Promega offices in Fitchburg, WI. Photography: courtesy of Pulp Studio**

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[Bernard Lax and Lynda Nishimoto, founders of Pulp Studio]
While drawing up plans for a new home, Mr. Lax wanted to honor his wife Lynda’s Japanese heritage by installing a shoji screen appearance on the exterior. If the rice paper could be encased in the glass, he thought, the glass would be much more durable. Unable to find a fabricator to properly produce such a thing, he figured out how to do it himself and hired a local company with the right equipment to facilitate it.

“We knew less than nothing about glass,” noted Mr. Lax, in a press release announcing the company 20th anniversary. “But I had always wanted to be an architect when I was younger (although I ended up at business school), and I was drawn to the visual aspects of construction and design which seems to be in my DNA.”

The couple’s previous business in textiles for the fashion industry might seem distant to glass manufacturing, but Mr. Lax said he now sees the connection between the two:

“We had no fear of creating and manufacturing something because we’d done it before,” said Mr. Lax, in an interview. “From a business point of view, it doesn’t matter what you’re making; the variables in the manufacturing process might differ, but the process itself is generally the same.”

In this way, the couple continued to work in the material development business: “…albeit on a larger scale, and for buildings rather than bodies.”

They were, however, pioneering a new type of product that hadn’t been out there before. Decorative glass had previously almost always referred to more artisanal, craft-oriented blown or stained glass.

“We wanted to take that decorative glass category and give it a more commercial life, as a material within the core palette available to an architect,” said Mr. Lax.
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Since its beginnings as a small studio with a tiny team of people doing much of its work manually, Pulp Studio has expanded to become a leader in custom architectural glass development and manufacturing by investing in an in-depth knowledge of glass engineering.

“There are many variables that go into making different types of architectural glass,” said Mr. Lax. “We were always focused on our ability to facilitate our own expansion by automating our processes with machinery.”

Mr. Lax notes that Pulp Studio, which now employs 160 people, built its business over the past two decades by working hard to constantly push past what was currently possible in glass. The company now produces site-specific installations in a wide range of projects around the U.S. and abroad, and Mr. Lax credits the company’s willingness, or more accurately, its eagerness to experiment.

“We’re open to trying almost anything once, if it makes sense to us,” said Mr. Lax. “When we began, a lot of people were saying, ‘That won’t work,’ or ‘We just don’t do that.’ We listened to that for a while, because we were new to working with glass, but we found it to be too conservative. We worked hard to overcome those draconian standards in the glass industry with our skills and talents.”

Throughout its 20-year history, Pulp Studio has steadily expanded its capabilities in glass production by investing in new technologies and equipment, and by building new facilities and acquiring competitors. Mr. Lax noted that it’s Pulp Studio’s role to be prepared for evolving trends that architects and designers are paying attention to.

“We try to create products that then lend themselves well to those trends.”

One of its biggest contributions to the architectural glass market is its investment in technology that captures substrate material between glass sheets. The company prides itself on being one of the first companies to be able to encapsulate things in laminate,
delivering it reliably and with a high quality standard. Mr. Lax notes Pulp Studio was the first company to create water-based back-painted glass.

Pulp Studio is also fiercely proud of its commitment to sustainable living and working. Its sustainable initiatives are admirable:

> Pulp Studio paint systems are all water based.
> A water recycling system reduces the facilities’ consumption of water.
> Glass cutoff scraps are sold to a company that grinds it into cullet (a road base)
> Aluminum oxide, used for surfacing glass, is recycled.
> All laminating goes through a recycling process.
> The Pulp Studio offices use a recycling system that, among other things, shreds paper for reuse as packaging material.
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Now, over the course of its 20th year, Pulp will merge all three of its facilities into one property in Gardena California, encompassing roughly 145,000 square feet of manufacturing space. The facility will feature Pulp’s $3.5 million dollar investment in new state of the art machinery, including one of the largest chemical tempering tanks in the world (a process required to temper special types of bent glass); high speed digital graphic printing equipment that will improve printing quality and speed as well as increase size capacity in its digital printing division; and a new oversized bent tempering furnace.

“...We will have the only facility in the world where, under one roof, you will be able to print, bend and temper glass of all shapes and sizes on this large scale,” noted Mr. Lax in the 20th anniversary announcement.

Paul Hastings offices

Pulp Studio, in collaboration with California Glass, created a building façade for the Gores Group building with Pulp Studio’s SentryGlas Expressions (Photography: by Benny Chan / Fotoworks)
The new facility is a huge achievement for Pulp Studio, but it takes second place behind an arguably greater success:

“Our greatest achievement was that we never laid anybody off during the recession,” said Mr. Lax. “We knew the economy would eventually recover, and we recognized that our people and their talent and skills were very important to us. That is our greatest achievement.”

So where is the future of the glass market heading?

“We see our market in the next five years exploding with unique architectural projects – iconic building projects that will demand it. And the market will actually find that only a few firms will be able to service those demands. We're one of those firms. Our goal is to come out of the shadow of that small specialty glass market and into a larger, more mainstream space.”

Consolidating its manufacturing under one roof will certainly make that goal easier; Pulp’s new facility now offers arguably the widest range of fabrication capabilities to include state of the art bending, laminating, coating and digital printing.

“We stand for a higher level of quality, and for pushing new technologies as well as enhancing older techniques.”
A WorkStyles Solution. The WorkStyles Collection offers a provocative alternative to the typical private office by creating inspired spaces for both individual work and collaborative interactions. Instead of a single workwall expression for the entire collection, WorkStyles offers a range of “statement-making” elements as centerpieces to a universal workplace platform designed for use in private office and open plan areas equally. Easily re-purposed tables and storage readily adapt to a range of environments and office footprints. Design by David Fuehrer, Ehren Gaag, Jay Koback and Roberto Mariduena.

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What Do You Call a Product Collection That Wins Five Best of NeoCon 2015 Awards and a Best of Year 2015?
Current workplace design trends have created a variety of side effects, both positive and negative, for organizations and for the people who work in modern work environments each day. Many new trends, when improperly applied, may result in spaces that detract rather than support the way their organization or people truly work. For organizations to be successful, creating human-centric solutions that focus on empowering the employee is imperative. In the second installment of a two-part series, we’ll continue to examine these new side effects of current workplace environment trends.

Last week, we discussed the role of basic human nature in satisfying our physiological-environmental needs; the power and nuances of connecting with each other; and technology’s impact on work and place. This week, we’ll explore how emphasis has shifted from where people work to how people are working; the need for agile work solutions that maximize flexibility for end users; and the importance of both movement-based and experience-based design solutions in the workplace.

Work Where v. Work How?

The workplace of the future is about what you do, not where you do it. We are focusing less on workplace and more on how people are working. As a side effect to this new paradigm of work, the very purpose of an office will change. Instead of being a place that you go to for 40 hours a week, the office will morph into a place where you go to engage others. Work can and is happening everywhere, so what is the real purpose of the office? It’s a connection point.

And whether you can work from home or the office has less to do with personal preference and more to do with the type of work you do and the amount of interaction you need to be effective. If your business is primarily involved with sales and consultation, then not only do you not need to be in the office every day; you won’t make any money if you are. If your business is primarily creative or professional services, then bringing your team together so they can synergize, think as a unit and ideate, is critical.

Your space solutions should follow the needs of the client organization and its people. Space solutions today need to be varied enough to accommodate a vast set of needs while being able to change on a dime.

Agile Work Solutions

Everybody wants flexibility. But the most flexible thing in any office is the people. Yet most offices in the past were designed to support sedentary behaviors. Instead of designing space as if they were a one-room efficiency apartment where you sit in one place all day, we need to give people choices that meet the needs of the various activities they perform during a typical workday.

We are no longer sitting in one place all day. Hence, over the past decade we have seen the evolution of Activity Based Workplaces, ABW for short, where we create task oriented solutions that encourage movement and empower...
people to select the right space for the task at hand. Activity Based Work environments are about creating balanced spaces with a variety of settings that allow people to choose to go to an area that best fits the needs for the task at hand. Designers will benefit from focusing their design solutions on the words balanced, variety, people, needs and choice.

Instead of forcing people to sit in one place all day, ABW environments empower people. It’s the idea of providing different spaces for different functions, the way a house has a room for cooking, dining, sleeping, etc.

