Business Resilience – Design Thinking – Disruptions

A resilient organization can provide an additional anchor to a return to normalcy for individuals in times of disruption; the more resilient individual, in turn, increases the resilience of the organization. Can we apply design thinking to business resilience? In a follow-up article exploring workplace adaptation and resiliency in times of crisis, Sven Govaars turns our attention to design thinking and the role it can play in clarifying the resiliency context and developing potential business continuity solutions.

FULL STORY ON PAGE 3...

A 2017 Knoll Reunion

officeinsight Publisher Bob Beck recounts a tale many of us in the A&D community know very well: attending a reunion with people who have created lifelong friendships and memories together, at work and beyond. This particular reunion, held at the Knoll showroom in New York City, and its guest list, may remind some of what a meaningful reunion looks and feels like – a true celebration of relationships and work and life.

FULL STORY ON PAGE 12...

Healthy Materials Lab at the New School

At the heart of the sustainable and healthy materials movement is research, science and evidence. The information about chemical toxins in our materials and their effects on the environment and humans already exists. But we’re all still building up our personal knowledge of these things, and we’re still in the process of deciding how we plan to apply that knowledge to whatever we’re working on. The Healthy Materials Lab, formed at the Parsons School of Design at The New School, is creating a space for architects, designers and students to explore their relationships with healthy and unhealthy building materials – and how they might work with healthier materials.

FULL STORY ON PAGE 27...
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Carnegie Xorel
“To succeed consistently, [we] need to be skilled not just in choosing, training and motivating the right people for the right job, but in choosing, building and preparing the right organization for the job as well.” Clayton Christensen, The Innovators Dilemma

When Clayton Christensen wrote “The Innovator’s Dilemma” in 1997, he wasn’t talking about natural disasters like hurricanes, fires, floods or earthquakes. And he wasn’t talking about man-made disasters like political, social or economic events that create panic, chaos and crisis, either. No, he was talking about disruptive innovations like emerging technologies, new business models and external competition. He was talking about the forces that rapidly create new opportunities or cause businesses to fail. He was talking about resilience.

As a strategic thinker, I can’t help but see the connection between the volatile events we are facing today and the business disruptions Christensen prophesied 20 years ago. It’s been a month now since my first article in the aftermath of Hurricane Harvey, “Workplace Adaptation in Times of Crisis – Resiliency in the Face of Chaos.” Since then we have seen momentous disasters and instability that continue to test just how flexible workers and their companies really are in times of disruption.

In this article, we turn our attention to design thinking and the role it can play in 1) clarifying the resiliency context (see diagram) and 2) developing potential business continuity solutions. But first we must be sure we are solving the right problem and that we know the central question. To be successful, we need to surrender our traditional notions of problem solving and embrace design thinking. It provides a simple structure that is generative and iterative – not linear – to innovate creatively.

Design thinking is an approach to problem solving designers use every day and encompasses many of the same steps used to solve complex issues in other professions. IDEO defines design thinking in the following way: “Design thinking is a process for creative problem solving. Design thinking utilizes elements from the designer’s toolkit like empathy and experimentation to arrive at innovative solutions. By using design thinking, you make decisions based on what future customers really want instead of relying only on historical data or making risky bets based on instinct instead of evidence.”

IDEO CEO Tim Brown continues, “Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

As a strategy consultant to organizations facing change, I have seen the power of design thinking to shift managers and leaders from average problem solvers to exceptional solution finders. It is not a natural way for a manager or leader to think because they were taught to think about management differently. At first, they are put off by the “black box” of design thinking and feel it is more appropriate for design than business. Once we turn the black box into a simple process model we can work together to solve even the most complex organizational problems. Let’s explore for a moment the shift needed to adopt a new way of thinking.

So, what is the problem we are trying to solve? What is the central question around business resilience?
For the most part, companies are built for stability, predictability and control (see "Workplace Adaptation in Times of Crisis – Resilience in the Face of Chaos (officeinsight)"), and this is important for business continuity. Business leaders are trained to put systems and processes in place limiting variation in operations and results. The problem is that what makes this work so well for achieving revenue and lower costs gets in the way of innovation and creativity, which are important when thinking about the future organization. To add to the difficulty, the decade-old models for business and work are evolving. In times of rapid disruption and volatility you lose predictability and control, which is not comforting for the manager or leader that has placed trust in a replicable, supply chain-based business model.

This is where design thinking can help. Contrary to what business leaders are taught about organizational management and the need for control, design thinking allows managers and leaders to continue deploying their business model and, at the same time, apply design thinking to alternative strategies for the future. If finding better solutions for business resilience are important to the organization, then current thinking must change.

Disruption and volatility are proving to be a “new normal” that demands rapid recovery and business continuity strategies prepared in advance. The organization needs to be “in solution” and not seeking solutions when time is of the essence. Moving quickly will ensure fewer lost work days and lost revenue with a business resiliency strategy in place.

If we apply design thinking to business resilience we can change the conversation.

“It is better to know some of the questions than all of the answers.” – James Thurber

Most designers are familiar with design thinking, and there are good resources available for research and training just by searching the internet. Simply, we use a series of statements or questions in a preset order to move from problem identification to possible solutions and implementation. We use three broad categories to hold five statements:
1. Basis of Understanding (How things were – How things are today),
2. Knowledge Transfer (How things might become – What matters most), and
3. Action Planning (What can we do – How do we get there)

A similar approach is one outlined in “Designing for Growth: A Design Thinking Tool Kit for Managers” by Jeanne Liedtka and Tim Ogilvie:
1) What is,
2) What if,
3) What wows, and
4) What works

When using these four questions for business resilience, we begin with “What was” to capture relevant information before the disruption and then explore current reality.

It’s imperative to understand that design thinking cannot solve every problem, and it is helpful to separate the complicated from the complex. If you know the solution to a problem that is easily definable – you should go ahead, solve it and move on; that is an example of a complicated problem. If you are not sure you have all the information you need, if you are not sure you are even solving the right problem, or if no one can agree on what the actual problem is, let alone jumping to solutions without the possibility of implementation, design thinking is the tool to use. These are examples of complex problems.

In times of crisis, business resiliency is complex because the organization and the people need to be aligned.

Imagine the following discussion to illustrate. Around a conference table sits a facility manager, an ecologist, an engineer, a psychologist and a business leader. The facility manager defines resilience as the speed with which critical systems are restored after a major disturbance. The ecologist suggests resilience is an ecosystem’s ability to keep from being irrevocably degraded. The engineer says resilience
research

is the degree to which a structure like a bridge or building can return to a previously set baseline after being disturbed. And lastly, the business leader asserts that resilience means putting into place data backups and resources to ensure continuous operation in the face of disaster. All are reasonable definitions and all, from their respective points of view, could yield viable solutions (adapted from “Resilience” by Andrew Zolli).

