

furniture WORLD

140 YEARS OF SERVICE TO THE FURNITURE INDUSTRY

IN THIS ISSUE

Family Boards: An Essential Business Tool
Gender Awareness: A Sales Opportunity
Pay For Performance: How To Do It
Retailers Share Their Stories - Part 4
Prevent Buyer's Remorse & Returns
6 Ways To Improve The Sales Experience

FIRST WE BUILD



THEN WE BUILD

DUTAILIER 

QUALITY



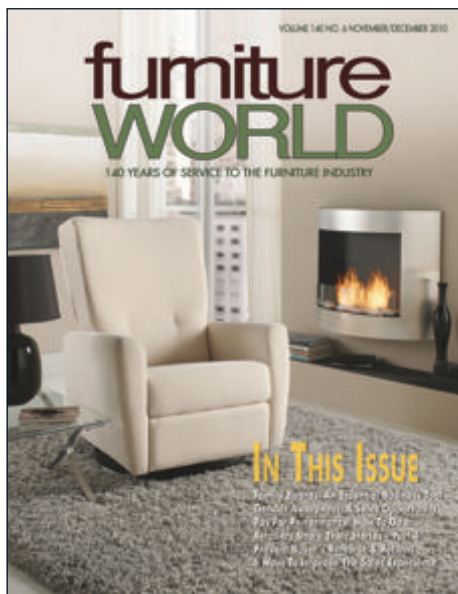
LOYALTY

THE ULTIMATE COMMITMENT TO CUSTOMER SATISFACTION.

VISIT US IN TORONTO AT BOOTH 3301 – HALL 3



299 Chaput, Saint-Pie, Quebec, Canada J0H 1W0
Tel.: **1 800 363-9817** Fax: **1 888 230-2403**
info@dutailier.com www.dutailier.com



FURNITURE WORLD MAGAZINE

BPA Association of Business Publishers

1333A North Ave. #437, New Rochelle, NY 10804
Tel: 914-235-3095 • Fax: 914-235-3278

US POSTMASTER: Send address changes to: Furniture World Magazine, PO Box 16044, St. Louis, MO 63105.

Publisher

Barton Bienenstock • barton@furninfo.com

Editor

Russell Bienenstock • russ@furninfo.com

Vice President

Thelma Mason Davis • thelma@furninfo.com

Associate Publisher

Larry Stein • larryboy303@gmail.com

Account Executive, Eastern Region

Jon Siegel • jon@furninfo.com

Sales Director, International Markets

Gary Siegel • gary@furninfo.com

Associate Editor

S.T. Bienenstock • editor@furninfo.com

Canadian & Feature Editor

Janet Holt-Johnstone • editor@furninfo.com

Art/ Design Editor

Barbara Bienenstock • barbara@furninfo.com

Comptroller

Gifford Dorival • gifford@furninfo.com

Sales Education Feature Editor

Margaret DeGange • editor@furninfo.com

Operations Feature Editor

Dan Bolger • editor@furninfo.com

Marketing Feature Editor

Larry Mullins • editor@furninfo.com

Store Design Feature Editor

Martin Roberts • editor@furninfo.com

FURNITURE WORLD: (ISSN0738-890X) - Published every other month by Towse Publishing Co., 1333-A North Avenue, #437 New Rochelle, NY 10804. Subscription: \$19 per year; \$39.00 for 3 years, \$29 Canada, \$4/copy; Foreign \$89; (USD only). Periodical postage paid at New Rochelle, NY and additional mailing offices. US POSTMASTER: Send address changes to Furniture World, PO Box 16044, St. Louis, MO 63105. Publications Mail Agreement Number 41659018. Return undeliverable Canadian addresses to: PO Box 875, STN A, Windsor ON N9A 6P2. Copyright 2010 Towse Publishing Company, all rights reserved. Reproduction in whole or in part is strictly prohibited.

IN THIS ISSUE

The Business Solutions Magazine For Furniture Retailers

FOUNDED 1870 ■ Visit www.furninfo.com The Industry's Most Extensive Furniture Site

Cover: Featured on this month's cover is the newest introduction from **Dutailier**. This innovative chair glides, swivels and reclines with a flip-up footrest. Present in more than 15 countries, on 3 continents, Dutailier has a reputation for quality and durability that exceeds consumer expectations. The company produces gliding chairs at most price points. See more about Dutailier on Cover 2 and page 1 of this issue, or visit www.dutailier.com.

6 FAMILY BOARDS: AN ESSENTIAL BUSINESS TOOL

To achieve generational success, families must implement an organized process that allows each key family member to discuss relevant business issues, and express their ideas.

12 FURNITURE RETAILERS SHARE THEIR STORIES - PART 4

FURNITURE WORLD's retail readers share their stories of survival, growth and service. Due to overwhelming response, this series that began in the March/April 140th year anniversary issue, will be continued into 2011.

30 BEST SELLING DESIGN

Editors' picks of best selling designs.

34 SALES OPPORTUNITY: GENDER AWARENESS - PART 1

Your business will vault 10 steps ahead if you take gender differences seriously and adjust your sales and customer service approaches to meet the requirements, needs and wants of male and female customers.

42 PAY FOR PERFORMANCE IT'S A PATH TO SUCCESS

A prime reason why top performing companies out perform their average performing peers is because they pay people extra when they perform better.

Here is how to go about taking this path to success.

48 SIX WAYS TO IMPROVE YOUR CUSTOMER EXPERIENCE

Store traffic around the country is down, and for many salespeople, earnings have dropped as well. This has resulted in a palpable sense of low or negative energy on many furniture sales floors that can be felt by customers. Here are six tips that can help you to turn this situation around.

52 COSTLY RETAIL HEADACHE: BUYER'S REMORSE

Two to ten percent of furniture deliveries result in a return or exchange when there is nothing wrong with the furniture. This fact points to opportunities to drastically reduce returns by attending to a few details before, during and after delivery.

56 FRIENDS FOR THE HOUSE

The founder of the famous Statler Hotel Chain E. M. Statler once said: "The [salesperson] who thinks that his first duty is selling, is absolutely wrong. Selling is only one of the two important things a [salesperson] is supposed to do – and it is not the more important of the two. The [salesperson's] first duty is to make friends for his house."

64 INDEX & DESIGN CONTACTS

Telephone and email contacts for advertisers and companies featured in the "Best Selling Design" editorial.

PRODUCT MATTERS.

PRODUCT SELECTION THAT IS SECOND TO NONE.

FROM THE BEDROOM OR DINING ROOM TO THE LIVING ROOM AND HOME OFFICE, THE BREADTH AND DEPTH OF ASHLEY FURNITURE'S PRODUCT LINE PROVIDES FURNITURE FOR EVERY CORNER OF YOUR HOME WHILE OFFERING A STUNNING VARIETY OF STYLES AND DESIGNS TO CHOOSE FROM, OFFERED AT THE VERY BEST VALUES IN THE INDUSTRY.

AT ASHLEY FURNITURE, QUALITY IS NOT DEFINED BY MEASUREMENTS,
BUT BY HOW CUSTOMERS VIEW OUR PRODUCTS, PROCESSES AND SERVICES.

NOBODY INVESTS MORE IN YOUR SUCCESS



THE WORLD CLASS FURNITURE COMPANY®



Proud supporter of



© Ashley Furniture Industries, Inc., 2010, All Rights Reserved

INNOVATION MATTERS.

IT'S SO MUCH MORE THAN JUST PRODUCT.

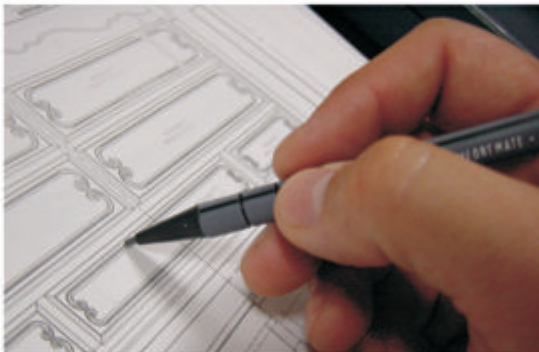
- DESIGN
- TRANSPORTATION
- DISTRIBUTION
- INFORMATION TECHNOLOGY
- CUSTOMER SERVICE
- QUALITY ASSURANCE
- GMROI - GROSS MARGIN
RETURN ON INVESTMENT
- MANUFACTURING
- MARKETING
- CONTINUOUS QUALITY
IMPROVEMENT
- INVESTMENTS
- GLOBAL BUSINESS
- GLOBAL RESOURCES

AT ASHLEY FURNITURE QUALITY IS NOT DEFINED BY MEASUREMENTS
BUT BY HOW CUSTOMERS VIEW OUR PRODUCTS, PROCESSES AND SERVICES.

NOBODY INVESTS MORE IN YOUR SUCCESS



THE WORLD CLASS FURNITURE COMPANY®



DESIGN



DISTRIBUTION



TRANSPORTATION



INFORMATION TECHNOLOGY



CUSTOMER SERVICE



MANUFACTURING

Essential Tool For Furniture Stores

FAMILY BOARDS

Working in a family furniture business is tough. Here's how to make it easier.

by David Lively

The father buys, the son builds, the grandchild sells, and his son begs," goes an old Scottish proverb. The Americanized version says, "Shirtsleeves to shirtsleeves in three generations." The founding generation starts with nothing, works hard and amasses wealth, but by the time their great-grandchildren have come of age, the family is back where it started: nothing.