More successful work environments today are designed to be an ecosystem of spaces, primarily grouped to serve four major work functions: solo work, collaboration, learning and socializing. It is increasingly common to find work environments today with a social hub located central to the space.
and designed with a food component; coupled with neighborhoods of work points with phone booths and team areas close by. Today, spaces are being designed to provide options and give workers choices.

As people move through an office, they need to have access to task specific solutions. This requires that we stop designing spaces that support a single workspace per employee and instead design spaces that encourage people to be flexible and less place dependent.

In Europe and Australia, ABC design principles have already been vetted and are on the fourth and fifth generation. In the U.S., however, most companies are just beginning to embrace the concept. But what we’ve learned in the past decade of experience with Activity Based Work spaces is that the natural evolution of work goes beyond ABW to creating neighborhood based “free-range” spaces, also referred to as “team-based, choice environments.”

“Team-based, choice environments” take the concepts of ABW and expands them in two realms. The first is about creating a base or hub for teams to operate out of while still allowing people to have access to a variety of work settings. After all, we are social creatures of habit. Having a team base where we can connect and have a sense of belonging and identity is important to any team. The second way designers are expanding on ABW is by thinking outside the box, or more literally, outside the office. By expanding outside of the immediate work environment, we can begin to define and build communities. The city is the office, and the office is the city. Lines between work and other areas of life are blurred as we work more places.

Team-based choice environments focus on empowering people with choice, engagement through variety, and human-centric solutions to maximize health, happiness and performance.

The Power of Designing for Movement

Novelist John Le Carré once wrote, “A desk is a dangerous place from which to watch the world.” He no doubt had deeper meanings in mind, but from a pure productivity perspective, he was exactly right. Overly sedentary work environments create all kinds of unintended consequences, not the least of which is decreased productivity.

Getting people up and moving is not only essential for their own personal health and wellbeing, but studies show that active workers are happy, healthier, more engaged and more productive.

One Size Misfits all

Adjustable work surfaces allow companies to meet the needs of someone who is 6'-5" or someone who is 5'-5".
Sit-to-stand options allow the user to select the position that is right for the task at hand and that is right for their health and wellbeing. Adjustable work surfaces allow companies to meet the needs of someone who is 6'-5" or someone who is 5'-5".

Alternatively, combining standing height tables with adjustable seating solutions offers ease of access for individuals and groups. Those solutions often include standing-height meeting tables where teams can schedule meetings or meet spontaneously or on the go.

But standing for long periods is not better than sitting; rather, movement is. Research has shown that standing for 15 minutes every hour is a great start for office based workers who typically sit for longer periods of time. But the ideal scenario is to work like an athlete. Sit some, stand some and move often; but when you do so, do it with purpose. Athletes typically train in 90-minute spurts. That’s also about the amount of time our minds and bodies can focus on something before we naturally need a short break. Trying to multitask typically results in poor performance on both the things someone is trying to accomplish. Employees can remove distractions and focus by energizing the mind and body with movement.

### A New Experience Based Society

As we shift from a “commodity based” to “experience based” society, “place” takes on new importance. Companies and organizations are looking to create curated experiences, and even going as far as employing Experience Managers, Place Concierges or Chief Cultural Officers to ensure employees’ needs are met and that they are engaged and invested in the organization.

These curated experiences often offer employees an a la carte workplace experience with a menu of services, locations and support options. Opportunities for sharing information, visually, graphically and via technology, are all important in connecting teams today; they are also often the most overlooked element in many space solutions.

We are witnessing the evolution of the workplace, and we must continually assess and reassess it to determine what is working, and what isn’t. We need to create environments that support employee wellbeing and engagement to drive innovation and productivity. And we have to be willing to acknowledge the side effects and adjust accordingly. If we can capitalize on lessons learned and focus on finding the right solutions, we can make where and how we work a powerful asset for a business and the people it serves.

“It’s not the strongest that survive but the most adaptable.” – Darwin

Kay Sargent joined Lendlease as director of workplace strategies in 2014 bringing over 30 years of experience in the interiors industry. Prior to joining Lendlease, Kay served as VP of A&D and workplace strategies for Teknion and was a principal for Interior Architects in Washington, DC. Kay has a BFA in interiors from VCU and studied environmental design at Parsons School of Design in NY. She has worked with Fortune 500 companies on their global real estate strategies and designed workplaces of the future. Kay serves on the Advisory Boards of WorkDesign Magazine, PaletteApp and IFI. She has also served on the International Boards of IIDA, ASID, NCQLP and NCIDQ. She is an active member of ASID, IIDA, CoreNET and IFMA.
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People are complicated. There are so many factors that influence how they’ll respond to any situation, and so quantified predictions of their behavior are unlikely to be accurate. There is a continuing parade of new influences on people’s thoughts and behaviors that cognitive scientists need to recognize when making projections.

After people’s responses to environmental changes are quantified, it’s unlikely that whatever differences in productivity or whatever else was found in that first measured setting will be precisely replicated in a second. Here, we’re not talking about things like more energy efficient light bulbs that save x or y or z% on energy bills after humans decide to use them. We’re talking about assessments of things such as new workplace configurations that people toil in and where their rate of effective collaboration changes by c%. These are situations in which differences measured are deeply tied to human brains, not metal coils. And, as we’ll discuss in a future article, there are ways to calculate those changes in collaboration and other slippery factors that seem so elusive.

Robert Wachter wrote an intriguing article for the New York Times, published on January 16 and titled, “How Measurement Fails Doctors and Teachers.” In it he states, “The only way to understand whether a high mortality rate, or dropout rate, represents poor performance is to adequately appreciate all of the factors that contribute to these outcomes – physical and mental, social and environmental – and adjust for them. It’s like adjusting for the degree of difficulty when judging an Olympic diver. We’re getting better at this, but we’re not good enough.”

Although Mr. Wachter was talking about measuring the performance of healthcare and educational systems, which is different from assessments of design decisions, his basic principle about contextualizing data is relevant to design discussions. Mr. Wachter’s mention of degree of difficulty suggests the need for a similar “adjuster” for instances when people are trying to extrapolate from data collected in one designed/re-designed setting to another.

It is a transferability factor. The transferability factor would be multiplied by results obtained in the first environment to obtain probable results in a second. Only when the transferability factor is 1 could the findings obtained in one environment be expected to be directly analogous in another. The transferability factor would be fiendishly difficult to calculate and could be more or less than 1. Data management systems may one day allow its easy determination, once all relevant information is collected, but that day is not today.

What would go into calculations of a transferability factor? Things like differences in national and organizational cultures, specific types of work done, ambient factors such as ventilation rate and lighting levels, worker views of each other or something else… the list is very long. Each element has an influence on outcomes such as performance, some more than others, however, and each can vary from one situation to another.

Although we don’t yet have a handle on project-by-project transferability factors, it is prudent to talk about general implications of environmental changes. If some sort of performance
measure that is relevant and valuable to people beginning a new project responds desirably to an environmental change elsewhere, it seems reasonable to try that modification in the new context at well, as long as conditions seem fundamentally similar in both situations. The quantified results in the tested site can be reported to decision makers at the new one, but they cannot be presented as probable, that’s only possible after the transferability factor is calculated. Some qualitative studies indicating pleasing changes in a location may not have quantified results of the type so desired by financial types, but they still can showcase desirable interventions, if properly conducted (and no scientific studies are worthy of any sort of discussion if they’re not). Many times, aversion to qualitative research results from lack of knowledge of the rigors of these methods; sharing information on how thorough qualitative studies are conducted is regularly a prerequisite for their acceptance.

For a specific project, it can be useful to determine how well – or not – design decisions seem to have panned out, again within the specific physical, social, cultural and financial environments in which they are made. Findings can aid in future planning. It’s important to recognize that at another time, even for the same organization, data obtained after replicating a design decision might be different from that original set.