The issue is each person came to the table with a unique solution, and it was difficult to find a common starting point for shaping real choices. Without a translational definition that encompasses the range of viewpoints, we cannot develop a common vocabulary (basis of understanding) to move forward. And, without an agreed upon lexicon, we weaken our sense of purpose, limit our trust, and challenge our ability to communicate effectively. The good news is that design thinking will surface solutions for agreement and deployment with transparency and integrity.

The core of any organization is the sum of its workforce. So how do we determine how to support or provide the physical and/or emotional help needed during times of crisis? Which can the employer provide? Which can the team provide? Which can the community or even government provide? While physical and emotional needs are intertwined, how best are they approached? How can we harness the collective energy of the workforce to help individuals bounce back?

This is traditionally done through the push and pull of information, but resilient people and adaptable organizations share certain characteristics: 1) they bounce back from major disruptions, 2) they are proactively flexible to react to changing circumstances, 3) they respond well under pressure when prepared ahead of time, and 4) they focus on what matters most for business continuity of the organization – the people.

Workplace design may not encompass the range of solutions necessary for adapting in times of disaster, disruption, crisis and chaos, but it certainly can enable more adaptable work environments for training resilient workers and clients. Maybe as business leaders, strategists, designers and managers, we should be leading the conversation. It is clear we each have our own point of view and role to play. Yet time and time again in the face of disruption, we see barriers dissolve, we see hands extend, and we see the energy of the collective summon to help the individual. This is no different that business resilience.

One of the significant findings in the Gensler 2016 U.S. Workplace Survey was that workplaces can be character-
ized as an ecosystem comprising three factors: 1) diverse spaces, 2) community empowerment and 3) investment in the individual workers (see www.gensler.com). These factors are the same whether we are talking about innovative workplaces or resilient workspaces (see workplace fundamentals diagram). While the look and feel may differ from space to space, the concepts, settings and organizational components are similar. The fundamentals that drive innovation and creativity are the same fundamentals that strengthen resilient workspaces.

It might be useful to think of the business resiliency conversation in the context of everyday organizational and workplace strategy. Disasters focus our attention on what matters most now – taking care of people, how they feel, and if we get through recovery okay then how do we get the business running smoothly. Flexibility and agility are key traits of both, and we should adapt our work environments today. Every day organizations are faced with disruption and chaos, and it doesn’t require a catastrophe to desire resiliency. Our attention is acute now, like a microscope. Disasters, natural or man-made, may or may not repeat but we should be prepared, pull back a little – think telescope – to view options for recovering quickly and continue the business of the business.

Business continuity depends on resiliency, agility and mobility. If we are going to navigate unforeseen changes, we must find ways to train our people and create transition workspaces for training to insure business resilience before we are faced with disruption. These are the same skills we use when moving from assigned workplaces to

**WHEN OUR WORKPLACE IS COMPROMISED**

**PLACE-BASED**

workforce → workplace → marketplace

**PEOPLE-BASED**

workspace ← workforce ← marketplace

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unassigned or activity-based environments. The fundamentals used to create flexible work environments today are the same ones required to create workspace resiliency.

The evolution of workplace and workforces has been a seven-year study culminating in the “free range” concept (please see Bradford Powell’s “A Random Walk: Gensler Houston at NeoCon – The Idea of Progress” in officeinsight) and the NeoCon Chicago seminar this past June (please see “Don’t Fence Me In: A Neocon Presentation by Gensler Houston” by Mallory Jindra in officeinsight).

What we discussed then as a change in work styles and work settings to further wellbeing and profitability for a company is also the basis of a resilient organization. The “free range” concept is a useful stepping stone to alternative, resilient workspaces. Since laptops, cloud computing and other mobility tools are in place as part of the daily infrastructure, they would be readily used in times of disruption and volatility. We know this would not be enough; even coworking locations could become part of the solution if they are accessible. We need to put our best minds on the resolution of crisis situations for businesses.

We are all aware of the argument that facility design is integral to health and wellbeing. We also know that space optimization reduces real estate costs for an organization. What is not as well known is that providing choice in work settings for people to work where, when and how they need to meet their work style and work outputs can serve as training for resiliency in times of disruption. We can promote alternate work arrangements for many reasons, and business continuity in times of change should be a critical driver as a critical success factor for organizational resilience.

If we empower our workforce to work wherever they work best during times of disruption and keep in mind that work is what you do, not where you do it, then we are promoting business resilience. An agile workforce combined with adaptable workspaces prepares an organization to be mobile and flexible.

A resilient organization can provide an additional anchor to a return to normalcy for individuals in times of disruption; the more resilient individual, in turn, increases the resilience of the organization.

To foster business resilience, the design thinking approach clarifies when a system or process should be stable and when flexibility should be integrated, to help people know the difference so they can make better choices, support the organizations stories of business resilience success, and provide tools to strengthen everyone in the organization.

“If I had an hour to solve a problem I’d spend 55 minutes thinking about the problem and five minutes thinking about solutions” – Albert Einstein

Sven Govaars is an organizational design and change strategist at Gensler creating highly productive work environments. He actively works with leaders facilitating transformation in their organizations. He is known for generating insights and amplifying the strength of high profile teams. Sven has a proven ability to solve complex problems using collaborative methodologies that inspire, teach, and inform successful outcomes. Go to Free Range Workspace for more on Sven’s work or to reach Sven email him at sven_govaars@gensler.com.
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A 2017 Knoll Reunion

by Bob Beck

Except for a few years spent “wondering in the desert” immediately after college, this is the only industry I’ve been in, so maybe I’m wrong. But I’ve often thought the workplace design and furnishings industry is unique in the length, depth and breadth of the friendships formed among colleagues at the companies and design firms that comprise it. As people move around the industry those friendship bonds provide the matrix that makes our industry a great place to enjoy a career.

I worked at Knoll from 1972 through 1985. That’s only 13 years spent at a company with the last year having been 35 years ago. And yet when I got the invitation announcing a Knoll reunion I couldn’t imagine not going.

This has been a sad year for us old Knollies. Our dear friend and colleague Brian Lutz passed away in January, and then in March Jeffery Osborne joined him. Both of them had enjoyed an exceptionally wide circle of influence and friendship within the ranks and as a consequence their funerals became virtual Knoll reunions with XKE’s (Ex-Knoll Employees) traveling from all over the country to attend. And on those sad occasions, talk of some sort of non-sad-occasion get together started to percolate.