With business under such tremendous pressure and the furniture industry failure rate at its highest in over 25 years, it is useful to reconcile these timeless truths with what is going on in today's family furniture businesses.

Do you recognize yourself in the stereotypical framework for the family business lifecycle?

First Generation: The first generation starts a business and begins to grow the company. Most businesses in this phase are in "survival mode." It's a phase that frequently lasts longer than it has to because first generation leaders are frequently afraid, or just plain unwilling to

share authority and responsibility for their brainchild, their "baby." Reluctance to face old age and eventual death, added to a history of controlling behavior makes many first generation leaders indispensable, leading to slow growth, a lack of innovation, scarce organizational talent and difficult transitions to the next generation.

The great 20th century author John Steinbeck said, "It is the nature of a man as he grows older to protest change, particularly change for the better." While not all next-generation ideas are for the better, a company without a fiery, talented next-generation leader will, without a doubt, eventually die.

Second Generation: If the business makes it to a second generation, the new leader must earn respect and gain authority. Other family members often believe the leadership position should have been theirs. At the same time, many long-term employees are sure that none of the "young people" thrust into leadership positions will fill the shoes of the founder.

Despite these initial obstacles, many second generation leaders become catalysts for high growth rates in family furniture operations. Because they are often better educated and the company is more stable going into the second generation, this group of leaders is in a position to take the family store and grow it into a regional chain or beyond. We all know second generation leaders who lack the commitment or talent to run a business. It is a situation that almost always precipitates the decline of a firm.

Third Generation: If the company is one of the handful that makes it to the third generation, the problems exponentially increase. The ownership structure of the business is likely to include multi-

"Typically, by the time the next generation reaches young adulthood, or even in some cases their late teenage years, young people understand the importance of moving the company forward. Do not wait to start this process."



DECOR-REST
FURNITURE LTD

Proudly Built in CANADA by our family for your family, since 1972.

We invite you to come
and view the debut
of our exciting
new collections.

January 13-18, 2011

at

511 Chrislea Road
Woodbridge (Toronto)
Ontario, Canada
905.856.5956

www.decor-rest.com

S&C
STEVEN AND CHRIS

"Designed for
who you
are and
how you live."



"These meetings should happen no less than monthly and they need to take priority over the day-to-day running of the business."



ple families. Siblings from the previous generation married and had children resulting in multiple ownership claims. Some potential leaders may lack the ability or interest to help the company move forward. Making matters worse, many of these people feel they are entitled to reap significant benefits without understanding that every business must continue to earn its right to exist in the marketplace.

During this stage of the business cycle, family members usually find a way to consolidate stockholders' voting authority. Outside professional managers are hired whose sole focus is the ongoing growth and development of the business.

WHERE IS YOUR BUSINESS IN THIS CYCLE?

The 2009 U.S. Trust survey found that the majority of owners in family businesses had inadequate business succession, asset protection and estate plans in place. These families ran successful businesses, but were much less adept when it came to passing their companies from one generation to the next. Only 15 percent of family-owned companies survive past the second generation, according to the study.

There is something wrong with this picture! These business owners are bright, articulate, talented, wealthy - and they are missing the mark. I believe that this is because the bulk of the decisions associated with family business planning are emotional. Here is a partial list of stressors in family businesses which can result in business failure.

- Disagreement about business goals or decision making styles.
- Differences concerning management

styles and work habits.

- Worries related to money.
- Inability to separate personal and business lives.
- Spending too much time together.
- The pain of criticism is increased when it comes from family.
- Difficulty separating the role of business partner from that of father, brother, sister, mother, etc.
- The feeling of the business leader that he or she is "bulletproof".

Once the business owner faces his or her own mortality and deals with these and any other issues that may be negatively impacting the business, the next hurdle is to address the fear of giving up control. There are several widespread behaviors leading to successful family business relationships and, ultimately, transition. This is hard work. The list includes:

- Placing family relationships first.
- Showing great respect for one another regardless of the situation.
- Communicating closely and carefully.
- Carving the turf appropriately.
- Understanding that each family member has special skills.
- Finding ways to use each family member appropriately.
- Binding family ties.
- Laughing together.
- Putting egos in check.
- Competing with the outside world, instead of each other.

Often, addressing personal relation-

ships that form the core of a family business' reason for being, is a more important exercise than other strategic day-to-day issues facing furniture retailers. Once problem areas that contribute to business weaknesses are minimized, real opportunity for business longevity and the development of family wealth are maximized.

Several key factors allow this type of strength, growth, and development to take root. This begins with the creation of a family board (or council, or team). This group lays the foundation that allows family members to express themselves and participate in the overall direction of the firm. This board is controlled by the single leader who remains the ultimate authority and has full veto power of any of the ideas brought forth by the group. In my experience in dealing with family boards, the veto is rarely if ever used because families typically act in the best interest of the business.

As a result of belonging to this family board, family members develop a better perspective of the issues and opportunities facing their business. Over time, the family culture of the single leader begins to spread to multiple family members who act more responsibly in making business decisions.

A word of caution here: not every family can do this. Unfortunately, there are situations that have already "drawn blood." There are families where communication has completely broken down; anger, resentment, and disrespect have overtaken nearly everyone. This is a sad state of affairs. If your family is one of these, constructive communication has likely passed like water over the dam.

Fortunately, in most families these

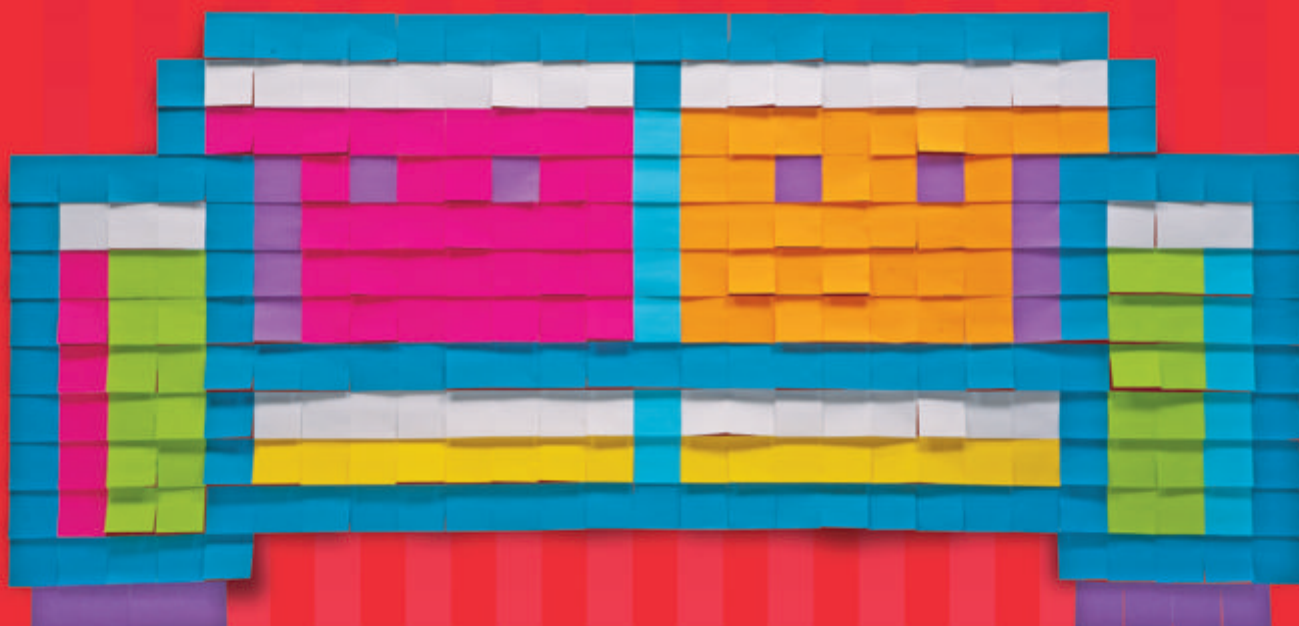


TCHFM

The Canadian
Home Furnishings
Market

TORONTO | JANUARY | 15 - 18 | 2011

Rendezvous²⁰¹¹



Meet the trade

The Canadian Home Furnishings Market is your perfect opportunity to discover the latest in furniture, bedding, decorating accessories, lighting and, most of all, to meet key players in the industry. Four inspiring days to find the styles and innovation you're looking for — all under one roof.

Plan your rendezvous today: www.tchfm.com

TCHFM is a proud supporter of:



QUALITY CANADIAN FURNITURE
Don't let just anyone into your home.



"Everyone in the family must come with the mindset of a participant; no boss or worker mindsets are allowed."

behaviors are not ongoing issues. More often, family members share a common bond. There is real affection. Families are able to communicate and work together to accomplish the life plans of family members as they relate to the business and beyond.

Family boards should be developed as soon as it possibly makes sense. Typically, by the time the next generation reaches young adulthood, or even in some cases their late teenage years, young people understand the importance of moving the company forward. Do not wait to start this process.

The ideal makeup of a family board and its actions will vary from family to family. Here are some general principles that are essential to making any family board function properly:

1. An outside counselor can help to provide objective and seasoned instruction during the meetings to ensure that each member of the family board has the opportunity to express his or her real true feelings and opinions of the issues at hand, in a safe environment.

2. Allow all family members to speak freely during the meeting. Established levels of authority should be thrown out the window before each meeting begins. Everyone in the family must come with the mindset of a participant; no boss or worker mindsets are allowed. These meetings should happen no less than monthly and they need to

take priority over the day-to-day running of the business.