Numbers are interesting. They can tell a compelling story, but, at least when humans are involved, they are more like context-specific performance art than a best selling novel whose words remain the same wherever they’re read. Sally Augustin, PhD, a cognitive scientist, is the editor of Research Design Connections (www.researchdesignconnections.com), a monthly subscription newsletter and free daily blog, where recent and classic research in the social, design, and physical sciences that can inform designers’ work are presented in straightforward language. Readers learn about the latest research findings immediately, before they’re available elsewhere. Sally, who is a Fellow of the American Psychological Association, is also the author of Place Advantage: Applied Psychology for Interior Architecture (Wiley, 2009) and, with Cindy Coleman, The Designer’s Guide to Doing Research: Applying Knowledge to Inform Design (Wiley, 2012). She is a principal at Design With Science (www.designwithscience.com) and can be reached at sallyaugustin@designwithscience.com.

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Odors and Obesity

by Sally Augustin, Ph.D.

Wondering about comments about odors? Look at user waistlines. Patel and crew have found “positive associations between BMI [body mass index] and perceived ability to image odors and foods, but not visual objects.” People with greater BMI’s are much better at imagining food and non-food odors than people with lower BMI’s.


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MATERIAL OF THE WEEK

MC# 7331-01

Patent: This patent leather by Tiger Imports Group, LLC., is from European cow hides and offers a decorative high traffic surface. Polyurethane is used to coat these supple leathers in a range of textured patterns and smoother surfaces that mimic exotic animal skins. The hides are first aniline dyed in a drum. Then, textured effects are added, followed by a patent solution to create the glossy surface. The hides pass NFPA 260 class 1, Boston-BFD IX-1 and Cal 117 for fire retardance.

Applications include interior upholstery applications in high traffic areas such as couches, banquets, ottomans and vertical wall surfaces.

This column is published in collaboration with Material ConneXion. For more information regarding the material previewed, please contact Michael LaGreca at mlagreca@materialconnexion.com. T: 212.842.2050.
PRODUCT INTROS

>Aceray's new Custom Chair Configurator at Cool2Mix.com offers nearly endless design options to create a side chair or barstool. Customers can mix and match seat shapes, frame styles, materials, and colors, as well as a choice of cutouts and custom laser engraving. Read More

>Domitalia previewed some of the new products that it will launch at Salone del Mobile Apr. 12-17 in Milan. The company will introduce two new seating designs by Radice Orlandini Design Studio – the Pick stool and the Dot chair. Pick is a family of stools with cork seat and wooden or metal legs. The seat is a rounded triangle shape inspired by the seat shape of old motorcycles. Dot, a range of upholstered chairs designed for public areas and contract use, offers a fresh and minimalist design distinguished by the rounded shape of its shell. Options include a wide range of textile finishings and wood or metal frame. It is also available as a stool with steel frame in two heights. Also new from Domitalia is a new modular bookcase by Studio14 (Andrea Panzieri and Diego Bassetti) called Cellar. Read More

>JESCO added a new COB track luminaire, in three sizes, to its advanced LED track lighting offerings. Models L516-S, L516-M and L516-L are line voltage, aimable, high output, three-Step MacAdam COB LED track luminaires, employing advanced-design components that provide premium efficacy and even heat distribution for a long operating life. The L516 offers an energy efficient replacement to ceramic halide lamps used in many commercial showroom applications. Each trackhead has a single chip-on-board LED which provides one point source of light which eliminates the possible “scalloping effect” from heads containing multiple LEDs. Read More

>Magnuson Group is the exclusive North American distributor of MALVA Movable Screens, designed by Hugo Tejada and manufactured by Systemtronic in Valencia, Spain. These easily movable, room-dividing screens offer a minimalist design featuring painted aluminum frames and steel bases, with seven woven fabric slats each. Frame and base finish colors include Black RAL 9011; Textured Forge Grey and White RAL 9003; screen fabric options include Anthracite Grey or Light Grey. Read More

>Skitsch by Hub Design unveiled its new Rami cabinet collection by Alessandra Baldereschi and a new orange color for its Pang tables by Pagani e Perversi. Rami, made of lacquered wood and powder-coated metal, features extraordinary handles in metal rod that create rarefied landscapes of trees and branches. The cabinets have a rounded shape, which makes the furniture visually lighter, as if they be suspended among the branches of imaginary woodland. Pang, meeting tables

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made of metallic material with printed tempered glass tops, can be put together during break time to form a regulation table-tennis table. Pang is available in either dark blue or the new orange color. Both Rami and the new Pang will launch at Salone del Mobile Apr. 12-17 in Milan. Read More

>Wilkhahn’s new Timetable is a high-quality, high-value folding mobile conference table line by Andreas Störiko. Remarkable for its ease of use and storage in a variety of office settings, the product line includes Timetable, Timetable Smart, and Timetable Shift. Timetable’s innovative, patented folding mechanism allows users to flip the tabletop horizontally and rotate the foot section with lockable casters in with one intuitive motion. The result is a table that is easy to transport and easy to store in compact spaces. Ten tables can be stored back-to-back in a space that is four feet in depth.

Timetable Smart follows the same principles as the original Timetable while accommodating a range of technology needs. It features a slot on its underframe to support electronic equipment and power supply solutions for temporary work spaces or training courses or permanent needs requiring using multimedia technology. Timetable Shift combines Timetable’s swivel-tabletop principle with the frame design of Wilkhahn’s Logon conference table range. The signature uprights are topped out by a high-precision aluminum casting. Its dual function provides a stable bearer for larger tabletop sizes and cable access for connecting multimedia equipment to the power supply. Substantial hinges allow wide surfaces to be safely tiled, with an easy-to-use draw rod locking in the tabletop horizontally or vertically. Read More

>Wolf-Gordon introduced RAMPART, a collection of impact-resistant wall protection products engineered for high-traffic commercial interiors. Developed by WG Design Studio, RAMPART is a superior wall protection solution said to perform as well as leading rigid sheet goods while offering designers a wider range of aesthetically pleasing patterns and colors, greater flexibility, and significantly lower installation costs per square foot. It is engineered for interiors in medium-to-heavy-traffic areas where protection against scratches, dents, and scrapes is a concern. Thicker and more durable than Type II wallcovering, RAMPART features a specially formulated finish called Surcoat, which ensures long wearing walls. It can be easily cleaned with soap and water as well as a variety of heavy-duty cleaning agents, disinfectants, and phenols. RAMPART is 54” wide, packaged in 27-yard rolls that are easy to ship, store, and install without the need for a specialist. It features five original patterns in a wide variety of colorways that range from versatile, practical neutrals to vibrant, cheerful hues. Read More

NOTEWORTHY

>Bob Bethel was promoted to Director of Business Development for Education and Healthcare at J+J Flooring Group. An 18-year J+J veteran, Mr. Bethel most recently served as Strategic Account Director where he
was responsible for servicing the company’s largest end-use customers and securing new national accounts. Prior to this, he played a key role in the company’s ISO 14001 implementation in 2008. He was also instrumental in integrating several new product and brand acquisitions, including the textile composite flooring brand Kinetex in 2012. He began his career as a Sales Representative managing territories in South Carolina then South Florida. Read More

Troy Vázquez-Cain was named vice president of Hausman LLC. Over the past four years, Mr. Vázquez-Cain has “leveraged his PR superpowers” to enrich Hausman’s service offerings and strengthen media relationships. Read More

> Perkins Eastman promoted three architects in its Mumbai office: Supriya Thyagarajan, promoted to associate principal and office director, joined the firm in 2013. She becomes the third legal office director of its Mumbai office, including CEO and Chairman Bradford Perkins and Principal J. Scott Kilbourn. Ms. Thyagarajan has more than 10 years of design and project management experience on projects throughout India and the UK, principally with a focus on large-scale mixed-use projects, residential developments, and higher education. Her portfolio includes master plans, campus planning and design work for Ashoka University in Sonipat, and Godrej Properties’ new high-rise residential development in Mumbai.

Chhavi Lal, promoted to senior associate, has more than 10 years of experience focused primarily in the Indian market, with projects ranging in scale from university master plans to creating dynamic large-scale urban destinations. Since joining the firm in 2011 as a Project Designer, Ms. Lal has also played an integral role in construction administration, client management, and marketing efforts on behalf of the Mumbai office.