But talk leads nowhere until someone decides to actually do something about it, and in the case of the recent Knoll Reunion that somebody was not an XKE at all, but rather current employees Janet Bennett and Stella Boyiantzis. They decided to take on the project and with others started drawing up a list of people to invite. I’m told they got to 30 names very quickly, and then as they started to share the idea with others the list just kept growing. I’m not sure how many ended up being invited, but in the end 73 former and current Knoll employees showed up.

At NeoCon HNI honored the retirement of Kevin Stark, and I wrote in officeinsight that it’s too bad more companies don’t think to host such events at venues like NeoCon when friends from around the industry can attend (see officeinsight June 26, 2017, Page 6). But I get it…it’s really a big enough deal for a company to hold the likes of an annual picnic to “give back” to employees without trying to entertain the whole world of current and former employees (or “members” as companies are now inclined to call employees).

Thus our reunion was unofficial. That is, while Knoll graciously allowed us to hold it in its New York showroom, it
was not a Knoll company event per se. Those of us who attended chipped in for the plentiful and excellent catered food and drinks.

When I told my good friend Carl Magnusson I’d be flying in from Dallas for the reunion, he invited me to save the hotel bill and stay with him and his wife, Emanuela. This is how we roll. Unfortunately for Carl, being the dotard I am, I was convinced and I eventually convinced him that the reunion started at 4:00pm. When he asked me who would start an event at 4 o’clock, I wittily responded, “Someone throwing a party for a bunch of geriatric XKEs.” It turns out the party started at 6:30, so when Carl and I showed up at 4:00 we were politely invited to get lost for a couple of hours. So we did what any self-respecting Knollie would do; we headed over to the Seagram’s Building and The Grill, the newly refurbished Philip Johnson Four Seasons bar, for a drink or two (see the NY Times Review).

On our return the party was in full swing. The hugs and happy kisses as old friends reconnected continued throughout the evening as the life updates and what we’re doing now stories flowed like wine. Some wine flowed too, but not too much. I can only speak for myself, but I was having too much fun to bother getting drunk.

The setting was perfect. No matter in which era of the company history you participated, there were plenty of physical artifacts to make you feel at home. Furniture from Saarinen to Rockwell adorned the space and a big mural of Hans and Florence Knoll oversaw the whole thing…always modern.

One of the biggest hits of the night was a slide show of old photos Janet had invited people to send in. It was running on several projectors around the showroom and crowds were gathered at each one laughing and pointing and reminiscing together.

So here are some pictures from the night; perhaps for the slide show at a future reunion. My only regret is that not every person is represented here. For those of you who don’t see yourself, accept my apologies and take it up with those who are in more than one picture!

A huge thanks to Knoll for allowing it and to Janet Bennett for doing the heavy lifting in making the party a success and Vincent McDowell for the photos. And to everyone who attended, it was great to see you. Let’s not wait so long for the next one.
Carl Magnusson and me killing time at The Grill in the Seagram’s Building

Betsy Nebel, Mary O’Grady, Ann Issackedes, Kathleen Robinson, Stella Boyiantzis, and Susan Blumenfeld
events

Debbie Gordon, Lillian Neimeth, Suzanne Berman, Ann Issackedes, Bob Chevalier, Susan Blumenfeld and Dan DeClercq

Jim Lutz, Annette Schaich, Jennifer Roth, Peggy O’Hara, and Mindy Rynasko
events

Luis Mesa, Charles Rozier and Jana Goldin

Linda Neely, Karla the Losen, Paola Eisler
Robert Reuter and Susan Gsell

Katie Lochman and Liz Needle
events

Michele Reich, Coco Kim and Karla the Losen

Susan Blumenfeld, Chuck Hyman, Debbie Gordon, Lillian Neimeth, and Stella Boyantzis
A slide show of the halcyon days when we were young drew crowds throughout the night. Photo by Vincent McDowell, COUNTRY SKYLINE.
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Healthy Materials Lab at the New School
by Mallory Jindra


At the heart of the sustainable and healthy materials movement is research, science and evidence. The information about chemical toxins in our materials and their effects on the environment and humans already exists.

But we’re all still building up our personal knowledge of these things, and we’re still in the process of deciding how we plan to apply that knowledge to whatever we’re working on.

The Healthy Materials Lab, formed at the Parsons School of Design at The New School, is creating a space for architects, designers and students to explore their relationships with healthy and unhealthy building materials.

“By advocating for a dramatic reduction of toxins in the building industry and promoting increased transparency for all building product ingredients, this initiative aims to transform the way that building products are manufactured and to support the creation of new materials,” the Lab’s website reads. “Through optimizing the health and transparency of building materials in the entire supply chain, the lives of all people will become healthier. The Healthy Materials Lab at Parsons School of Design is endeavoring to integrate product research, innovative design ideas, and a range of communication design strategies to show how designers can make positive contributions to healthier environments for everyone.”

From what we can see, the Lab’s primary tools and resources exist online in a well-organized website; visit healthymaterialslab.org.

The Lab maintains a searchable Resource Library, making available to the public a digital collection of tools and information to help designers, architects, developers and building owners/users make more informed choices about building materials and health. The library is filterable by resource type, topic area and source. The website also keeps track of all of the projects the Lab is currently working on, and has a super helpful glossary of terms, for looking up something specific or simply browsing.

Resource Library

The Resource Library is a digital collection of tools and information to help designers, architects, homeowners, and developers make more informed choices about building materials and health.

Search the resource library by keyword...

The Healthy Materials Lab maintains a searchable Resource Library available to the public.
A focus on healthy materials, and materials' effects on humans, is also making its way into educational institutions' foundational learning coursework. The Healthy Material Labs has also developed a new Certificate in Healthier Materials and Sustainable Buildings, a program of four courses intended to complement both existing Parsons degree programs and serve as continuing education for professionals.

The four courses focus on knowledge required to design more healthful interiors:

- Material and Human Health
- Building Products and Chemistry
- Healthier Material Design & Specifications
- Implementation Execution

The Lab's first official project is a collaboration with the Green Science Policy Institute, the Healthy Building Network, and the Health Product Declaration Collaborative; their goal is to improve the lives of residents living in affordable housing by reducing the use of toxins in the building product supply chain."

It should be noted that the numbers of organizations and standards intending to promote sustainable materials use are increasing as the topic becomes more widespread. The Healthy Materials Lab has a solid shot in becoming an impactful industry hub due to its tie to a higher ed institution.