3. Don't waste valuable time chasing after unproductive, unattainable, or unrealistic subjects. The following topics can gain strength and depth over time as they are worked through on a regular basis:

- Management standards.
- Family involvement in the business.
- Management succession.
- Ownership of company stock.
- Outside issues like the banking, legal, accounting, etc.
- Relationship management.
- Conflict prevention.
- Conflict resolution.
- Future planning.

The future of our industry lies in the hands of family businesses. Family is a tough business. To achieve generational success, families must implement an organized process that allows each key family member to discuss relevant business issues, and express them in a useful, appropriate and professional way.

Lasting family businesses are owned by strong families who share common beliefs, values and characteristics. As the Pulitzer Prize winning poet, essayist, and translator Mark Strand said, "The future is always beginning now."

David Lively, partner at The Lively Merchant, has over 20 years hands-on experience in the home furnishings industry, from the warehouse to the sales floor to the boardroom. He has walked the walk and talked the talk from the family-owned, single-site store to the multi-state, multi-million dollar operation; from sales training to computer programming; from warehouse construction and operations to financial management; from new store construction to complete renovation. Twice named to the "Beyond the Top 100" list of independent retailers and 1997 "Ohio Retailer of the Year,"

David's wisdom was won on the front lines of a furniture store and his battle scars have given him compassion for counseling today's retail warrior. David's experience has led him to address the issues of the transfer of authority, responsibility and wealth from one furniture store generation to the next. The surviving legacy of your family business depends on your plan for transition, and David has developed a system for helping to identify goals, strengths and opportunities during this crucial time.

Read more of David Lively's articles for family furniture businesses on the furninfo.com website. You can reach David by calling 740.415.3192 or email him at davidL@furninfo.com. David has offered free phone consultations to any FURNITURE WORLD readers who would like to talk about topics related to family business transition.



**SO FABULOUS.
SO FASHIONABLE.
SO FACILITATING.
SOFA**
SOURCE OF FURNITURE + ACCESSORIES



Design professionals, stagers and retailers rejoice!

SOFA – Source of Furniture + Accessories, is a one-stop resource of furniture + home accessories all under one roof at the International Centre. Discover the latest products from the world's finest manufacturers in dozens of permanent showrooms.

Our new Design Lab gives you an edge with seminars, LUNCH+LEARN workshops, product knowledge, guest speaker events and more!

Easy to get to; Easy to park in our VIP lot; Easy to use as part of your tool box; Easy to wow your Clients and grow your business with a SOFA Membership.

Open Tuesday to Thursday from 10 to 4

**Call our new SOFA VIP CONCIERGE PROGRAM
to book your showroom appointments**

6900 Airport Road, Suite 120 / 6B Mississauga, ON L4V 1E8
Linda Kafka / Director 905 678 5626

For a complete listing of SOFA permanent showrooms:

visitsofa.com

SOFA COCKTAIL PARTY

Sunday, January 16 / 4 to 6 PM
rsvp@visitsofa.com

RETAIL FURNITURE HERITAGE 1800-2010

Retail Furniture Stories -Part 4

by Janet Holt-Johnstone

It seemed eminently logical when we began to solicit and gather retailers' stories of success and survival, to arrange these histories in chronological order. To our fascination and surprise, many tales had their roots in the mist of the early 1800s, back before the founding of Furniture World magazine in 1870. These stories became archival celebrations of our industry's real pioneers.

Since then we progressed in Part One from 1820 to 1911. Part Two surveyed the years from 1913 to the 1940s. Part Three occasioned a slight backtrack to 1931 through to 1950.

But just as we began to organize Part Four, we were contacted by Ric Fiegel, President and Store Manager of McKinstry's Home Furnishings of Beaver Dam, Wisconsin. Said Ric, "Our store has a longer legacy than many featured in your retail furniture heritage section. We started in 1858, and are still owned by the same family!"

1858 - MCKINSTRY'S HOME FURNISHINGS

We're more than happy to introduce John McKinstry, the founder, who delivered cabinetry and caskets by horse and wagon to the citizens of Beaver Dam, a town now of

about 18,000, situated 20 miles northwest of Madison, the state capital of Wisconsin, "and just a little further northwest of Milwaukee".

John came originally from Quebec, Canada in 1855, his intent to hand-craft furniture and burial caskets for early settlers. By 1858, J. McKinstry Company had established a firm foundation of quality that has endured to this day.

Ric told us that McKinstry's motto, "Where customers matter and quality counts", has defined their goal for 152 years. "We are a conservative store, and that train of thought has served us well, but

John McKinstry, the founder of McKinstry's, transported furniture, cabinetry and caskets by horse and wagon to the citizens of Beaver Dam in 1858. McKinstry's has taken care to preserve its history. On display is a old pump organ, photos of woodworking tools used by actor Fred MacMurray and historical documents such as the contract showing payment for \$179.60 paid to McKinstry-Yauman Co., Home Furnishings of Enduring Beauty" for a 1931 funeral.





*Celebrating Over
20 Years*



*"...finding solutions for families,
especially busy moms."*™



Fifth Avenue



Rochester

Diversity of Style - 1000's of Sku combinations - 100's of Leathers and Fabrics - Friendly



Columbus



Santa Cruz



Manufactured in
the U.S.A.

Showrooms

World Market Center Las Vegas, NV - A256

IHFC High Point, NC - D1102

See more of our
products at the
Websites below

www.omnialeather.com • www.americanelegancefurniture.com • www.kathyireland.com

"Today our niche, as in the past, is diversity. Yes, we sell furniture, but our design team puts us out ahead of others. People come to us for decorating assistance and, last April, we held our first Decorating Seminar, a huge success!"

-Ric Fiegel, McKinstry's Home Furnishings



we have always kept up with or started the latest trends."

He gave us some examples. "In the late 1800s, a newspaper ad boasted that we had 'the finest hearse in Dodge County' and that we could 'make to order on short notice all kinds of coffins'.

"Then in the teens of the next century, when carpet was first manufactured in 9x12 pieces, McKinstry's was the first in our area to offer this new product to the public. The late Randall McKinstry explained how the carpets were stored in the old barn piled 10 feet high and were available in light beige and dark beige, the only colours available at the time. That old barn was previously home to the horses that pulled the original hearse and the old delivery wagon. In the '20s, our new motorized hearse was also the first ambulance service.

"Jumping ahead to the '70s when waterbeds were just starting to come on the scene, we studied the markets and devoted one sixth of our selling space to waterbeds. We had the largest offering in the area."

McKinstry's Home Furnishings rapidly outgrew the original location and moved to the present site at 131 Front Street in Beaver Dam; the company also included the funeral home. Both family and business grew, and the store was renamed John McKinstry and Son

Furniture when W. D. McKinstry, at the age of 16, joined his father in the firm. W. D.'s son, William Randall, made his lifelong commitment to the company in the early 1920s. Forty years later, John B. McKinstry, the founder's great grandson and Ric H. Fiegel joined the firm, and the name evolved to McKinstry's Home Furnishings.

The store itself has been updated and renovated but, says Ric, "We always work hard to preserve the historical significance of our buildings. Our efforts are rewarded when we give guided tours to inquisitive children from our local grade schools.

"Today our niche, as in the past, is diversity. Yes, we sell furniture, but our design team puts us out ahead of others. People come to us for decorating assistance and, last April, we held our first Decorating Seminar, a huge success! And we do custom picture framing and both furniture and clock repair. For our ever-growing older population, we offer a huge line of lift chairs and scooters.

"We celebrated our 150th anniversary two years ago and, in connection with this, teamed up with La-Z-Boy and became a La-Z-Boy Comfort Studio.

"Today, we also utilize the internet with our web site www.mckinstryhomefurnishings.com, and we are on Facebook. However, we

did not get into the 'dot com' frenzy of the '80s. I remember reading many furniture publications at the time about how the dot coms were going to take over the brick and mortar stores. Guess who won!

"Twenty years or so ago, we dreamed up our 'Friday the 13th Sale'. We still run it today and it's a great promotion for us. It's not uncommon for customers to call in advance of the next Friday the 13th, asking if we are going to have the sale for sure!

"The McKinstry staff has always been community minded. There's a small church in Beaver Dam dating back to the early 1900s. W. D. McKinstry (the second generation) donated the money for the stained glass windows; his name is etched in one of the windows. He was also a founding member of our local Chamber of Commerce; I am still very active today. In 2006 we were honoured to be selected as Chamber Business of the Year.

"Our local Y.M.C.A. constructed a new building three years ago, and we're proud of the fact that one of the two pools is named 'The McKinstry Competitive Pool' due to the generous donation of John B. McKinstry. The family interest in

Discover the Difference



Performance



Experience



People

The
STORIS
Difference

At STORIS we do more than provide software solutions to Home Furnishings retailers like Adcock Furniture. We bring a commitment to deliver our technology platform that meets your business needs with the support of a dedicated group of service professionals. STORIS allows you to compete at the highest level and prevail because what matters to *you*, matters to *us*.

Trey Adcock
Owner
Adcock Furniture



www.storis.com
1-888-4-STORIS





McKinstry's staff members (l-r): Ric Fiegel, Sandy Dray, Ron Fiegel, Chris Sell and John B. McKinstry are standing on their 150 year old hand-cranked wooden elevator that is still in use. Many years ago it was used to haul caskets from the basement to the third floor.