Prithi Venkatram Pendharkar, LEED AP, promoted to senior associate, has more than 14 years of experience in programming, planning and the design of healthcare, higher education, research facilities, and other building types, with built projects in India and North America. She joined the firm in 2014 and has since become a key member of the design team for the new campus of Ashoka University in Sonipat and the Dhaka campus of the American International School. Ms. Pendharkar is a recipient of the Arthur N. Tuttle AIA/AHA Graduate Fellowship and the James J. Souder award for her research and design proposal focused on the housing and care of patients with Alzheimer’s and other types of dementia. Read More

> The Center for Health Design is still accepting nominations for its 2016 Changemaker Award, but the nomination deadline is today, Feb. 29. This award recognizes individuals or organizations that have demonstrated exceptional ability to make change happen in how healthcare facilities are designed and built, and whose work has had broad impact. The recipient of this year’s award will be announced at the 2016 Healthcare Design Expo & Conference, Nov. 12-15 in Houston, TX. Read More

> Flavor Paper’s Warhol piece Marilyn Monoprint was added to the Cooper Hewitt, Smithsonian Design Museum. It joins City Park, Cherry Forever, Golden Relief, and Shoes in the museum’s permanent collection. The Collections Committee voted unanimously to acquire two Marilyn colorways – Black and Diamond Dust Hot Pink. The design was acquired based on Flavor Paper’s ability to capture the strong graphic nature of Andy Warhol’s work as a hand screened wallpaper and the attention to detail in making each repeat unique. The diversity within the print run is the result of an elaborate monoprint technique where four to six artists paint into a screen using brushes, spray bottles, pallet knives and squeegees to create blends and textures and then print that screen to create a flat layer. The Marilyn outline is then printed over the one-of-a-kind monoprint background. The wallpaper is part of the Andy Warhol X Flavor Paper collection, which was created in collaboration with The Andy Warhol Foundation for the Visual Arts. Read More
Herman Miller’s Locale won a 2016 Gold iF Design Award from the iF International Forum Design. In this competition, which recognizes outstanding achievements in design around the world, Locale’s Gold award was one of only 75 awarded from the more than 5,000 submissions from more than 50 countries. Of their selection, the iF jury commented, “Locale offers a new degree of flexibility for the workplace, combining state-of-the-art technology, like highly adjustable work-surface acoustics, with a simple and clean architectural appearance. Using the line as a base module and equipping it with the features required for collaborative work, Locale offers a unique new language for the workplace. This office furniture program is honest and clever: it is an outstanding entry whose every detail has been thoroughly considered.”

Locale, designed for Herman Miller by Sam Hecht and Kim Colin of Industrial Facility, helps organizations utilize and manage open plan offices with a system that enables people to transition seamlessly between working together and alone, and in seated or standing postures. This Gold iF award is the second for the British-based design firm, who were recognized in 2014 for their Formwork desk containers, also designed for Herman Miller. Read More

IA Interior Architects opened its new Miami office and introduced the leadership team. The office is located at 2100 Ponce de Leon Boulevard, Suite 1090 in Coral Gables, FL. Marlene Liriano, IIDA, LEED AP ID+C joined the firm as managing director (see story in Re-Sited, below). George De La Hoz joined the Miami office as technical director, bringing to the firm more 30 years of professional experience practicing architecture, specializing in architectural interiors and facility management. Also joining the team as a project designer is Gisselle Gema Amador, LEED GA. Previously with HOK, her experience includes project work in commercial interiors, healthcare, aviation, and hospitality. Adam Treiser, AIA, LEED GA joined the firm as a job captain. His portfolio includes work with financial services firms, as well as aviation, healthcare, and education. Denise Paulino also joined the firm as a junior designer. Read More

IIDA is now accepting entries for its 2016 Best Interiors of Latin America and the Caribbean Competition. This competition recognizes interior design/architecture projects that reflect the highest levels of creativity and excellence from Latin America and the Caribbean. Co-presenting sponsor is Alessi. Design projects submitted for entry must be located in Latin America or the Caribbean; however, the submitting firm may be located anywhere. Projects completed after July 1, 2014 will be accepted. Deadline for entries is Friday, Apr. 1. All winners will be published in Contract magazine, the publishing partner for the competition, and on the IIDA website. An awards reception will be held in Miami during the Maison & Objet Americas trade show, May 10-13. Read More

Louis Poulsen plans to open its first US based showroom in Culver City, CA at the Helm’s Bakery District. Louis Poulsen USA has signed a five-year lease agreement with Walter N. Marks, Inc. for the 2,900sf showroom located in Studio E at the “to-the-trade-only” Helms Design Center space. It will feature a comprehensive selection of both indoor and outdoor lighting solutions for members of the trade community in architecture and design to experience the ambience of each design up close and personal. The space will also be available to the trade for presentations, meetings and events. Read More

NELSON Chicago received the Mystic Award for Best Concept to Creation at IIDA Stitch. Hosted by the IIDA Chicago Chapter, Stitch is an annual design competition and charity event that brings together local designers with sponsors to create fashionable looks out of unconventional materials. This year, the theme was “One Hit Wonders, Pop Culture Phenomena.” Partnering with Atlas Carpet, the NELSON team created a “Liger” from the hit 2004 movie, Napoleon Dynamite. A liger is like a lion and a...
tiger mixed, bred for its skills in magic. Napoleon and his favorite Liger also won the judges’ hearts by swaying to the music in this yarn creation of dreams and dance. Photo credit: Catstooth Photography

> World Architecture News announced the winners of its Future Projects 2015 awards:
- Education Winner: UFCSPA CAMPUS IGARA, Canoas, Brazil – OSPA Arquitectura e Urbanismo
- Urban Design Winner: Slow Street: A New Town Centre for Mayflower, AR, U.S.A. – University of Arkansas Community Design Center
- Healthcare Winner: Shanghai International Hospital, Shanghai, China – HOK
- Residential Winner: Stadshagen, Stockholm, Sweden – Petra Gipp Arkitektur
- Civic Buildings Winner: Istanbul Cultural Center, Istanbul, Turkey – Adrian Smith + Gordon Gill Architecture
- Commercial Winner (pictured): Acacia Remembrance Sanctuary, Bringelly, Sydney, Australia – CHROFI

> McGregor+Coxall

RE-SITED

> Nicole Benoit joined Clestra Hauserman, Inc. as regional sales manager, mid-Atlantic. She will assist global corporations, institutions, general contractors, developers, real estate professionals and designers with their office fit-out needs. Services include design, workplace traffic flow analysis, delivery and installation, and after sales service for both new office space and reconfigurations. Ms. Benoit is a native Washingtonian and works closely with fostering relationships with the regions specifiers, contractors and end-user clients. Her background includes sliding door systems, porcelain and ceramic tile and 10+ years selling high-end wall protection systems. Read More

> BethAnn Kessel joined Interphase Interiors as a new business development account executive. The Saginaw native has 10 years of experience in the contract furniture industry. Interphase Interiors is the exclusive dealer in Western and Northern Michigan for Haworth. Read More

> Marlene Liriano IIDA, LEED AP ID+C joined IA Interior Architects as managing director of the Miami office. With more than 30 years of experience in the industry, most of which has been in the Florida market, Ms. Liriano’s primary focus will be on the development of IA’s presence in Miami and surrounding areas. Most recently, she was a principal and vice president of HOK’s Miami office. Prior to HOK, she was a principal and Interior Design Director at Perkins + Will for 12 years. Her work has promoted thought leadership and has resulted in multiple design awards, publications and numerous long-term client accounts. She was recently elected as the IIDA Global President for 2016-2017. The Miami Chapter of the American Institute of Architects honored her with the Interior Designer of the Year Award for her excellence in leadership and notable architecture and interior design. Read More

> Jessica Santos joined HBF as the A&D manager for the New York City Area. She is responsible for creating, retaining and servicing sales opportunities through the architectural and design communities, client end users, as well as servicing the HBF distribution network. Her previous experience includes working as a Sales Consultant for Wilkhahn Inc. in Chicago and New York City. Ms. Santos is actively involved in the New York chapter of IIDA & CoreNet NY Chapter. Read More

PROJECTS

> ACG Architects, a Washington, DC-based multidisciplinary firm, was recently tapped by the United Arab Emirates Embassy to renovate and expand a vacant, century-old Ambassador’s residence on Massachusetts Avenue. Embassy staff will use this reworked building for typical day-to-day operations including hosting meetings and conferences, and it will also act as a Majlis gathering space. Additionally, the building will serve as a center for students who come to the U.S. from the UAE.