The possibilities of using the Healthy Materials Lab to corral the power of other existing organizations and applying them to new design issues are endless. However, bringing those groups together and creating usable, comprehensive tools, in order to become a leading industry voice, is a sizable challenge. Check out the Healthy Materials Lab website and see what you think. Would you consider using the Lab as your primary source of healthy materials knowledge?

The Healthy Materials Lab website frames the toxic materials issue with a clear introduction to the variables and effects of materials and the chemicals in them.

**WHAT’S INSIDE? QUESTIONS TO ASK TO FIND THE RIGHT MATERIAL:**

- *What is it for?* Identify your needs.
- *Who is it for?* Design for health and identify substances to avoid.
- *Where does it come from?* Consider materials life cycle and energy consumption.
- *Will it last?* Does it need to be durable? Is it recyclable?
- *How much does it cost?* Is it affordable?

*Courtesy: Donghia Materials Lab, Healthy Materials Lab*
Huangfu and team studied links between workplace cleanliness and employee attitudes toward counter-productive work behavior (CWB). They learned, working with a group of participants in China, that “participants working in a clean environment tended to regard CWB as less acceptable than did those in a dirty environment, that is, a cleaner environment led to harsher judgment. Results suggested that there is a metaphorical association between environmental cleanliness and moral judgment.” This research confirms how important it is to consider “maintainability” when workplaces are being developed.


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.

**SUDOKU**

Fill in the empty cells so that every row, column and cube contains a digit from 1-9, without duplication. (Level: Easy)
PRODUCT INTROS

> Arc-Com’s Wall Surfaces Studio launched two new wall designs, Hashtag and Crossfield. Both feature a background texture, Hashtag, which is a convincing replication of a crisp woven linen textile. Hashtag (pictured) is a fun, extremely large-scale and bold contemporary pattern, made up of crisscrossed lines inspired by the “Hashtag” symbol. The three-color design incorporates both metallic and flat inks to bring dimension to the wall. Crossfield is a mid-scale woven textile inspired design overlaid with an interspersed, two-color tape yarn element. Read More

> Benjamin Moore introduced Notable™ Dry Erase Paint, a premium dry erase coating that can transform almost any surface into a dry erase board. Notable is made with a two-component, user-friendly formula that the company says is easy to erase and will not yellow over time or leave ghosting marks after erasing. It is available in 50-, 100- and 200-sq.ft. kits in white for a classic whiteboard look or clear to transform any of the 3,500+ Benjamin Moore colors into a dry erase surface. Read More

> Carnegie’s new Clean Slate dry-erase upholstery collection features colorways including blues, metallic and rich yellow-green tones. The collection’s inherent high-performance qualities allow most stains to be removed with simply a soft cloth while standing up to the harsh cleaning powers of bleach, alcohol, and other intense cleansers. Three new textiles offered all pass 300,000 double rubs Wyzenbeek, suitable for an array of high-traffic contract settings. Read More

Arc-Com: Hashtag

Benjamin Moore: Notable™ Dry Erase Paint

Carnegie: Clean Slate
officenewswire

Egan Visual: GlassWrite™ PowerPlane™ Height Adjustable Table

> Egan Visual’s new GlassWrite™ PowerPlane Table combines height adjustability with an all-glass surface. The GlassWrite surface features low-iron tempered safety glass (PPG Starphire®) for high optical clarity and reduced tint. Designers can specify almost any color or choose clear and specify a sub-glass plane in any of a number of wood veneers. To adjust the height, simply tilt the switch (two on every table for easy accessibility) or use the free Bluetooth® app. Read More

HBF: Gubi Beetle

> HBF officially launched its updated version of the classic Gubi Beetle chair last week during the celebration of its new NYC showroom opening. The original Beetle chair by designers GamFratesi was inspired by the shape, shell, and structure of the eponymous insect. It reinterprets the elements of the beetle’s body: rigid on the outside, soft within, and it was an instant classic on its first release by Danish manufacturer Gubi. Commonly seen with slim hairpin legs, the Gubi Beetle is now available with an elegant wood base. HBF’s revised design in partnership with Gubi also removed welts on the upholstery to create a more streamlined, minimalist silhouette. Read More

Interstyle Tile: Basho

> Interstyle Tile launched two new products: Earthenglass and Basho. Earthenglass is made of 100% recycled glass blended with clay and porcelain. Tiles are available in four standard shapes – square, octagon, rhombus and rectangle – in a variety of colors, sizes, and textures. Basho (pictured) was inspired by 17th-century Japanese haiku master Basho. It is a geometric glass tile with mixed surface finishes designed to render calm. Each 4”x8” tile is divided by a diagonal that balances two sides: glossy and matte. With six tone-on-tone colors, four contrasting colors, and left/right angled compositions, designers can mix and match options to form dynamic patterns out of triangles, diamonds and chevrons. Read More

Nevins: Oscar table collection

> Nevins introduced the Oscar table collection. Comprised of T-, C-, X- and Y-base tables, Oscar is available in numerous top finishes including laminate, veneer, solid surface, back-painted glass, natural stone, and KrysaltalCast®. Its notable design feature is a strong column that curves effortlessly into its elevated die cast feet, creating a stable foundation and striking presence. Power and data are routed through the column. Read More
Pallas Textiles: Essentials

>Pallas Textiles enhanced its Essentials Collection. Offering a palette of sophisticated neutrals and fresh color work, the collection features four patterns:

- *Arjuna*, named after the third Pandava brother from the Hindu epic Mahabharatha, is the lead elephant for a festival held in India. The textile features a large scale, deep grain, and soft buttery hand.

- *Déjà Vu* recalls the look and texture of an iconic linen cloth reinterpreted in a non-woven textile.

- *Icon* transforms a traditional two-color pattern into a rich dappled effect, for looks ranging from casual to formal.