Celebrating Sandy Dray's 25th anniversary with McKinstry's, are, sitting (l-r), Linda Ferstl, Sandy Dray, and Heather Madeiros. Standing (l-r) are Ric Fiegel, John B. McKinstry, Ron Fiegel and Gary McFarlane.

the Y.M.C.A. dates back to 1927, when Bea Bonner McKinstry, then a teenager, saw her three friends drown in Fox Lake, 10 miles from Beaver Dam. She was a strong swimmer and, when the boat tipped over, was the only one to survive. Because of Bea's commitment to have everyone learn how to swim, the McKinstry family started an endowment fund at the Y.M.C.A. which still provides free swimming lessons to anyone who applies.

"And our international claim to fame is the McKinstry's long standing friendship with Fred MacMurray, the movie star, lead player of 'My Three Sons', and a native of Beaver Dam. He worked with Randall McKinstry while they both were in high school. They unpacked freight, did deliveries and helped wherever they were needed. Fred went on after high school and became world famous, but remained life long friends with Randall and Bea, Randall's wife, and John B. McKinstry, their son and present owner.

"Whenever Fred MacMurray and his wife June Haver came back to Beaver Dam they would stay at the McKinstry home. In the '40s, the city would have a huge parade for Fred, and in the '50s and '60s there would be endless cars driving past the McKinstry home. And he always made it a point to come down to the store. It was thrilling for me to be a part of that. The McKinstry's also visited the

MacMurrays at their ranch in California several times.

"An interesting story I can share certainly shows our commitment to our motto, 'Customers Matter and Quality Counts'. In 2008, during our anniversary celebrations, we did a lot of historical research. We found an entry from the '30s in an old ledger book about a lady who had purchased a chair. She found she couldn't pay for it because of the Depression. Instead, she paid off her balance by bringing eggs into the store whenever she could. She bought her chair with eggs!

"We believe that longevity in any successful business comes with an experienced, well-trained and stable staff. McKinstry's has survived because of our good and dedicated staff members, most of whom have been with us for over 25 years. Our present staff includes myself, I do a little of everything! And Sandy Dray, our head decorator, Ronney Fiegel in picture framing and sales, Linda Ferstl, office and sales, Heather Madeiros in sales, and Chris Sell with window treatments and design. Gary McFarlane and Austin Fiegel take care of set up and delivery. Lastly, John B. McKinstry, now semi-retired, comes in occasionally to look things over, and then he's off to one of the many boards of directors' meetings he's involved with."

McKinstry's is Beaver Dam's oldest business, and also the oldest family-owned home furnishings



centre in Wisconsin. But Ric and his staff, with their energies directed towards continuing success, were focused during our series of contacts on "putting together a proposal for providing the furniture, window treatments and accessories for a new, long term care facility that is under construction in our area. We landed the contract," said Ric. Of course they did!

SAVOIR -1889

Chronologically again, edging our way back to the 1950s, we were made aware of a happening in 1905 that presaged a 10-store U. S. retail thrust 105 years later! The legendary impresario, Richard D'Oyly Carte had opened the illustrious Savoy Hotel in 1889, his commitment from the outset to provide guests with every creature comfort. By 1905, it was decided that no bed on the market was good enough for The Savoy, and a prestigious upholsterer, James Edwards Limited, was commissioned to create the bespoke, or handmade-to-order, "Savoy Bed". An instant suc-

F & N

WOODWORKING

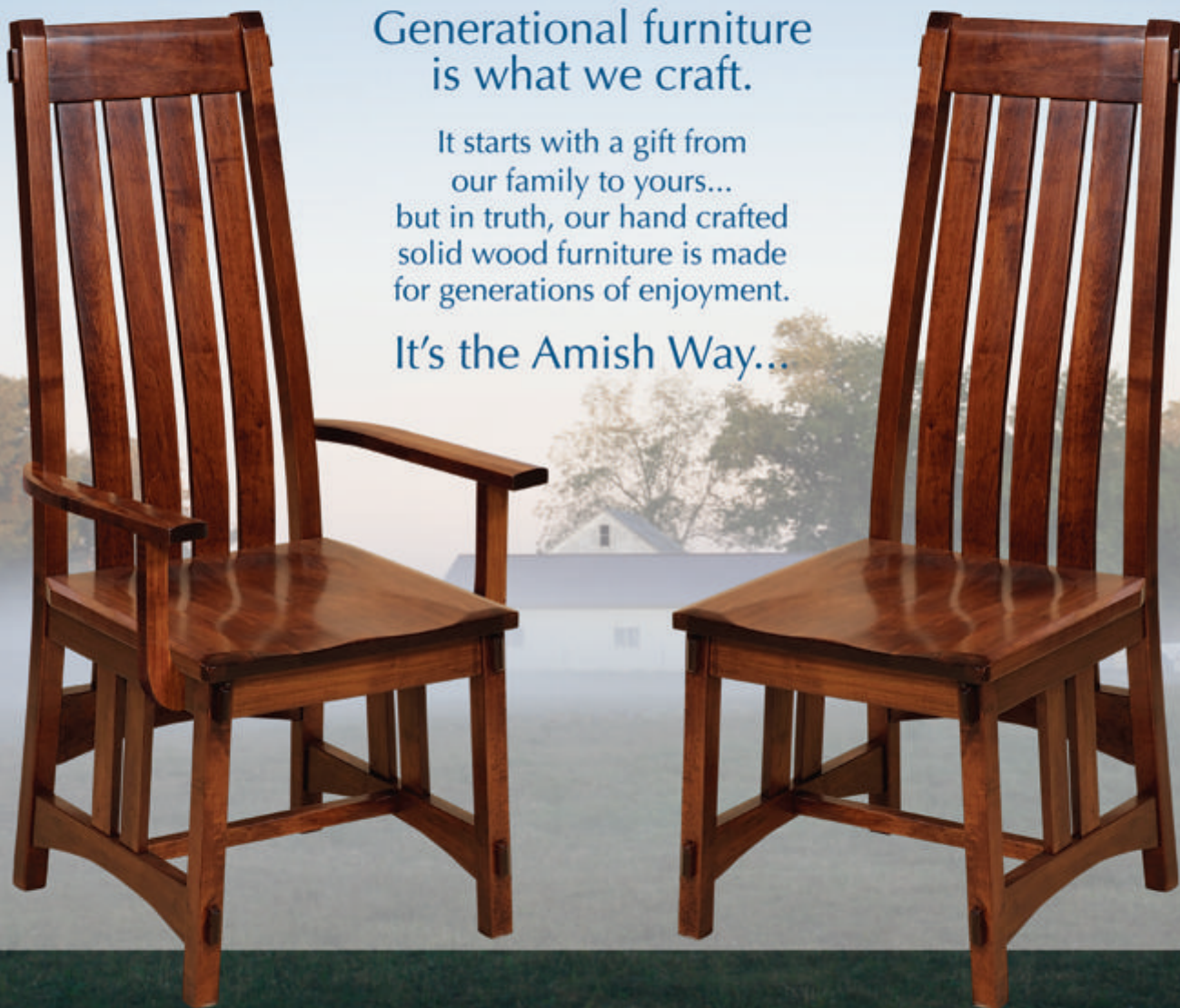
Solid Hardwood Chairs of the Finest Craftsmanship

A Legacy of Excellence

Generational furniture
is what we craft.

It starts with a gift from
our family to yours...
but in truth, our hand crafted
solid wood furniture is made
for generations of enjoyment.

It's the Amish Way...



LaGrange County, Indiana U.S.A.
Voice Mail: 260-463-8938 • Fax: 260-499-4946

MADE IN THE U.S.A.

Retail Histories -Part 4

cess, it's still made today as the Savoir No2 Bed. And in the interim, celebrities of various stripes, have slept upon it and raved about it. A short list from the past, Winston Churchill, Harry S. Truman, Noel Coward, Enrico Caruso, Giacomo Puccini, Maria Callas, Marilyn Monroe, Elizabeth Taylor, Charlie Chaplin and John Wayne! Add to that Lisa Minnelli, Oprah Winfrey, Madonna, Elton John, the Aga Khan and Emma Thompson, more recently, and many, many other well-rested, well-known clients.

The Savoy Bed was such a success, the hotel feared it might be sold to competitor hotels, so they bought James Edwards Limited and kept The Savoy and the other hotels they owned, Claridge's, The Connaught and The Berkeley supplied. Famous guests were allowed to buy their beds, if they so desired . . . and most of them did.

One particular purchase stands out. Claridge's was the place to stay for overseas royalty when

they visited British royals. The late King Hassan II of Morocco was a regular guest, travelled with his own retinue and many pieces of his own furniture. He would usually book an entire floor. His personal mattress, on one occasion, was damaged in transit and he was forced to use The Savoy Bed! Such was his enthusiasm for the substitute that he ordered 24 mattresses for his palace the very next day!

But times change and, in 1997, the "Bedworks" was put up for sale with the proviso that beds had to be hand constructed to the same amazing standard. The current owners realized this commitment was essential to the quality of the product and the future of the company. Said Alistair Hughes, owner and CEO, "Savoir's presence in the U.S. is timely. Savoir represents a smart investment in healthy living and smart economics. Our mattresses are custom made of superior quality, all natural materials and crafted to last a lifetime, ergonomically better for body and mind, free of toxins and allergens and showcase our artisan's meticulous skills gleaned over the course of 100 years."

Savoir has served The Savoy in its 100 million pound sterling refurbishment this year by supplying mattresses for its most prestigious rooms, the Royal Suite and the top 20 riverside suites.