The team faced several construction challenges in delivering this diplomatic and culturally sensitive project, including:
- Historic Preservation: The project is located within the Massachusetts Avenue Histor-
ic District required everything on the exterior be restored as faithfully as possible to its original 1912 condition. The building was also restructured and re-leveled to include parking and the interior space was reconfigured into a modern and open floor plan to increase functionality.

-LEED Gold Rating sustainability goal: Numerous initiatives were taken to achieve this rating including low-flow plumbing and irrigation systems, high recycled content building materials and a construction waste recycling program. Additionally the space was daylighted with light from the windows, FSC sourced wood was used throughout and a High SRI/Green Roof system was installed.

-Environmental Factors: The building’s restoration was complicated by differential settlement issues caused by voids and fissures in the soils along Rock Creek Park. This had caused significant cracking in the existing masonry walls and contributed to the unleveling the floors by more than four inches. Read More

EVENTS

> The Design Center’s second annual Outdoor Design Conference returns to Chicago’s Merchandise Mart on Thursday, Mar. 10. The event offers trade professionals access to the latest products and techniques for designing distinguished outdoor spaces. It will feature product debuts and open houses in 31 permanent showrooms on Floors 14-16, CEU-credited seminars, and a compelling keynote presentation titled “Chicago’s Great Outdoor Parks: A behind the scenes look into The 606, Chicago Riverwalk, and Maggie Daley Park.” The showroom open houses will take place 8:00 a.m. to 5:00 p.m.; the keynote is scheduled for 9:00 a.m. Read More

> The DIFFA/Chicago Auxiliary Board will host its fourth annual DIFFArence event on Thursday, Mar. 3 at The Hideout in Chicago, 6:00-9:00 p.m. Following the success of 2014’s “Kiss For A DIFFArence” and 2015’s “Dance For A DIFFArence,” this year’s Burlesque theme will complement past DIFFArence events, while adding a dramatic flair to emphasize the weight of the cause in a fun and exciting way. The event welcomes local design and business professionals for an entertaining evening designed to celebrate the advancements made towards the HIV/AIDS with music, cocktails and dancing. It will feature performances by local burlesque celebrity dancers from Chicago Starlets and Naughty Little Cabaret. The founder, producer and host of Naughty Little Cabaret, Rob “The Pup” Racine,
will also serve as the night’s emcee. Photography will be provided by Lisa Kay Creative Photography, and catering will be provided by top food truck vendors in the Chicago area. Raffle items include an original Pilot script for Jane The Virgin signed by fellow Chicagoan and 2015 Golden Globe winner Gina Rodriguez, a KOVAL Distillery tour for 25, a private wine tasting for 20 people from Wines for Humanity, a special package from Cambria, tickets to see Naughty Little Cabaret Variety Show, and more. All raffle and ticket sales proceeds will go towards the DIFFA/Chicago Excellence In Care Awards that are granted each year to Chicago-area service agencies that provide assistance, education and outreach to those living with HIV/AIDS. Corporate Concepts will serve as the evening’s title sponsor. Platinum sponsors include Henricksen, Icon Modern, Interior Investments, LLC, Nate Berkus, National Office Furniture, OfficeMax Workplace, OFS Brands and Scott Group Studio. Gold sponsors include Forward Space, Jo Chicago, Knoll, Level Reps, Maharam and Teknion. Haworth will serve as the Food Underwriter sponsor, and Allermuir will serve as the Entertainment Underwriter sponsor. Read More

>IA Interior Architects will participate in the SXSW Interactive 2016 on Tuesday, Mar. 15 as part of a panel called “Reality Check: VR and AR in Workplace Design is Here.” The panel will feature two firm members, Guy Messick AIA, Director of Design Intelligence and Kelly Funk CID, LEED AP BD+C, Senior Workplace Strategist, plus Angel Say, CEO/Co-Founder of InsiteVR. The panelists will explore how virtual and augmented realities (VR & AR) are disrupting workplace design at an accelerated pace. An interactive demo will allow attendees to use the most current equipment and environments, including the integration of immersive and 360 in a single, explorable world. The panel is scheduled for 12:30-1:30 p.m. at JW Marriott Salon 7-8, 110 East 2nd Street, Austin, TX. Read More

>Sign-up deadline is Friday, Mar. 4 for this year’s Save A Sample! annual industry recycling drive, taking place Apr. 5-7 in eleven cities: Atlanta, Boston, Chicago, Los Angeles, New York City, Philadelphia, Phoenix, San Diego, San Francisco, Washington DC, and Wilmington. Designers donate their unneeded materials to local design schools, giving students a professional set of resources to work with and keeping tons of materials out of landfills. In addition to recycling materials, Save A Sample! also raises scholarship money for design schools, hosts the Save A Sample! student hand drawing competition, and awards prizes to top design firm participants. This year’s event is sponsored by SpecSimple.com, Wilsonart (Platinum), Arborite (Platinum), Formica (Gold), and AIA, ASID, IIDA, SMPS, and USGBC local chapters. Read More

>Soft Design Lab décor guides Deb Barrett and Jack-ie Von Tobel will host the VIP #HPMKT Experience Tour to Spring Market Apr. 15-20. The package tour includes a pre-market, informational webinar; double-occupancy accommodations at Sheraton Four Seasons Greensboro, NC; daily transportation to/ from Market, showrooms and manufacturers; a private welcome dinner and trend presentation at the exclusive, members only, String and Splinter Club courtesy of the High Point Visitors Authority; exclusive design destinations and insider access to showrooms; social and networking opportunities, VIP party invitations, concerts, and more; plus a farewell Dinner at Green Valley Grill. Read More
BUSINESS AFFAIRS

>HNI Corp. Senior Vice President and CFO Kurt Tjaden will be presenting on Wednesday, Mar. 9 at the Raymond James 37th Annual Institutional Investors Conference in Orlando, FL. The presentation is scheduled for approximately 11:35 a.m. Eastern Time and will be audio webcast. The webcast and associated presentation materials will be posted on HNI’s website, www.hnicorp.com.

>Inscape Corp. will release its third quarter results after the close of business on Thursday, Mar. 10. President and CEO Jim Stelter and CFO Matthew Posno will host a teleconference call on Friday, Mar. 11, 8:30 a.m. Eastern Time to briefly review the results and respond to any questions. To participate, please call 1-800-669-4993 five minutes before the start time. A taped rebroadcast will be available shortly after the call until 10:30 a.m. Eastern Time on Mar. 18. To access the rebroadcast, please dial 1-800-633-8284. (Reservation Number 21805914). http://www.marketwired.com/press-release/inscape-corporation-will-host-teleconference-call-review-third-quarter-results-tsx-inq-2100512.htm

>Interface, Inc.’s Board of Directors declared a regular quarterly cash dividend of $0.05 per share. It is payable Mar. 25 to shareholders of record as of Mar. 11. www.interfaceglobal.com/Investor-Relations.aspx

>Interface, Inc. on Feb. 24 announced its fourth-quarter and full-year fiscal 2015 results (dollars in thousands except EPS):

**3 Mos. Ended** 3.16 12.28.14  %Ch.
Net Sales $246,636 $272,096 -9.4%
Gross Profit $98,239 $91,361 7.5%
SG&A $70,567 $64,687 9.1%
Op. Inc. $27,672 $26,674 3.7%
Net Inc. $18,247 $8,088 125.6%
EPS (dil) $0.28 $0.12 133.3%
Orders $241,000 $258,500 -6.8%

**12 Mos. Ended** 3.16 12.28.14  %Ch.
Net Sales $1,001,863 $1,003,903 -0.2%
Gross Profit $382,889 $340,027 12.6%
SG&A $269,296 $257,346 4.6%
Op. Inc. $113,593 $70,295 61.6%
Net Inc. $72,418 $24,808 191.9%
EPS (dil) $1.10 $0.37 197.3%
Orders $1,019,000 $1,043,000 -2.3%

“The fourth quarter rounded out a phenomenal year in which Interface posted all-time records for net income and earnings per share,” said Interface Chairman and CEO Daniel T. Hendrix. “For the full year, our net sales were up 8% on a currency neutral basis, gross margin was up 430 basis points, adjusted operating income margin was up 300 basis points, and adjusted EPS was up 77% versus 2014. For the fourth quarter, we’re really pleased with our continued gross margin expansion, which more than offset a softer top line versus a strong comparable figure in the prior year period. In local currencies,

### Industry Stock Prices

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<td>16,472</td>
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our Europe division continued its recovery, posting 7% growth versus the fourth quarter last year, while our Americas and Asia-Pacific divisions saw single-digit percentage declines. Currency translation continued to take a heavy toll on both sales and profitability in the fourth quarter, but nevertheless we were able to post 11.2% operating income and $0.28 earnings per share, each of which significantly outpaces our performance in the fourth quarter last year.”