- *Ooh La Lana* features a color-rich palette of sophisticated heathered colors in a wool blend construction with a soft hand. Read More

>Wolf-Gordon collaborated with the Museum of New Mexico to create its new Origins Woods collection, focused on the region’s weathered wood structures. Consisting of four digital wall-coverings, Origins Woods is printed on earth-friendly and breathable Terralon™, and will join the company’s Curated Collection. The patterns – Catalpa (pictured), Pawpaw, Tamarack, and Tupelo – are photographically realistic, inspired by the barns, fences and homes that are built of the material for siding, paneling, and flooring. The wood is presented in different configurations as lengthwise cuts and cross sections. Each of the four patterns is available in three standard color options and can be printed in a custom hue upon request. Read More

NOTEWORTHY

>Gabrielle Bullock was appointed as the president-elect for the 2017-2018 IIDA International Board. Ms. Bullock has made significant contributions in her roles at Perkins+Will over the past three decades and currently serves as principal and director of global diversity for the firm. A long-standing advocate for advancing diversity initiatives within architecture and design, she has spent her career focusing on complex and socially significant projects in the United States and globally. “During her tenure as an IIDA International Board vice president, Gabrielle has been a passionate, exemplary leader for the design industry as a whole,” said IIDA Executive Vice President and CEO Cheryl S. Durst. “She provides a high level of expertise and a distinct perspective that seamlessly aligns with the vision and mission of IIDA.” Read More

>Andreu World received a Red Dot award for the best brand communication. In a multi-day process, the 24 members of the jury of the Red Dot Award: Communication Design 2017 evaluated the communication and creative works presented by agencies, designers and companies from 50 participating countries. The judges awarded a Red Dot to Andreu World’s Stories project, particularly the publication of...
"Stories 1 and 2," highlighting its high design quality and creativity. Read More

>ASID welcomed seven new Supporting Partners: The Shade Store, Williams-Sonoma, Farrow & Ball, Smith + Noble, Twyla, Haiku and Bellacor. As ASID Supporting Partners, these industry leaders have the opportunity to engage, interact, and gain exposure to a diverse design industry audience while supporting the ASID mission to showcase the impact of design through digital communication, social media, and the ASID Partner Spotlight webinar series. Read More

>The 40th edition (and 20th anniversary) of CIFF, held last month in Shanghai, was visited by 91,623 professional visitors from 200 countries and regions. This represented an 8.18% increase in attendance over the previous edition. More than 400,000 square meters of exhibition space hosted 2,000 companies from all over the world. Read More

>dancker acquired the assets of Office Furniture Partnership, a furniture dealer in Morristown, NJ. As of Oct. 1, OFP was renamed dancker. It will continue to provide the same products and services for which it has become well known. “Our teams share a customer-driven value system and commitment to provide innovative solutions to address today’s business challenges,” said dancker President and CEO Steven Lang. “Our customers will experience a seamless transition as we continue to expand our ability to provide integrated solutions that connect people, space and technology to achieve better business outcomes.” Read More

>At 60+ EMCOR subsidiaries across the U.S., thousands of employees are wearing EMCOR Pink Hard Hats throughout October for Breast Cancer Awareness Month. As part of EMCOR’s 9th Annual “Protect Yourself. Get Screened Today” campaign, the company’s U.S. fleet of 6,000+ service vehicles will also display Pink Hard Hat posters with the campaign message. Among the participants are EMCOR Facilities Services (pictured) and Gibson Electric & Technology Solutions. Read More

>Herman Miller was recognized as one of the 2017 Working Mother 100 Best Companies by Working Mother magazine. This list recognizes companies for demonstrating progressive programs for their workforces in the areas of advancement of women, flexibility, child-care and paid parental leave. Employees at Herman Miller have seven formal flexible work options, 100% dependent care match (up to $750 annually), and a volunteer policy (16 paid hours per year) which can be used to help with a kid’s school or sports team. Emotional well-being classes, held on-site and via Skype, teach people about the need for work-life integration, self-care and stress management. More than 100 employees have been trained in “mental health first aid,” and can identify and assist colleagues in need. In addition to being included on the list, Working Mother has engaged Herman Miller’s Kerri Ploeg, corporate health manager, to speak at the WorkBeyond Summit Oct. 23-24 about Herman Miller’s mental health initiatives which support the emotional wellbeing of working parents and families. This conference culminates with the 2017 Working Mother 100 Best Companies awards gala. Read More
>IFMA, in collaboration with RICS, released the 2017 Benchmarking Report on Operations and Maintenance. Based on data from 2,000 survey respondents throughout the U.S. and Canada and including analysis of 98,000 buildings, the report provides definitive benchmarks for facility management professionals covering janitorial, maintenance, utility costs and sustainable practices. New subjects in this year’s edition include security operations costs and staffing, organizational characteristics, FM supervisory trends and FM department placement within the organizational structure. Read More

>IIDA announced the winners of its 2017 Healthcare Interior Design Competition. This competition honors and celebrates outstanding originality and excellence in the design and furnishings of healthcare interior spaces. This year’s competition also featured the first-ever Transformation and Innovation Award, which recognizes a project that is leading the industry and advancing healthcare outcomes. Parra-Müller Arquitectura de Maternidades in Madrid, Spain, was presented with the Transformation and Innovation Award for the Natural Birth Unit at University Hospital HM Nuevo Belén project (pictured). The Best of Competition winner will be announced and all winners will be celebrated at a special awards reception on Monday, Nov. 6 in the IDEA Studio at IIDA Headquarters in Chicago. Read More

>The IIDA Foundation is now accepting applications for the Anna Hernandez/Luna Textiles Education Fund Award. This award honors the memory of Anna Hernandez, the renowned founder and president of Luna Textiles, by advancing and celebrating the work of women in the interior design profession. The recipient will receive $5,000 on behalf of the IIDA Foundation. To apply, a candidate must be a female business owner whose firm specializes in interior design or product design. The recipient also must be available to accept the award during ICFF in New York, May 20-23, 2018. The deadline to apply is 5 p.m. Central Time on Wednesday, Jan. 31, 2018. Read More

>Kimball International received AchieveWELL certification through the Wellness Council of Indiana. The Wellness Council of Indiana is a wholly-owned subsidiary of the Indiana Chamber of Commerce. Companies that earn the AchieveWELL certification have established a corporate culture that encourages and supports employee health through worksite wellness programs. The Wellness Council of Indiana provides an independent assessment of wellness processes through AchieveWELL and the designation is divided into three levels: Three Star, Four Star and Five Star. Kimball International achieved the Four Star level. Read More

>Morbern has partnered with High Point, NC-based Greenhouse Fabrics in a program targeting the contract furnishings market. Greenhouse, a fourth-generation, family-owned fabric distributor, mainly serves the needs of the residential market, selling to upholstery shops and interior designers. Future growth plans include the support of Morbern to move into the contract furnishings market. The program, called Connections, provides cut yardage from approximately 80 Morbern skus including bestsellers Allante and Knock-out along with some new selections such as a flame-retardant ingredient free vinyl and one that performs both indoors and out. Read More

>Perkins+Will announced that Denver-based Sink Combs Dethlefs, a national leader in sports, recreation, and entertainment architecture, has joined the firm. Denver now becomes the home of Perkins+Will’s 24th design studio. The merger significantly bolsters Perkins+Will’s visibility in the Rocky Mountain West region and is part of the firm’s strategy to meet growing global
demand for design that promotes holistic human health and wellbeing. It comes at a critical time in the architecture, design, and construction industry, where historically distinct project typologies, disciplines, and practice areas are now blending in both form and function. For example, academic buildings are adopting active workplace design trends; corporate interiors are borrowing design elements from health and wellness centers; healthcare facilities are taking design cues from the hospitality sector; hotels are incorporating aspects of sports and recreation; athletics and entertainment facilities are serving as community anchors in walkable, mixed-use urban developments; and so on. By combining firms, Perkins+Will and Sink Combs Dethlefs can cross-pollinate services to meet these overlapping market needs.