The company began its retail thrust in 1997, with the first retail showroom opening in 2001 in Wigmore Street, London. Now there are more showrooms in the U.K. plus outlets in Paris, Lyon and Nice in France; Berlin, Germany with a second showroom coming soon; Prague, Czech Republic; and a number of additional showrooms in Europe and globally to be announced in the New Year.

Coincident with the reopening of The Savoy after its refurbishment, Savoir made its U.S. debut in New York City, a delightful setting on Wooster Street in SoHo. Other store openings have or will unfold at Shop in Shop at Thread Count in the Miami Design District; Shop in Shop at Parnian Furniture, Scottsdale, Arizona; Savoir Vbed Store, Austin, Texas; and Savoir Store, Los Angeles, California.

Said Alistair Hughes, "Times are tough, still Savoir continues to grow, even in our oldest market, the U.K. The last few years have been crucial as we, after over 100 years, have gone from a business with the majority of sales in our home market to one that exports the majority of its production.

"To succeed with a high end piece of furniture (an average Savoir retails around \$15,000-\$20,000) it is essential to have exceptional sales professionals and the right branded environment. Our partners excel: they are driven and hugely client focused, having as they do a real stake in the business, but are backed up by the Savoir Beds brand. Think global, act local!



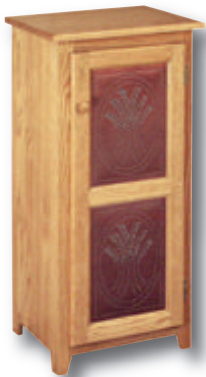
Savoir's new retail location on Wooster Street in SoHo, New York City.

Make plans to visit the
2011 Furniture Expo
February 28 - March 2

www.indianawoodcrafters.com



Hand crafted, Heirloom Quality furniture is a family tradition in Northern Indiana. Today's builder has an appreciation for the traditional way of crafting and it shows in the quality of the furniture piece.



Solid Hardwood Furniture built in Northern Indiana for every room in the home.



Offering Eco-Friendly products and shipping

Northern Indiana Woodcrafters Association



Pictured is Jerome's downtown opening in 1954, a truck clearance sale in 1981, and early interior shots of the downtown store location.

Retail Histories -Part 4

"The key has been never to compromise on quality. We believe that if we successfully communicate the quality of a Savoir Bed in terms of craftsmanship, natural materials and bespoke construction, we will always find customers willing to pay a fair price. Too many businesses in the furniture industry chase price, leading to falling quality and thereby opening themselves up to competition from cheaper markets. As a result, they are left with no competitive advantage.

"The new economy is all about

shifting perceptions. People spend thousands on a watch or vacation, and more on a car, but they are reluctant to invest in something in which they spend a third of their lives. Savoir is not about selling beds; it is about selling quality of life through sound, peaceful sleep. A Savoir bed is for the true connoisseur who understands that a perfect night's sleep is priceless!"

Marketing is extensive everywhere and includes advertising, for example, in *Elle Décor*, and the *Financial Times*, with hefty public relations activities resulting in lead stories in *GQ*, *The Robb Report*, *The Times Magazine* and *The Daily Telegraph* with many, many more to follow. Savoir also has an excellent, comprehensive and entertaining website, www.savoirusa.com.

JEROME'S FURNITURE -1954

We've edged both forward, then back again, and our time machine landed next in 1954 on the West Coast, when Jim Navarra and two partners took advantage of goods, becoming plentiful after the conclusion of World War II. Discounters of all types were springing up throughout the country. Their location of choice for "Strep's Warehouse" was downtown San

Diego, and it was the ideal place to open the first discount furniture warehouse. The new venture was wildly successful.

Moving on to 1960, Jim became the sole owner. San Diego was now in recession, and Jim struggled throughout the decade but managed to forge the framework for future success. In 1968, he changed the store's name to "Jerome's Furniture Warehouse".

The second generation of Navarras joined the family business in the '70s and the added energy helped the company grow from a "mom and pop" furniture store to one of the leading furniture stores in the country. Jerome's became notorious for television advertising campaigns which directly challenged large competitors. He coined the phrase "No

"We felt embarrassed to be in an industry that asked for business based on how much it was giving it away.

-Jerry Navarra, Jerome's Furniture

ARE YOU A RETAILER
with an interesting story?

**furniture
WORLD**

**BE PART OF OUR 140th
YEAR CELEBRATION**

Our editors are looking for more furniture retail histories to feature in future issues. Call 914-235-3095 or email russ@furninfo.com for more information.

Shown is Jerome's Furniture's San Marcos groundbreaking in 1979. Also pictured (lower right) is Jerry Navarra, President, plus Jerry, his sisters and parents Jim and Esther.



Glitter" during this period, which explained the company's low prices through low-overhead warehouse displays.

Four branch stores were added in San Marcos, Chula Vista and El Cajon, and the first new Superstore in Scripps Ranch, all this between 1980 and 1990. It had become obvious that customers now wanted one-stop shopping and the Superstore was Jerome's answer, a much larger store with stimulating interiors that gave shoppers lots of decorating ideas and showed furni-

ture as if it were in someone's home. Four of the five stores made the transition to Superstores by 2000 and, in that same year, the original downtown store moved to the former Levitz building on West Morena Boulevard.

Jerry Navarra, third generation and now President, is Jerome's principal storyteller and he communicates well the company's vibrant philosophy. He said, "Our

'promotional years' began in the early 1980s with the Bassett aided promotions using the headline, 'Every item - Every department on Sale'. We later added on 'no inter-

The Flex-A-Bed Hi-Low

Ideal for those in home health care or assisted living environments.

Flex-A-Bed adjustable beds are designed with whisper-quiet lift and massage technology by Linak® and are available with wireless or wired controls.

Flex-A-Bed is your customers' answer to the perfect night's sleep. We still build every bed, including the mattress, in LaFayette, GA, using the same principles of care and consideration we've built our reputation on since 1969.

And with profit margins of up to 120 percent, we think Flex-A-Bed will not only be your most profitable, but your favorite sale. We invite you to learn more about our "hands-off" service policy and our full line of products by visiting our website or calling us today.

Premier



Value-Flex



Hi-Low



We offer a full line of beds designed to suit every customer's needs.

FLEX-A-BED
The adjustable bed specialists.

800-648-1256 | www.flexabed.com



Why Buy Huppé?

- Made in Canada
- Beautifully Crafted
- Four Week Delivery
- Designed For Today's Lifestyle
- Available in 19 Finishes





Huppé

225 rue de la Jacques-Cartier
Victoriaville, Québec, Canada G6T 1Y1

See Us In Toronto
Hall 1 Booth 1110

High Point Hamilton Square Space 118

Tel: 819-758-1529 Fax: 800-263-3480

website: www.huppe.net

e-mail: johanne.dionne@huppe.net

Retail Stories - Part 4

est' promotions that began with '3 months same as cash', and grew into '3 years same as cash'.

"At some point, we realized the promotions were another form of retail barbiturates. Over time, it took a greater and greater offer to inspire customers to shop. It became ridiculous. We felt embarrassed to be in an industry that asked for business based on how much it was giving it away. Finally, in 2008, after considerable planning, we made the switch to low prices every day, and no haggling. We haven't had a storewide sale in two and one half years. People now shop with us because we have a good selection of good merchandise that is in stock. Our price is competitive every day, so customers can buy when it is convenient for them. They are willing to pay for good service that provides them with immediate gratification. The new program had a wobbly beginning, however we knew there was no turning back. We bet the farm and it succeeded.

"I actually had no intention of being in the family business. But I came home for awhile to support my parents. My dad's health was deteriorating, so any place you looked, you could improve. I did anything and everything. I said, 'We're opening on Sundays'. He also had a problem with salesmen that were alcoholics so I said, 'We are going to terminate this person, even though he is a superstar salesman'. At that time they sold electronics and major appliances, so another early decision was I encouraged him to drop those other lines and only focus on furniture. The first year after I returned home, we were up 60 percent."

When asked about a defining moment in the history of his operation, Jerry said, "You really discover how good your associates are when the chips are down. Over the years many industry people have remarked that they would rather quit than re-experience a distribution center move, or the change to a new computer platform. These two events are continually mentioned as the stress apex of careers. Unfortunately, because of delays and technical difficulties,

"The new economy is all about shifting perceptions. People spend thousands on a watch or vacation, and more on a car, but they are reluctant to invest in something in which they spend a third of their lives."

-Alistair Hughes, Savoir, owner and CEO



Panorama of Jerome's El Cajon store, opening of the Corona store July, 2010, and the Chula Vista storefront.

we experienced both events concurrently! Our associates were exemplary while they were hampered by an unbelievable situation. The pressure was so constant that it was hard to breathe. It took two horrendous years to work out of our predicament. To my astonishment, almost everyone rose to the occasion and performed admirably. For me, words like intrepid, loyal and persevering took on a new meaning.

"We are committed to an accurate inventory with a 90 per cent in-stock rate. This allows us to deliver on the same day as the sale date if desired, make the entire delivery in one stop, and not get bogged down on the phone discovering and disseminating merchan-

dise ETAs. We can be more efficient and productive while our customers appreciate the good service. All parties are happier."

Jerry feels that a "notable achievement for Jerome's is its involvement in the creation of the super premium Sleep Therapy mattress brand. The company has been actively involved in mattress design since Jim Navarra suggested that a manufacturer quilt its mattresses in the 1950s. Recognizing the need for a future generation mattress product, Jerome's worked with a major supplier to create the revolutionary new concept. It's a true breakthrough in unparalleled comfort and durability. Incredibly successful, the design has been mimicked by the largest names in the mattress industry.