With foreign currency held neutral, sales in the 2015 fourth quarter declined 3.5% to $262.7 million. For the full year, net sales in 2015 on a currency neutral basis were up 7.7% to $1.08 billion.

Fourth quarter sales in the company’s Americas business decreased 8% on a currency neutral basis compared with the prior year period. Currency fluctuations, mostly due to the declining Canadian dollar and Brazilian Real, negatively impacted 2015 fourth quarter sales in the Americas by approximately $3.3 million, resulting in a year-over-year decrease of 10% as reported in U.S. dollars. This decrease was attributed to declines in both the corporate office market (down 12%) and non-office segments (down 7% in the aggregate). Within the non-office segments, sales growth in the hospitality and retail segments (each up 5%) was more than offset by contraction in the government (down 22%) and education (down 21%) segments, with all other segments close to even year over year. FLOR saw a small sales decline of 1.5% for the fourth quarter versus the prior year period.

In local currency, Interface’s Europe business posted sales growth of 7% during the quarter, with gains coming in both corporate office (up 4%) and non-office (up 19% in the aggregate) segments. Geographically, most of the progress was seen in the U.K., Ireland, Southern Europe and Scandinavia. As in recent quarters, the Europe division saw the largest effect of currency fluctuation, with a $9.5 million negative impact on 2015 fourth quarter sales, resulting in a sales decline of 6% as reported in U.S. dollars.

Sales in the Asia-Pacific business in the fourth quarter of 2015 were down 5% in local currency compared with the prior year period, with a nice gain in India more than offset by a decline in Korea, and all other parts of the region saw slight growth. In U.S. dollars, Asia-Pacific sales in 4Q15 were down 12%, attributed to a $3.4 million negative currency impact in Australia.

Despite the softer top line, fourth quarter operating income improved year over year due to continued substantial gross margin expansion. Fourth quarter 2015 operating income increased to 11.2% of sales, compared with 9.8% of sales in the fourth quarter last year – an operating margin improvement of 140 basis points. Currency fluctuation negatively impacted 2015 fourth quarter operating income by $1.9 million. Gross profit margin improved to a record 39.8% in 4Q15, up 620 basis points compared with 33.6% in the prior year period. SG&A expenses were 28.6% of sales in 4Q15 versus 23.8% of sales in 4Q14. The year-over-year SG&A percentage increase was attributed to a combination of higher incentive-based compensation as a result of the improved performance levels in the current period along with a softer top line number.

For the full year, currency fluctuations had a negative impact of approximately $9.7 million on operating income; on a currency neutral basis, operating income for 2015 was $123.3 million. This compares with adjusted operating income of $82.7 million, or 8.2% of sales, in 2014, excluding a $12.4 million restructuring and asset impairment charge last year.

Adjusted net income during the fourth quarter of the previous year was $15.8 million, or $0.24 per diluted share, excluding $12.0 million of debt retirement expenses arising from bond redemption and refinancing. For the full year, 2015 net income improved 77.4% compared with net income of $41.2 million, or $0.62 per share, in 2014, excluding the above-described restructuring and asset impairment charge and $12.0 million of debt retirement costs.

“Our gross margin expansion is once again the headline story of the quarter, with more than 600 basis points year over year improvement which more than offset a slightly contracted top line and a higher SG&A level,” said Senior Vice President and CFO Patrick C. Lynch. “The fourth quarter also was another period of strong free cash flow, which we used to pay down nearly $20 million in debt under our credit facility while still further increasing our overall cash balance. While currency impacts still weighed on our results, they have started to taper off and should continue to diminish as we progress throughout the 2016 fiscal year.”

Mr. Hendrix concluded, “Operationally, we are stronger than we’ve ever been, as evidenced by our substantially expanded gross margin over the past twelve months. We’re also very pleased with our capital structure and balance sheet, as we finished the year with the lowest debt profile and borrowing rates that we’ve seen in more than 20 years. While we are disappointed with the softened demand and resulting order levels, our market feedback indicates this is primarily a result of project delays rather than cancellations, so we’re anticipating a rebound in order levels as we move through the year. We also remain encouraged by macroeconomic data that predicts a healthy commercial real estate building cycle in the U.S., and we believe the worst of the negative currency impacts is behind us. Even with only modest revenue growth this year, we believe we can further improve our margins and earnings.”
The full text of Interface's 4Q15 earnings release, including all tables, and an archived replay of the company's Feb. 25 conference call, are available at www.interfaceglobal.com/investor-Relations.aspx.

>Mohawk Industries, Inc. on Feb. 25 announced its fourth-quarter and full-year 2015 results (dollars in thousands except EPS):

<table>
<thead>
<tr>
<th>3 Mos. Ended</th>
<th>12.31.15</th>
<th>12.31.14</th>
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<tr>
<td>Net Sales</td>
<td>$1,997,997</td>
<td>$1,951,446</td>
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<tr>
<td>Gross Profit</td>
<td>$622,210</td>
<td>$541,603</td>
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<td>SG&amp;A</td>
<td>$372,968</td>
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<td>Op. Inc.</td>
<td>$249,242</td>
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<td>Net Earn.</td>
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<td>EPS (dil.)</td>
<td>$2.57</td>
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<td>28.5%</td>
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<table>
<thead>
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<th>12 Mos. Ended</th>
<th>12.31.15</th>
<th>12.31.14</th>
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<td>Net Sales</td>
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<td>Gross Profit</td>
<td>$2,410,686</td>
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<td>Net Earn.</td>
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Excluding restructuring, acquisition and other charges, 2015 fourth-quarter net earnings were $210 million and EPS was $2.82, a 24% increase over last year’s fourth quarter adjusted EPS. In 4Q14, adjusted net earnings were $167 million and adjusted EPS was $2.27.

With four less shipping days, fourth-quarter net sales increased 13% over last year on a constant days and currency exchange rate basis. Full-year sales increased 10% on a constant currency exchange rate basis.

For the full year, 2015 net earnings excluding restructuring, acquisition and other charges were $756 million and EPS was $10.20, an increase of 25% over the twelve month period adjusted EPS result in 2014. Adjusted 2014 net earnings and EPS were $598 million and $8.15, respectively.

“Our strong performance during 2015 was the result of our aggressive growth strategy and targeted investments we began in 2013 as the economic recovery gained momentum,” said Mohawk Chairman and CEO Jeffrey S. Lorberbaum. “Since that time, we have invested almost $5 billion, approximately $3.5 billion in nine acquisitions to expand our product offerings, geographies and market share and approximately $1.5 billion in our existing business to introduce innovative products, enhance manufacturing efficiencies and expand our capacity. While making these investments for future growth, we strengthened our balance sheet and reduced our leverage, enabling us to continue optimizing our shareholder returns. We remain optimistic about 2016, and this year we will invest an additional $600 to $650 million in internal projects, which include increased ceramic capacity and upgrades in the U.S., Mexico, Europe and Russia, process improvements in carpet manufacturing, additional LVT manufacturing in the U.S. and Europe, increased wood production in U.S. and Europe and installation of advanced technology in our U.S. and European laminate businesses. Last year, we achieved record results in every quarter with about 30% of our business outside the U.S., where we faced significant foreign exchange translation headwinds. If adjusted for exchange rate changes, our 2015 net sales would have been $490 million higher – an impact of approximately 6% – and our operating income would have been $74 million greater, a 9% impact.