> The Savannah College of Art and Design received the No. 1 national ranking of its undergraduate and graduate interior design programs for 2018 by DesignIntelligence. This marks the sixth year since 2008 that SCAD's interior design department has achieved the top ranking at both the undergraduate and graduate levels, garnering more No. 1 rankings than any other university. Interior design was one of SCAD's original eight programs, and nearly 40 years later, is one of the university's highest enrolled, with nearly 600 students studying across SCAD's global campuses. "The story of SCAD begins with interior design," said SCAD President and Founder Paula Wallace. "I created SCAD to provide generations of artists and designers with learning environments and experiences that are delightful, intentional, and professionally focused. With another record-setting No. 1 ranking by DesignIntelligence, and our stellar 98% alumni employment rate, we continue to affirm one essential industry truth: SCAD is the preeminent source of knowledge in interior design and all the building arts." Read More

> Sherwin-Williams named Oceanside SW 6496 its 2018 Color of the Year. A fusion of rich blue with jewel-toned green, Oceanside SW 6496 is inspired by wanderlust, offering a sense of the familiar with a hint of the unknown, bridging between old and new, light and dark. "Green-blues in deep values, such as Oceanside, respond to changes in light, which is a quality that creates intense dimension," says Sue Wadden, director of color marketing at Sherwin-Williams. "It is a tremendously versatile color, and harmonizes with other diverse color groups." Read More

**RE-SITED**

> Christina Kolkas joined Ware Malcomb as director, Interior Architecture & Design in the Toronto office. In this position, she is responsible for the growth and management of the Interior Architecture & Design Studio, business development, and overseeing all interiors projects for the office. Ms. Kolkas has more than 12 years of experience in interior architecture and design. She has designed and managed
numerous projects from the schematic design phase through completion, and is well versed in all processes of design, permit, and contract administration, with extensive experience in the commercial and corporate sectors, along with government, retail and residential design. Read More

> Alexandra Lee joined Sasaki’s nonprofit Hideo Sasaki Foundation as executive director. Ms. Lee, formerly executive director of the Kendall Square Association, will guide the Foundation in a new direction. The Foundation, created in 2000 after founder Hideo Sasaki’s passing has most notably supported academic programs at the Boston Architectural College and research grants at the Society for College and University Planning through the Perry Chapman Prize. With Ms. Lee, the organization will establish a more expansive research agenda and seek new partners to drive innovation. One facet of this effort includes the launch of the new Sasaki Incubator, one of the first of its kind within the design industry, at the firm’s Watertown, MA headquarters. Read More

> Studio Ma unveiled its concept for Arizona State University’s planned Interdisciplinary Science & Technology Building, or ISTB-7. An interdisciplinary science and research complex with a vast atrium biome full of plants and water, bringing together regenerative and bioclimatic technologies, ISTB-7 is conceived as a highly sustainable science and technology center for the ASU Tempe campus. The transit-oriented solution includes a light rail station, and the structure’s climate-responsive, regenerative technologies transform it into a source of energy, water, carbon and other nutrients. According to Studio Ma, the design ensures that the building will produce enough carbon, energy, water, and waste to achieve triple net-zero performance. To do so, ISTB-7 building materials absorb carbon and convert it to life-giving nutrients for durable materials and enriched soil. Its atrium biome purifies waste air, and a wetlands landscape recycles water using natural, bio-based methods. Rainwater is collected, and sun shades keep the interiors cool and comfortable. Read More

> DIRTT, with its local California partner One Workplace, was selected by Sutter Health for the comprehensive interior construction of a new medical office building in downtown San Francisco. The facility, Sutter Van Ness Medical Office Building, is being built by northern California healthcare organization Sutter Health, and its affiliate California Pacific Medical Center. DIRTT is set to manufacture and construct seven of the building’s nine floors, equaling approximately 158,000 sq.ft. of space. With the exception of fire walls, those seven floors will be constructed entirely of DIRTT and will include medical exam rooms, treatment rooms, rest-rooms, and offices. DIRTT will also meet various specialized construction requirements such as lead-lined walls for radiology and a copper mesh lined MRI room. This project adheres to the highly collaborative Lean Construction process. DIRTT’s 3D design and manufacturing software is being used to visualize and understand the space, while integrating all design disciplines for a more efficient project flow through to the end of construction. Included in the lean approach is the mitigation of material waste. If the interiors were conventionally built, approximately 100,000 pounds of virgin drywall waste would
The precision of manufactured construction virtually eliminates the creation of that waste.

“Part of the reason we chose to go with DIRTT is we believe their approach can collapse our schedule by three to four months on the jobsite,” said Michael Shanahan, Senior Project Manager of Sutter Health. “That alone means approximately half a million dollars in savings.”

“This will demonstrate DIRTT’s speed, quality and sustainability on a very large scale in the medical environment, unlike anything the construction world has seen before,” said DIRTT CEO Mogens Smed. “This is a testament to the incredible power of our technology-backed method and what it can do for our clients.” Installation is scheduled to occur in 2018.

&Dyer Brown designed a new innovation center for Stanley Black & Decker in Boston’s Innovation & Design Building. The new 5,100 sq.ft. facility, officially named the Stanley Security Futures Innovation Factory, conducts technological research in automation, adaptive manufacturing, and artificial intelligence. Dyer Brown conceived a neutral and lightly finished backdrop for the R&D collaboration spaces, with accents of the company’s signature yellow and black, natural wood-topped workstations, exposed concrete floors and industrial pendant lighting. The designers worked closely with Stanley Black & Decker to ensure the space would be uplifting and highly functional, accommodating its needed research equipment and mechanical and electrical capacity. According to Dyer Brown President and Director of Design Brent Zeigler, the innovation center will further benefit by being in Boston’s I&D Building, home to Autodesk and GE as well as the MassChallenge Headquarters, a nonprofit partner focused on start-up business acceleration. Stanley Black & Decker has begun a partnership with MassChallenge, fitting out the entire market space with Stanley tools and offering mentorship services to MassChallenge companies, creating opportunities to catalyze ideas and collaborate.