"Today," Jerry continued, "Jerome's leads the local furniture industry, with seven showrooms in southern California. In 2010, Jerome's expanded out of San Diego County and opened two new stores in the Inland Empire. We've also an e-commerce website providing avenues for consumers to enjoy online furniture viewing and buying. There is a fleet of more than 30 delivery trucks, the largest stores in San Diego, one of the largest inventories west of the Mississippi, complete wood and upholstery service shops and a knowledgeable staff with years of

furniture retailing experience. As the third generation joins the company, Jerome's remains committed to continually improving its ability to better serve its customers."

Jerome's was recognized as the 2008 Retailer of the Year by the Western Home Furnishings Association (WHFA) and, for nine consecutive years in a row has been awarded the Best in Home Furnishings by the 2009 San Diego Union Tribune Readers' poll.

Said Jerry, "Along with numerous business recognitions as the best furniture store, customers know they can count on Jerome's to make it easy to shop for furniture with service support including interior design, same day delivery and financing".

In their excellent website, we found Jerry's concluding words: "Time is money. The more you

"We are committed to an accurate inventory with a 90 per cent in-stock rate. This allows us to deliver on the same day as the sale date if desired, make the entire delivery in one stop."

-Jerry Navarra, Jerome's Furniture

ARE YOU A RETAILER
with an interesting story?

furniture
WORLD

BE PART OF OUR 140th
YEAR CELEBRATION

Our editors are looking for more furniture retail histories to feature in future issues. Call 914-235-3095 or email russ@furninfo.com for more information.

Put the custom back onto customers



You're invited to visit our showroom during
the Toronto furniture market at the
International center suite 202 A
Let's get growing together !



It just fits

2751 Trans Canada Hwy Pte-Claire QC Canada H9R 1B4 Tel: (514) 630-5656 / 800-361-6546 www.elran.com



The historic J. D. McDonald House as it originally appeared as the Kirby Hospital around the turn of the century. Built as a private residence in 1887 it was the first home of Interior's by Joan. The Omaha studio location is pictured below.

"We strive to anticipate our clients' needs and constantly exceed their expectations."

-Lindi Janulewicz, Marketing Director



drive across town looking for that perfect piece of furniture, the more expensive that furniture becomes. With the largest selection of in-stock furniture in Southern California, we're sure you'll find exactly what you're looking for at Jerome's. Our huge superstores feature hundreds of items for every room in your home. Almost all items are in-stock and can be in your home today.

"At Jerome's, it just feels a little different. That's because we're a locally owned family business with over 55 years of experience in Southern California. With our low pressure selling style and friendly atmosphere, we think you'll appreciate the difference. But don't take our word for it. see for yourself." The last three words are highlighted. Click on them and check Jerome's recognition, at www.jeromes.com. An interesting exercise.

INTERIORS JOAN & ASSOCIATES -1963

Another short time machine

maneuver, this less than a decade after Jerome's founding, but in a different part of the country entirely, Schuyler, Nebraska. It was in 1963 that Interiors by Joan and Joan opened for business. Joan Sorensen Ronan and her friend, Joan Berglund, both studied interior design in school and had decided to start a business together.

About three years later, however, Berglund married and moved to Thailand, and Joan Sorensen Ronan relocated the business to her hometown, Fremont, Nebraska. She eventually settled in the historic J. D. McDonald House, a gorgeous Queen Anne mansion built as a private residence in 1887.

Through the years, the building has served a multitude of purposes. It was a private residence, twice a hospital, home to several businesses, amongst them a funeral home, and it eventually became the birthplace of Interiors by Joan. Interestingly, it was also the birthplace of Joan Sorensen Ronan; during its tenure as a Military Hospital!

With such a history and with their extraordinary talent bank, the business grew and grew. Joan hired a secretary, her first employee, in 1967, then began to take on additional designers. Ten years later, her daughter, Diane Gernstein, joined the business, then Nancy Pesavento in 1985, the same year that the Omaha, Nebraska studio location opened.

Another studio location, this in Lincoln, Nebraska opened in 2003, and in 2005, Gernstein and Pesavento bought the business from Sorensen Ronan.

In June of 2007, Interiors Joan and Associates moved its Omaha studio into a new, larger building, to accommodate the growth of the business. The Fremont studio location was consolidated into the new larger Omaha studio in June, 2009, making that location the firm's headquarters.

Lindi Janulewicz, Marketing Director of Interiors Joan and Associates told us that the firm's "continued success is a direct result of over four decades of col-



LVM 2011

Las Vegas Market January 24-28

UNCOVER EVERYTHING THAT'S NEW AND UNEXPECTED IN THE WORLD
OF HOME FURNISHINGS, MATTRESSES AND BEDDING, ALL IN ONE INSPIRING VENUE.
www.lasvegasmarket.com

FURNITURE/MATTRESSES/ACCESSORIES/FLOOR COVERINGS/TEXTILES/LIGHTING/GIFT



Pictured is Diane Gernstein (top), Allied Member ASID and Nancy Pesavento, ASID, the owners of Interiors Joan and Associates.



“We work to develop and implement detailed marketing plans that include lots of ‘out of the box’ ideas and ways to not only stay in front of our clients, but to involve them in our industry.

-Lindi Janulewicz

lective ‘eureka’ moments, insightful plans and defining moments. A few clear components remain constant. First, our founder and current owners are incredibly progressive. Secondly, our company was built and continues to grow on sound business practices. Third, we work to develop and implement detailed marketing plans that include lots of ‘out of the box’ ideas and ways to not only stay in front of our clients, but to involve them in our industry, educating them about what we do and the value of our services and products. Fourth, we partner only with the best product vendors and installers. Fifth, we strive to anticipate our clients’

needs and constantly exceed their expectations. And last, we build strong relationships and are committed to providing our client with unquestionable value.

“While a company’s history, much like a person’s lifetime, is comprised of a multitude of defining moments, the stand-out in the history of Interiors Joan and Associates would have to be the opening of our new Omaha studio location. Taking on the challenge and responsibility of relocating an established business to a beautiful new building is scary, exciting and rewarding, all at once, especially in these economic times. Opening a larger studio has allowed us to house our accounting staff under one roof, streamlining our business procedures and offering our clients a more efficient experience. This new location has allowed us to expand our library, offering our designers more creative resources and our clients more purchasing options. With more visibility and an expanded showroom, the new studio location has been the key element that has set our firm apart in these times and made the biggest difference in the growth of our company.

“We recognize the importance of supporting the community that has supported us so generously and loyally for so many years. A few ways that we have benefited our

clients, supported the community and, in turn, ensured the success of our firm are that we give home accessory donation items to select charity galas and silent auctions to support and be involved with our community. Our designers are devoted to their work, their families and their charities! Many of our employees are involved with whatever organization within the community feeds their passion. And our firm takes advantage of every networking opportunity possible.”

What began as one determined woman selling window treatments and wall covering, has grown into a successful full-service interior design firm with 16 ASID affiliated professional interior designers and nine administrative/supportive staff members. Five of these designers are professional members of ASID, and 11 of them are Allied Members of ASID. Interiors Joan and Associates is now one of the largest, most established design firms in Nebraska.

Time machines do allow for plot creativity, especially on the part of the pilot, especially when motivated by industry entrepreneurs eager to share their histories, present happenings and future plans. We welcome your input. And again thank Ric Fiegel for his kindness in contacting us with his gentle reprimand! Let’s hear from you!

LIKE FURNITURE WORLD?

Want to receive every issue?

**furniture
WORLD**

**1 Year Complimentary
SUBSCRIPTION
It's Easy!**

visit <http://www.furninfo.com>
click on *Subscribe/Renew*

*Make sure you get the latest
industry news! Also sign up for
our free weekly e-newsletter.*



第二十七届中国广州国际家具博览会

27th China International Furniture Fair (Guangzhou)



2011
3.18-21



27th China International Furniture Fair
(Guangzhou) - Home Furniture



China International Outdoor & Leisure
Fair 2011



Homedecor & Housewares China 2011



China International Ceramics Exhibition
(Guangzhou) 2011



China (Guangzhou) International Trade
Fair for Home Textiles 2011

2011
3.27-30



27th China International Furniture Fair (Guangzhou)
- Office Show



CHINA INTERNATIONAL WOODWORKING MACHINERY &
FURNITURE RAW MATERIALS FAIR (GUANGZHOU) 2011



interzum guangzhou

www.ciff-gz.com
China Import & Export Fair Complex



中国对外贸易广州展览总公司
CHINA FOREIGN TRADE GUANGZHOU EXHIBITION GENERAL CORP.

Tel : +86-20-26080427/26081604

Fax : +86-20-86663416-23

E-mail : ciff@fairwindow.com.cn

furniture WORLD

BEST SELLING DESIGN



D&E Workshops

The Oakland Bent Panel Rocker is made of solid wood with upholstered seat. Available in Red Oak, Cherry, Quartersawn White Oak and Brown Maple. This rocker is a great addition to any home and is available in a variety of stains, fabrics or genuine leather. Overall size is 45" H x 31" D and 29" W. Made in America. **Contact information on index page 64.**



A&J Woodworking

This 5 piece square Table Bench Set is made of solid wood. The table is 41" square x 22" high and has a hydraulic lift that extends it to 31" high. Bench seats lift off for extra storage. Made in America **Contact information on index page 64.**

Schwartz Woodworking

The Heritage Bedroom is hand crafted from solid hardwoods in eight wood species with many stain options. Made in America.