“Our fourth quarter performance represents our 7th consecutive period with record adjusted EPS. Our adjusted quarterly operating income margin rose to 14% of sales, an increase of 260 basis points due to productivity, volume and lower costs. Every segment delivered sales growth on a comparable basis while also expanding margins.”

Results by Segment (dollars in thousands):

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<th>3 Mos. Ended</th>
<th>12.31.15</th>
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<tr>
<td>Global Ceramic</td>
<td>Net Sales</td>
<td>$711,691</td>
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<td></td>
<td>Op. Inc.</td>
<td>$87,583</td>
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<tr>
<td>Flooring NA</td>
<td>Net Sales</td>
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<td>$878,458</td>
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<td>Op. Inc.</td>
<td>$118,410</td>
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<tr>
<td>Flooring ROW</td>
<td>Net Sales</td>
<td>$406,508</td>
<td>$332,068</td>
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<td></td>
<td>Op. Inc.</td>
<td>$50,206</td>
<td>$37,618</td>
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<td>Global Ceramic</td>
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<td>Op. Inc.</td>
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<td>Flooring NA</td>
<td>Net Sales</td>
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<td>Op. Inc.</td>
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<td>Flooring ROW</td>
<td>Net Sales</td>
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<td></td>
<td>Op. Inc.</td>
<td>$203,370</td>
<td>$151,528</td>
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“For the quarter, our Global Ceramic segment sales were down 4% as reported,” said Mr. Lorberbaum. “On a constant days and exchange rate basis, sales grew 7% and adjusted operating income rose 14% versus prior year with adjusted operating margin increasing to 13% as a result of improved price and mix, productivity, volume, input costs and the KAI acquisition. In the U.S., we increased our sales investments to improve our market position by increasing service centers, expanding our sales personnel and upgrading our distribution. Our new Tennessee porcelain plant is in the final stages of construction and should start up within the quarter. We have dramatically expanded our product offering in Mexico at all price points and
have improved our margin and mix with plans to double the size of our Salamanca plant. We have improved the capacity and cost structures of our recently acquired ceramic plant in Western Mexico. Our European ceramic sales have been growing in a lackluster market. We anticipate completing the second phase of our Italian equipment upgrades by the second quarter, which will further enhance our product offering and improve our cost structure, and we will continue the optimization of our Bulgarian ceramic operations. During the period, we had a good performance in Russia, gaining market share as the economy continues to decline.

“During the quarter, our Flooring North America segment’s sales were flat versus last year as reported, or increased 6% on a constant days basis with adjusted operating income increasing 31%. The adjusted operating margin increased to 14% due to improved productivity, volume, input costs and the IVC acquisition partially offset by price and mix. The Flooring North America segment has made progress in expanding our brands and customer relationships, enhancing our style and design, transferring innovative manufacturing practices and utilizing the Mohawk distribution system for all products. Sales of our premium carpet products, including our luxury Karastan brand and SmartStrand product collections, grew during the period. In commercial carpet, our margins continued to improve as a result of our new product introductions, streamlined manufacturing and plant consolidations. Our rug business continues to outperform the overall segment with fashionable new accent rugs made with our exclusive fibers providing softer characteristics and greater value. We are expanding our new Impressive laminate collection, which provides stylized looks not achievable in natural wood. Our vinyl sales are performing as planned and our new LVT plant continues to improve its performance with increased production levels. We continue to ramp up our Mohawk branded LVT and sheet vinyl sales in the builder, multi-family and retail markets, and we are developing new products to extend our sheet vinyl further into commercial channels.

“For the quarter, our Flooring Rest of the World segment’s sales rose 22% as reported or 41% on a constant days and exchange rate basis with adjusted operating income improving 59% over the prior year. The adjusted operating margin increased to 16% due to improved volume, input costs and the IVC acquisition. Our laminate and wood business in Europe outperformed the market as a result of our focus on differentiated products at mid to high-end price points. We continue to expand our latest laminate embossing technology, which creates more realistic visuals. Our European wood sales are growing quickly, supplied from our Czech wood plant with the balance coming from our Malaysian facility. The IVC vinyl sales increased but were constrained by capacity limitations. Our new LVT plant in Belgium is operating well, and sales are developing better than planned. The plant is constrained by manufacturing limitations, and equipment additions in the middle of the year will increase our capacity about 50%. Our insulation products had record sales this year, and we have expanded our offering and our geographical footprint with recently acquired plants in Ireland, the U.K. and Belgium. Our other board product sales were up slightly and margins improved from mix, asset upgrades and plant consolidations.”

Outlook

“2015 was the best year in Mohawk’s history, and we expect the momentum to continue this year,” Mr. Lorberbaum concluded. “We anticipate that the demand trends in our U.S. and international markets will remain consistent with what we have been experiencing. Although growth in Europe is limited and negative in Russia, our international businesses are delivering solid results on a local basis. Our sales and margins should continue to improve over last year as a result of our continued innovations, process improvements and disciplined execution. Our recent acquisitions are progressing with operational and market synergies that we anticipated. This year we will increase investments in our existing businesses to improve our long-term performance. Taking all these factors into account, our guidance for the first quarter is $2.24 - $2.33 per share, which would be a 32 -37% increase over 2015, excluding any restructuring, acquisition and other charges.”

The full text of Mohawk’s 4Q15 earnings release, including all tables, plus an archived webcast replay of the company’s Feb. 26 conference call, can be accessed at the Investor Information section of Mohawk’s website, www.mohawk.com. A telephone replay will be available until Friday, Mar. 25, at 855-859-2056 for U.S./local calls and 404-537-3406 for International/Local calls; Conference ID # 24993589. www.mohawk.com/CorporateIRNewsReleases.aspx

TECHNOLOGY

>Configura launched a CET Designer Extension for Dekko’s Ashley desktop power solutions product line. Ashley is first power tap product in CET Designer. Free to specifiers of Dekko products, the Extension features seven of the 2015 Best of NeoCon Gold Award-winning Ashley power tap models. “Our Ashley power taps sales have really taken off since launch last June at NeoCon,” said Dekko CEO John R. May. “The release of the CET Designer Extension for our Ashley products will help designers easily showcase them in their workspace plans.”

Configura partnered with Dekko last fall to develop the CET Designer Extension for the Garrett, IN-based company, which is a leading provider of workplace power solutions, architectural
lighting, and electrical components and assemblies. Dekko designed the Ashley product line to meet market demand for power and fast-charging devices with an elegant and refined design, state-of-the-art technology interface and fast USB-charging capabilities.

Configura and Dekko “soft launched” the CET Designer Extension for Dekko’s Ashley line earlier this month. A video showing how easy it is to specify Ashley products in CET Designer may be seen at https://youtu.be/dYDekMXqc70.

“Beta test users of the Ashley Extension have expressed delight in having an actual power tap product to include in their space planning and specifying process,” said Mr. May. “We’re very pleased with the positive reception that we’re already getting from designers.”

Configura will next develop a CET Designer Extension for Dekko’s Stafford Conference Room products. https://officeinsight.com/officenewswire/configura-announces-launch-of-cet-designer-extension-for-dekko/

>Configura announced free March webinars with CET Designer instructors:

**Movie Studio**
March 4 at 3 p.m. ET
March 22 at 11 a.m. ET

**Getting Started with CET Designer**
March 7 at 1 p.m. ET
March 18 at 1 p.m. ET

The free webinars are for anyone, whether a Beginner or Advanced CET Designer user, anywhere in the world. Please call 877-568-4106 and click on “Join Webinar Now” at www.configura.com/cet/training. To contact Configura with any questions or suggestions, call 877-238-0808. https://officeinsight.com/officenewswire/configura-announces-free-march-cet-designer-webinars/

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**SUDOKU**

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We are very proud of our 99% on time delivery record. We maintain a high level of customer service, providing fast and reliable delivery. Our commitment to excellence is reflected in our work ethic and the dedication of our employees to exceed customer expectations.

Furniture manufacturers are located in three facilities, including a separate facility that works directly with a customer's own material for custom orders. We carry a broad selection of leather and have a separate leather and fabric design center. All our product is made in America, and our areas of manufacturing include customizable lounge seating, side chairs, executive chairs, traditional seating and tables. Beyond designing solutions for the corporate world, we are committed to the industries of hospitality, higher education, healthcare, and senior living.