&Móz Designs created two new metal partitions for the corporate office space of Maximus in San Francisco. Maximus Real Estate Partners is the fastest growing real estate investment and development company in the San Francisco Bay Area. For the design of its corporate office, Studios Architects aimed to support the company’s green building initiatives by sourcing only locally and sustainably manufactured products. As neighbors in the Bay Area, Oakland-based Móz Designs’ provided Laser Cut matte black aluminum panels finished with its Morph pattern to create a bold dotted gradient effect. The metal sheets were applied in two ways – as a flat partition and as a curved partition to fit a custom angle.
EVENTS

>Carrier Johnson + CULTURE, as part of its new office launch in Los Angeles and on the occasion of the Urban Land Institute’s annual convention, will host a combination party and brainstorming session on Tuesday, Oct. 24, 6:00-8:00 p.m. Titled “UTOPIA / DYSTOPIA: L.A. NOW,” the event is planned as a fun, interactive session for real estate leaders to discuss the future of mixed-use development in Los Angeles. Participants will include developers, building owners, architects, and branding specialists. Highlights of the event will be published in 2018. Read More

>Dyer Brown Senior Project Manager Jen Taylor will join colleagues from the engineering firm Arup to discuss sustainable and high-performance workplace design at both IFMA’s World Workplace Oct. 20 and NeoCon East Nov. 15. The team will make the case for multiple certifications under LEED, Fitwel and WELL, which offer compelling benefits to any workplace client, their employees, and their bottom line. Read More

>IFMA’s 2017 World Workplace Conference and Expo, Oct. 18-20 in Houston, will include eight educational sessions on emergency preparedness and business continuity. According to IFMA, 43% of businesses that close their doors following a natural disaster never re-open, yet 81% of the organizations IFMA surveyed did not have an up-to-date emergency preparedness and business continuity plan. In the wake of destructive hurricanes Harvey, Irma Jose, and Maria, IFMA noted that the courses offered at World Workplace can make all the difference for FM professionals in preparing for and recovering from natural disasters including hurricanes, earthquakes and fires, as well as events like terrorist attacks, active shooters and more. Read More

>IIDA NY Albany City Center will present a CEU event “The Tile Industry and Building Green” at Daltile Thursday, Oct. 19, 5:30-7:30 p.m. This course will explore the sustainable attributes of ceramic tile and the ways it can contribute to LEED V4. It
officenewswire

The second edition of Salone del Mobile.Milano Shanghai, Nov. 23-25 at the Shanghai Exhibition Center, will showcase 109 top Italian brands (+63% compared to last year). The show will feature will feature Salone-Satellite, highlighting up-and-coming under-35 design talent, and Master Classes, a three day educational program featuring three internationally known architects and designers (Giancarlo Tintori, Mario Bellini, and Piero Lissoni). Show organizers officially announced the program during their recent Red Night Party in Shanghai. The event was attended by the Italian Ambassador to the People’s Republic of China Ettore Francesco Sequi, President of Salone del Mobile Milano Claudio Luti, General Manager of Salone del Mobile Milano Marco Sabetta, Exhibitions Director of Salone del Mobile Milano Andrea Vaiani, President of FLA China Roberto Snaidero, Curator of Salone Satellite Marva Griffin, President of VNU Exhibitions Asia Ltd. co-organizer of Salone del Mobile Milano Shanghai David Zhong, Italian Trade Commissioner in Beijing & Coordinator of ICE Offices in China and Mongolia Amedeo Scarpa, and Trade Commissioner of Italian Trade Commission Shanghai Office Massimiliano Tremiterra.

Read More

Salone del Mobile: Milano Shanghai Red Night Party

London Build, the leading construction and design show for London and the South of England, takes place Oct. 25-26. Free to attend, the show features more than 150 conference speakers and workshops; more than 300 exhibitors; and seven Summits covering Future London Infrastructure & Construction, BIM & Digital Construction, London Build Sustainability, Interiors & Fit-out, Fire Safety, and more. Organizers expect more than 20,000 registered attendees.

Read More

will also explain the Environmental Product Declarations and Health Product Declaration processes and compare the Life Cycle Analysis of ceramic tile to other flooring materials. Read More

Salone del Mobile: Milano Shanghai Red Night Party
RAYMOND JAMES BRIEF 10.3.17

August 2017 BIFMA: Net Orders Booked +3%; Net North American Sales +2%; Market Forecast Raised

Analysts: Budd Bugatch, Bobby Griffin

> This month’s orders and sales statistics were derived from 53 companies, compared to the 53 companies in July’s report.

> As a reminder, 17 months ago, beginning with its April 2016 report, BIFMA broadened the scope of the survey to include North America (U.S., Canada and Mexico) companies versus the previous practice of U.S.-only products. The new reporting format also broadened the categories covered in the survey to include institutional furniture in verticals such as healthcare and education.

> According to the BIFMA report, August net North America orders booked increased 3% y/y, an improvement from the +0% y/y increase last month. The two-year stack growth rate for orders increased to +9% compared to July at -7%. Orders for companies with more than $150 million in annual sales increased 4% y/y, while net North America sales for companies with $25-50 million in annual sales increased 9%.

> August net North America sales (formerly called shipments) were +2%, up from the +0% year-over-year sales growth reported in July. The two-year stack growth rate for net sales increased to +5% in August from -2% in July. Net North America sales for companies over $150 million in annual sales increased 2% y/y, while net North America sales for companies with $25-50 million in annual sales increased 6%.

> The data given in this report are percentage changes only; under the old reporting prescription, BIFMA previously attempted to provide dollar-size industry orders and shipments on a monthly basis. In mid-June 2017, BIFMA provided historical (under new reporting method) market size estimates for 2013-2015, a preliminary market size estimate for 2016 (will be “finalized once government source data is available”), and a forecast for 2017 and 2018.

> Discussion and Our Take on Industry Trends: Year-to-date, North American orders and sales are up 3.0 and 1.5%, respectively. While encouraging, the August report is only one data point. Echoing recent reports, we continue to believe the best description of the near-term office furniture environment is choppy and weaker than overall macroeconomic environment would suggest. The underlying economic factors and other measures that historically correlate with office furniture demand (employment, corporate profits, and non-residential construction, etc.), while they have leveled off in recent months, are flashing green and would normally point to a relative robust office furniture environment. Nevertheless, as long as the underlying fundamentals continue to flash green, we can still hold onto the belief that business will (or should) get better.