Contact information on index page 64.



Elran

"Dany" is contemporary in style with box seating and a winged tipped arm. This collection features an enhanced foam back with a semicut lumbar back seat for ultimate comfort. Shown in heavy weight, supple, full aniline leather in pale cream.

Contact information on index page 64..



Perri Fine Furniture

This sleek "Miami", contemporary styled sofa, with three seat and three back cushions has show wood legs. Matching love seat and chair available, all standard with web and coil. Furniture can be customized to individual tastes. **Contact information on index page 64..**

F&N Woodworking

The La Porte Desk Chair is available in Oak, Cherry, Maple, Brown Maple and quarter sawn White Oak in more than 30 color finishes and a wide variety of fabrics and leathers. The swivel base, gas lift and swivel coasters make it a truly functional chair. Made in America.

Contact information on index page 64..



Huppé

Canadian manufacturer specializing in the manufacture of contemporary bedroom and home office collections inspired by the European style. Furniture is made of birch and is available in a large selection of wood colors.

Contact information on index page 64..



furniture WORLD

BEST SELLING DESIGN



Keystone

The Canterbury is crafted of solid hardwoods and features exposed mortise and tenon joinery. An extensive array of choices in woods, colors, hardware, and customization options are available. Made in America.

Contact information on index page 64.



Dutailier

New innovative chair that glides, swivels, and reclines with a flip up footrest. It is available in more than 225 fabrics and over 30 leather colors.

Contact information on index page 64.

Durham

"Eastpointe" is made from solid Cherry & Maple and is available in Cherry Mist and Espresso finish. The soft contemporary styling features a unique splay-foot base construction that promotes both unity and versatility. **Contact information on index page 64.**



Decor-Rest

Leather sofa with semi-attached back cushions, suggests a quiet transitional look. Available in matching loveseat and a wide variety of leathers and fabrics.

Contact information on index page 64.



Capel

When hearts align they create this pattern displaying both energy and tranquility. Colored with an ombre effect, hues traverse from one end to another and back again. Hand hooked from pure wool by master artisans in China, Droplets is available in the colorways grass, rain, smoke and poppy. A 5x8 rug may retail for \$399.

Contact information on index page 64.



Gautier

The new BE-bop collection with its eco design approach can be configured to grow from childhood through the teen years and into adulthood. A wide range of health and environmental criteria such as choice of suppliers, raw materials, waste recycling and integrated transportation methods are considered in manufacturing. **Contact information on index page 64.**



Your Golden Sales Opportunity



GENDER AWARENESS

Part 1: Adjust your sales presentation. Men and women shop differently.

Sales & Management Skills by Margaret DeGange, M.Ed.

Men and women—AHHH, they make the world so interesting. We have learned that Men are from Mars, and Women are from Venus, and we've been told that we can't live with them (the opposite sex) but we can't live without them either.

For the purposes of this Furniture World article, let's go a step further by stating that we can't run profitable retail operations, and truly serve all of our customers, unless we understand the different ways that men and women need to be satisfied and treated.

Your business will vault 10 steps ahead if you take gender differences seriously and adjust your approach to attempt to meet the requirements, needs and wants of male and female customers.

Most furniture retailers know for certain that men and women shop differently, but the majority can not succinctly describe this phenomenon. In order to

be your best as a sales professional, it is important to know your customers' basic motivations (especially for female shoppers) so that you can be certain that your sales procedures, the questions you ask, and the tone and substance of conversations with prospects are in line with how they think, process information, and make buying decisions.

BE AWARE AND MAKE ADJUSTMENTS

There is one hugely important trait that all successful salespeople have in common. They are really good at being aware of the communication styles of others, and modify or adjust their behavior accordingly. You must be aware in order to make adjustments that will lead to greater sales and profits. That's what this article is all about. We will use it to become aware of how the majority of men and women think, do business, and buy. Looking at generalities and assum-

ing how people "are" may annoy some of us, but the reality is that many general patterns do actually pan out. These may or may not apply to you personally, but they apply to the bulk of those who enter into your business world. Although you may be familiar with some of these patterns, it's time to tweak that knowledge towards business success.

In this article, we'll take a look at how men and women buy, and how salespeople can sell more. Also included are practical tips, "What you can do", to help you put this information into action.

WOMEN-A HUGE MARKET

Females make up about 51 percent of the U.S. population. According to Mary Lou Quinlan, author of "Just Ask a Woman," and "Marketing to Women," women either purchase or influence the purchase of over 80% of all products and services and are responsible for 2/3 of all consumer spending worldwide.



"Women gather. Women want to consider how a large purchase is part of their overall life plan. They do not like to be rushed."

Women buy for themselves for sure, but the buying doesn't stop there. As the decision makers for about 90 percent of purchases directly related to the household, women buy for their families, and as business owners who want nice office spaces, women buy for their businesses, too. For almost 20 years now, women have been starting businesses at almost twice the rate of men. Women buy, and their buying power is BIG!

You see this played out in your furniture and interior decorating related businesses regularly, as you deal with women day-in and day-out, or as you deal with male shoppers who are greatly influenced by the women in their lives. You see it, but how exactly can you use this

knowledge to increase sales? How can you make adjustments in your general marketing strategy and selling platforms, to target this market demographic more effectively?

BRAND YOUR STORE WITH WOMEN IN MIND

Targeting women shoppers through your branding is a great business move, and I don't mean using just a portion of your marketing dollars to reach women. You should focus everything on her, since, she either makes or influences over 90% home-related purchases. It just makes sense to make certain your branding is all about her and the true image of who she is, not some stereo-

typical old-fashioned norm. Today's woman is not just a housewife. She is a mother, a business person, a community leader, a fitness participant, and an intelligent, lifelong learner. Learn to understand the female shopper, and more importantly, plan and adjust your marketing strategies to reach her and to speak to her in terms of her lifestyle. Suggested readings at the end of this three-part series will give you additional information on how to do this.

Your sales processes and marketing strategies must do four things:

1. They must involve approaches that acknowledge the complexities of women's lives in terms of the many per-

MANY STYLES. ONE STANDARD.™

AMISH FURNITURE REDEFINED MORE THAN YOU COULD HAVE EXPECTED.

MORE THAN YOU COULD HAVE EXPECTED.

Visit our Web site and explore our complete line of quality hand-crafted furniture. Offering an extensive list of styles and options, along with over 75 combinations of wood and stain selections — all made to a standard of quality that impresses even the Amish.



HANDCRAFTED IN THE HEARTLAND OF AMERICA.

WWW.SIMPLYAMISH.COM

217.268.4504



"Men are focused on getting what they came for and getting out in a hurry. If they must do a little deciding at the store, they make fast decisions"

sonal, family, and business roles women have today.

2. They must come from a holistic approach that gets to the root of the emotional reasons women buy.

3. They must not focus on comparing your products and services to those of others—it must go deeper than that.

4. They must gain trust by making the connection between the heart of what women want, and your brand. This allows you to become a meaningful part

of their lives.

Once your marketing is squared away and focused fully on the female shopper, you should train your sales staff in the concept of consultation selling directed at women. Your staff should also learn how to work with male customers. We'll look at both, while focusing a bit more on woman shoppers.

It is a very good idea to make sure that your sales force includes a number of female salespeople who can skilfully help customers and who can also help the retail team be more in touch with

what women shoppers want.

Targeting and catering to women in your marketing and in your sales processes does not, by any means exclude men. What it actually does is up your appeal to women by meeting their needs and desires, while putting you in a position with men to exceed their expectations.

GENDER DIFFERENCES: HOW MEN & WOMEN SHOP

When it comes to shopping, it can be useful to think of men and women shoppers in terms of hunters or gatherers.

Men are generally the hunters. They know what they want and they go to the store to get it. They move quickly through the space, and usually do not like to ask a salesperson where to find something. Men do not look at things in a store as long as women do. Men are focused on getting what they came for and getting out in a hurry. If they must do a little deciding at the store, they make fast decisions (some men do a lot of quiet researching and calculating before they shop to get to this point).

Women gather. Women want to "feel" their way through the shopping experience. Women want to consider how a large purchase is part of their overall life "plan". They do not like to be rushed, and they abhor the hard sell which reeks of "hunting", not "gathering". Women are focused on seeing how what they are interested in purchasing will improve their lives and relationships. Women want to be heard, listened to, and taken seriously. A woman wants to ponder and openly interact with her thoughts and with all of the many possibilities until she comes to one she resonates with.

Part of the gathering mindset involves gathering others' opinions. Women ask other women for their thoughts and opinions about products and services they are considering. Over half of women's purchases are influenced by the



Get to know a
home furnishings
association
that's right
on the money!

Let us be your source for:

- Bankcard Processing
- Consumer Finance
- Business and Health Insurance
- Industry Representation

and all the services you need to run your business.

"We've been helping
home furnishings businesses since 1923."
-Mary Frye, HFIA President



800.942.(HOME)4663 WWW.HFIA.COM INFO@HFIA.COM

friends and opinion leaders they trust, and if a woman is happy with a purchase, she shares that story with her friends.

GENDER & PRICE

Men tend to shop or buy when they have a specific need or desire. Once they are sure of what they want, they may not be too concerned with price, as long as it seems generally fair. Women care more about price because they are the more experienced shoppers, but their concern is not about absolute price.