Along with a Graded In Fabric Program, we also place an emphasis on fine leather. We carry a broad selection of leather and have a separate facility that works directly with customer's own material for custom orders.

We have over 500 employees in three facilities located in the most prominent domestic furniture manufacturing region in the United States. While there are many employees, we work much like a family. This translates to a positive team approach and providing proactive, quick responses to the needs of the marketplace.

With a commitment to service, Cabot Wrenn is flexible enough to handle small projects, but has the resources to handle large, multifaceted projects as well. We are very proud of our 99% on time delivery record and continue to carry on a tradition of excellence.

At National, we pride ourselves in having a world-class team that champions growth, diversity and operational excellence. We’re creating an environment that inspires an insatiable desire to learn, stretch and do things better every day. We have immediate openings and are seeking individuals to be key players on our team.

**District Manager Positions**

**Washington/Oregon**
(preferred location Seattle, WA or Portland, OR)

**New Jersey**

**New York** (preferred location New York City)

Responsibilities:
- Responsible for territory management with focused attention on dealer development, vertical market end-users as well as the A+D community.
- Successful candidates must:
  - Be personally responsible, focused and effective utilizing a full array of resources for sustained growth
  - Leverage sales tools, such as our enhanced dealer programs, new product introductions and exciting sales incentives
  - Focus on areas of opportunity within our key vertical markets and identify opportunities to exploit for future growth in the market
  - Develop and follow-through on long term strategies to win project business
  - Possess strong communication and organizational skills in addition to strong business planning and business development skills
  - Have the proven ability to manage and develop relationships
  - Be analytical thinkers with creative problem solving aptitude for overcoming business challenges
  - Have a sound foundation in report analysis with excellent understanding of sales and marketing functions
  - Hold extensive knowledge of the office furniture industry and 3+ years of demonstrated successful sales growth

As a business unit of Kimball International, we offer an attractive salary and flexible benefits package including a retirement plan with 401(K) feature.

National is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, age, national origin, genetic information, disability or protected veteran status.

To learn more and apply for these positions, go to www.NationalOfficeFurniture.com/Careers.
**Sales Representative - Seattle/Portland**

Luna Textiles, an innovative, international contract textile company based in San Francisco currently has an excellent opportunity for a dynamic and highly motivated sales professional.

The individual will have responsibility for the sales and service of the Greater Seattle region plus the city of Portland. The candidate must be based in Seattle. No relocation will be considered.

**National Sales Manager - Dallas, TX**

**Smith System** is seeking a National Sales Manager to report to the VP of Sales to call on school districts, A&D community and dealers. The preferred location of the candidate is at our factory in the DFW area.

**Essential Functions:**
- Willing to travel extensively to areas not currently covered by our Regional Sales Managers.
- Self planned, scheduled and executed calls with schools, dealers and A&D firms.
- Dynamic personality for presentations.
- Proven success developing relationships to drive growth and new business.

**Required Experience:**
- 5 years in school furniture or contract furniture world.
- Solid presenter and closer.
- Proficient in Microsoft Office applications.

Please send your cover letter and resume in confidence to Molly@smithsystem.com

We are an Equal Opportunity Employer

**Rep Group Partner - New York, NY**

This is a great opportunity to become a partner in a long established rep firm in the New York City market.

**Pringle Ward**, a highly respected organization with high volume lines is looking for an experienced person to join our sales group as a partner. No financial investment is needed. A combination of ambition and experience will help to secure your future in office furniture. As a partner you will be a major part of our organization with the opportunity establish financial security.

For more information contact: Roy Lamendola
rlamendola@pringleward.com
212-689-0300 Ex. 217

**Interior Designer - Southern California**

**ERG International**, a leader in Contract Furniture Manufacturing located in Southern California, is looking for a creative person to join our team.

Qualified person must have a Degree in Interior Design with a minimum of 5 years work experience in the contract furniture industry.

Join us in enjoying the exceptional Oxnard beaches! Company will consider relocation assistance on an individual basis.

Interested candidates should contact ERG International by sending their resume and salary request via email to: sales@erginternational.com.
**TEXTILE DESIGNER - Orangeburg, NY**

Arc Com is a premier supplier of contract textiles and wallcovering. We have a proud reputation built on excellence, strong customer satisfaction, and expertise in developing innovative and high performance products for all contract markets. Arc-Com’s corporate office is located 15 minutes north of the George Washington Bridge, in Orangeburg, N.Y.

The Arc-Com Design Team creates and introduces innovative and high performance textile products for the corporate, hospitality, healthcare and institutional markets. We are expanding our Textile Design Team and are looking for a creative Designer to work on product development.

**Position Requirements:**

> Foundation knowledge of the contract industry
> Ability to create and modify artwork digitally is essential
> CAD experience, specifically Photoshop & Illustrator.
> Excellent Pattern and Development skills.
> Strong color sense.
> Experience in woven textiles and fabric constructions.
> Knowledgeable with test requirements. Flammability, Crocking, Colorfastness, and Abrasion.
> Experience working with contract textile mills.
> Excellent follow-up and communication skills.
> Strong organizational and analytical abilities.
> Must have own transportation.

Please email resume to Niacovone@arc-com.com.


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**SOLDIER SPECIFIER - NYC**

Furniture Consultants is looking for a new career minded designer/specifier to join our design team. Applicants must have a bachelor’s degree in architecture, interior design, or industrial design.

The ideal candidate would have experience in contract furniture, systems furniture and the design of commercial spaces. We are a NYC based dealership representing hundreds of manufacturers. Our services include space planning, specification of different furniture and wall systems and custom designed solutions.

We are looking for a creative problem solver with close attention to detail. Proficiency in AutoCAD is a must. Expertise with a variety of software packages, including Project Matrix, CET Designer, Team Design, and Microsoft Excel highly desirable. Proven ability to interface and communicate effectively with manufacturers, clients, design firms and internal team members is a must.

Interested candidates should send a resume to: Sylvia.herrera@e-fci.com

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**SALES REPRESENTATIVE - Philadelphia**

Momentum Group, a leading supplier of contract textiles, is growing and seeking a new Sales Representative in Philadelphia, PA.

**Position Purpose:**

To provide best in class service to client base including furniture manufacturers, designers, purchasing firms and end users via product/industry knowledge, introduction of new product, knowledge of new technologies and innovation as it pertains to textiles and the specification process. Increase profitable sales as designated in the strategic plan, as well as working within expense guidelines unique to each territory.

**Qualifications:**

> Bachelor’s Degree
> 2-3 years of industry experience in a contract/commercial market.
> Candidates with experience selling contract textiles or dealer sales persons highly desired.
> IIDA and/or NEWH membership or affiliation desired.
> Must live Philadelphia, PA
> Excellent presentation Skills Required
> Must be computer proficient
> Online Applications only!

Multi-Line or Direct Sales Representative - Textiles/Wallcoverings - Eastern PA/Delaware/Southern NJ Territory

Carnegie, a leading textile/wallcovering company is seeking multi-line or direct representation in the Eastern Pennsylvania/Delaware/South NJ territory. Sales experience in the A+D community is required. Candidates must be self-motivated, entrepreneurial, with excellent communication and interpersonal skills. Interested candidates should submit their resume along with a cover letter to Erika Gaies, Vice President Sales: egaies@carnegiefabrics.com.

Multi-Line or Direct Sales Representative - Textiles/Wallcoverings - Colorado/Utah Territory

Carnegie, a leading textile/wallcovering company is seeking multi-line representation for our Colorado/Utah territory. Sales experience in the A+D community is required. Candidates must be self-motivated, entrepreneurial, with excellent communication and interpersonal skills. Interested candidates should submit their resume along with a cover letter to Leah Van Loan, Executive Vice President Sales: lvanloan@carnegiefabrics.com.

Sales Assistant - San Francisco

Carnegie - The Sales Assistant will be responsible for assisting with all aspects of sales operations and providing support to the Sales Representative in the Northern California Territory. This position entails assisting with various sales related tasks and providing exceptional customer service to our clients.

Required Skills: 1+ years experience in Textiles, Interior Design, Architecture, or related fields. Exceptional organizational, time management and customer service skills. Please send cover letter and resume to Heather Williamson, at hwilliamson@carnegiefabrics.com.