> CEO confidence according to Chief Executive Magazine is 7.00 (1-10 scale, with 10 being the highest) for July 2017 (latest data available) versus 5.69 last year. The index has

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continued to level off since April amidst uncertainty of Trump Administration’s ability to push policy following the failed healthcare bill, geopolitical turmoil, and domestic tension. Therefore, the probability of the administration’s prospective pro-business policies, mainly tax reform, is questioned by business leaders. A change in the tax code that includes allowing immediate expensing of certain capital expenditures would make a large capital investment like office furniture more attractive.

>According to Reis, net office space absorption was positive by ~39 million in 2016 and is forecast to improve in 2017 (Reis is currently forecasting ~43 million square feet of net office space absorption in 2017, followed by ~34 million in 2018). Vacancy rates peaked in 1Q11 and now are beginning to tick lower, but they remain elevated when viewed historically. This should support continued office churn as corporations move and/or consolidate space, taking advantage of favorable lease rates and motivated landlords.

RAYMOND JAMES BRIEF 10.2.17

Herman Miller: Updating Estimates for New Segment Reporting; Reaffirm Market Perform

Analysts: Budd Bugatch, Bobby Griffin

>Recommendation: We are reaffirming our Market Perform rating on MLHR following Herman Miller’s F1Q18 earnings release, management conference call, and the rebuilding of our model for revised segment reporting. MLHR, the stock, is – as we view it – fairly valued and the risk/reward appears balanced as well. That said, the new reporting highlights the exceptional performance Miller’s legacy office furniture segment, the acceptable performance in ELA, and the subpar results of the company’s cost savings initiative resulting gross annualized incremental cost savings of ~15 million, well on target for the ~25 million to ~35 million goal by 2020.

>Estimates: Shortly prior to its earnings release, Herman Miller revised its segment reporting to: (a) move Nemschoff to its Specialty segment (previously in North America Furniture Solutions), (b) isolate corporate expenses, and (c) to disclose gross margin by segment. We have rebuilt our model for the revised reporting. We lowered our F2Q18 and FY18 diluted EPS estimates to reflect lower revenue growth rate for F2Q18, higher interest expense related to refinancing, and higher operating expenses than previously modeled.

Non-GAAP EPS 2017A: Q1 $0.60; Q2 $0.54; Q3 $0.39; Q4 $0.64; Full Year $216
GAAP EPS 2017A: $2.05; Revenues (mil.) $2,278
Non-GAAP EPS 2018E: Q1 $0.57A; Q2 $0.59; Q3 $0.46; Q4 $0.70; Full Year $2.33
GAAP EPS 2018E: $2.30; Revenues (mil.) $2,353
Non-GAAP EPS 2019E: Q1 $0.65; Q2 $0.70; Q3 $0.56; Q4 $0.80; Full Year $2.71
GAAP EPS 2019E: $2.71; Revenues (mil.) $2,454
Non-GAAP EPS 2020E: Full Year $2.97
GAAP EPS 2020E: $2.97; Revenues (mil.) $2,553

>Valuation: Our DCF/EVA analysis shows that MLHR is now fairly valued and also trading at or near its historical median P/E multiple.

BUSINESS AFFAIRS

>Knoll, Inc. reported in a Form 8-K filed with the SEC that Chief Operating Officer Joseph T. Coppola is taking a medical leave of absence, effective Oct. 2. During his leave, Mr. Coppola’s duties will be assigned to Scott Cameron, Senior Vice President—Operations, who joined the company in July 2017. Prior to joining Knoll, Mr. Cameron, age 54, served as Global Director of Operations and Supply Chain with PPG Industries, Inc., Protective and Marine Coatings from 2014 to 2017. Prior to that, Mr. Cameron, who originally joined PPG in 1994, held a variety of operations positions with PPG and led plants in Canada, Europe, Asia, the Middle East and the United States.
Mohawk Industries, Inc. plans to issue its third-quarter 2017 earnings release on Thursday, Oct. 26, with a conference call webcast scheduled for Friday, Oct. 27, 11:00 am Eastern Time. To participate in the call, please dial 1-800-603-9255 (US/Canada); 1-706-634-2294 (Int’l); or 1-253-237-1879 (Int’l); Conference ID 95629983. The live webcast may be accessed via the Investor Information page of Mohawk’s website, where a replay will be available until Friday, Nov. 26. A telephone replay will also be available until Friday, Nov. 26 at 1-855-859-2056 (US/Canada) or 1-404-537-3406 (Int’l/Local); Conference ID 95629983. [http://www.mohawkind.com/CorporateIRNewsReleases.aspx](http://www.mohawkind.com/CorporateIRNewsReleases.aspx)
New Business Development Manager - Los Angeles

This position is responsible for generating qualified sales prospects for Teknion products within a given territory. Responsibilities include, but are not limited to: establishing and/or maintaining business partnership with valuable networking and lead sources outside the traditional dealership and design firm venues; making end user sales calls and presentations; maintaining accurate and up to date forecasts and other reports; and increasing Teknion’s sales volume and market share within the given territory.

**Essential Job Duties and Responsibilities:**

> Meet or exceed mutually agreed upon territorial revenue goals.
> Make end user and networking sales calls and presentations, either alone or in conjunction with other members of the Teknion team, i.e.: Global Accounts, District Manager or A&D Market Manager.
> Develop and execute a territorial business plan incorporating annual goals and objectives.
> Maintain a complete and thorough knowledge of all Teknion products as well as the competitors’ offering.
> Maintain active business relationships with productive networking and lead sources, including but not limited to commercial real estate professionals, professional organizations such as IFMA, and ancillary business products sales professionals.
> Work in a manner that is consistent with the overall goals and direction of the corporation.
> Maintain current and accurate project forecasts and other sales reports as required.

**Experience, Skill and Educational Requirements:**

> S. degree or equivalent combination of education and experience with at least five total years work
> Five years experience selling office furniture systems with a proven track record
> Ability to work independently and achieve results
> Conversant with PC applications including email, word processing, spreadsheet, and presentations.
> Excellent organization, communication and interpersonal skills, both oral and written, to include networking, cold calling, group/individual presentations and contract negotiation
> Knowledge of associations, agencies and related service industry professions are highly preferred.
> Manages priorities and projects to ensure that qualified sales leads are converted into sales
> Ability to travel locally and out of town for business related sales and meetings

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All qualified applicants will receive consideration for employment without regard to sexual orientation or gender identity

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