Instead, it is about value for dollars spent. They know what things are "worth" based on comparisons from their many shopping and store experiences.

Men rarely buy something they were not planning on buying even if it is a "very good deal" since they don't buy simply because of price. Women are more prone than men are to buy something they really don't need or didn't think they wanted because the price is "very good". When items fall into the category of small purchases, say under

50 or 100 dollars, many women tend to impulse shop, especially if the items are of good quality. It makes women feel good to get a good deal. They do not

"Women come back to browse so many times, which can frustrate an unskilled salesperson."

*You never get a second chance to make a **first impression***

- ✓ *White glove home delivery*
- ✓ *Dedicated well-equipped modern fleet*
- ✓ *Custom truck branding*
- ✓ *Warehousing*
- ✓ *State-of-the-art technology and reporting*
- ✓ *Consumer surveys*
- ✓ *On-site management and staff*



We Deliver on the Details

703.530.0677

www.diakonlogistics.com

See Us In High Point

NHFA Retail Resource Center, Plaza Suites 1st Floor



GENDER AWARE



usually impulse shop on large ticket items, but their small impulse purchases can certainly add up!

When purchasing large ticket items, both men and women want companies to stand behind the products and services they sell, and they don't want to pay extra for this. This is actually one area they will research well if a warranty or guarantee is of great importance to them, and they will choose companies that support their purchase and recognize the importance of their investment. Women are especially interested in com-

panies that stand behind what they sell without charging extra for it.

to them at no extra charge!

Tip #1: Do more than your competition. Do the "out of the box" thing. Offer warranties and guarantees that take the unknown, the anxiety, and even the fear out of making a large purchase that could potentially have problems. Offer it

THE PROCESS WOMEN USE TO SHOP

Women are extremely sophisticated shoppers. They are not only interested in relationships and personal connection,

It's a confidence thing...

If they can 'see it' they'll buy it

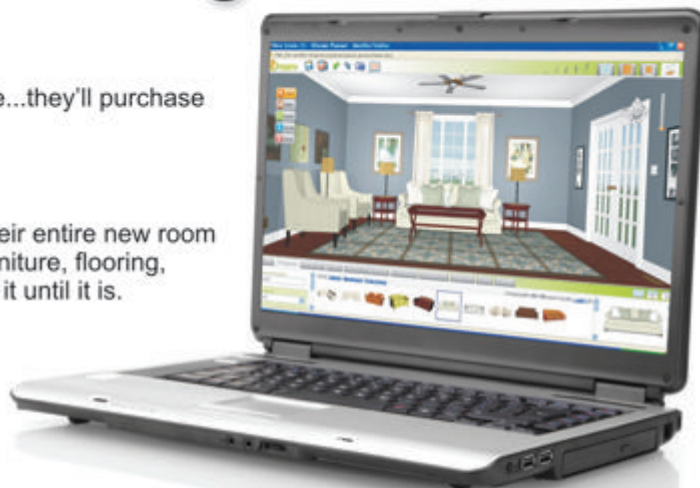
If they can't, not only will they take longer to decide...they'll purchase less, and do it over a longer period of time.

Show & Sell

The 3Dream 3D Room Designer lets you create their entire new room *before they buy*. With a few mouse clicks place furniture, flooring, rugs, art, fabrics, paint...If it's not perfect - change it until it is. No surprises...happier customers.

It's Simple

Increase their confidence - increase your sales.



From the creators of The Board™ Room Planners

Use 3Dream in your store
from only \$39/mth

ViewIT
Technologies

1-800-449-9984
www.3dream.net

See us in Vegas at the new WHFA Retailers Resource Center Building C Space 12

they are also concerned about the quality and utility of products and services, and of the status associated with them.

Women shop in stages. It is a process of inclusion and discovery, particularly when it comes to high ticket items. Women verbalize, vocalize, look around, browse, think, ponder, ask friends, and visit showrooms and stores as they are deciding whether or not to buy and what to buy. Here is an important point: When it comes to high ticket items, women go out to shop to look for information, options, and to formulate or create a vision for their lives, not necessarily to buy immediately. That's one of the reasons they come back to "browse" so many times, which can frustrate an unskilled salesperson. If you can get hold of this concept when a woman shopper first comes in to your store, you (and she too) will look forward to her next visit, which gets closer to the actual sale. In a recent FURNITURE WORLD article, Joe Capillo goes so far as to suggest that the salesperson's goal on a first visit shouldn't be to close a sale, but to get the customer to come back for a second visit, when there is a much higher statistical chance of closing the sale.

Part of this process of inclusion & dis-

"When purchasing large ticket items, both men and women want companies to stand behind the products and services they sell, and they don't want to pay extra for this."

covery means women first have to imagine the possibilities, and then they must see where their own personal tastes meet with these possibilities. They then visualize the perfect scenario where the purchase will be applied or where it will fully "play out" in their lives. Then they have to plan for making the purchase, and finally they buy with confidence. They may then buy additional items to support the initial purchase and to create the best possible outcome in terms of quality of life. For example, if a woman were to buy a new dining set, she is likely to buy an area rug, a table runner and centerpiece or some candles with candleholders, and possibly even some new window treatments to make the space and the new "ambiance" complete. With

all of this in mind, you can see that the typical sales process that starts with "What are you looking for today" does not match the actual process of inclusion and discovery that women employ when they shop. She does not know what she wants, she is formulating, and this can take time. The typically hard or semi-hard sales process of today actually sends women running.

THE PROCESS MEN USE TO SHOP

Men also have a buying process. It is less consultative in nature and is usually internalized up to the point when they come to a decision about what they want. They may start out by doing some

American-Made...Quality...Beautiful...
**Bedroom • Dining Room • Living Room
and Occasional Pieces**
plus outdoor furniture, accessories and home decor items

**9th Annual
Keystone Wholesale Show**
March 30 & 31, 2011 • 9 A.M. to 4 P.M.
in the Toyota Building at the York Expo Center in York, PA



For buyer registration requirements and more info contact:
Keystone Wholesale Markets
Phone: 717-393-6466 • Fax: 717-295-2625
keystonewholesale@comcast.net • www.keystonewholesalemarkets.com



"Women want the freedom to ponder the purchase. On the other hand, women do not like to feel like they've been abandoned. It's a delicate balance."

online research and they may ask the opinion of a friend or two before coming to a decision to buy. Before hitting the store, they either have a very clear general idea regarding what they want to buy, or they will already know the brand and product name specifically. Once they decide, it's on to the store or showroom to make the purchase, money in hand. They don't really go out to "get ideas and shop around". At the store or showroom, they go through a process of elimination based on the general item they know they are looking for. In essence they are hunting for the item they see in their mind's eye. They may see an item and know "this is not it", and they continue on until they see what they already know they want. There is a good chance their process of elimination will bring them to the checkout counter at the first store, or they will eliminate that store entirely and head to another store to make the purchase. Once they leave a store, they may revisit it for the next item on their shopping list, but in general, they won't plan to come back for a second shopping visit regarding a particular item.

Tip #2: Pay attention. Take every cus-

tomers seriously. Don't assume you know what they want, even if they say they want something specific like a sofa. Ask questions in such a way as to show interest. Don't interrogate with questions that are tainted with the flavor of the hard sell, which really says all I care about here is Me, not You.

Women especially, come into the store to gather information and to discover what is available, and possibly to buy. If you approach them in a helpful and friendly manner, they may buy this time, or the next time when they return.

Let customers, both men and women feel like they are in control of the sales situation. Customers do not like to be pressured. They do not like to be robbed of their control, which for women absolutely includes their prerogative to ponder, and this pondering is an essential part of how she buys. She must be able to do this with freedom, so give it to her. On the other hand, women do not like to be abandoned. If they feel that they need help, and you are not available, they can get annoyed. It's a delicate balance. If she does want to browse, be sure and be close by with a helpful attitude and a good knowledge base when she needs assistance. Stay connected!

son to express what he or she wants and needs, while skillfully bringing the other partner into the experience in a rich and meaningful way through friendly, casual dialog and through questions that help get to the needs and desires of both shoppers.

NEXT ISSUE

In the January/February issue of FURNITURE WORLD, this three-part series will continue to break down the purchasing process for men and women in more detail.

Margarett (Margo) DeGange, M.Ed. is a Business and Design Coach in the Home Fashions Industry. She creates and delivers custom training programs for managed businesses and their sales consultants to help them communicate better with customers and increase sales and profits. Margarett is a Writer and Professional Speaker, and the President of The DeGangi Group and The DeGangi School of Interior Decoration, with both on sight and on-line courses in Interior Decorating, Marketing, and Redesign. For almost 20 years she has helped individuals and managed business owners in the interior fashions and decorating industries to earn more while fully enjoying the process.

Two of Margo's popular products for furniture store owners and their sales professionals are The Decorating School Crash Course Power-Ed Pack (9 design lessons on video/audio with 12 hours of content), and the matching Decorating School Crash Course Learner Files to measure learning, provide added interactivity, and motivate sales consultants to own their opportunities for growth.

Visit Margo DeGange's website at www.DecoratingForProfits.com for more information. Send email and questions to her at Margarett@furninfo.com.

COUPLES

In situations where couples are shopping together, a wise salesperson will make it a point to be aware, and sense who the dominant figure is. There is usually a lead shopper, often the woman, in stores that relate to furnishings and home interiors. Although both the male and the female shopping processes may be at work, often one gender is leading the decision to buy.

Tip #3: Once you know who the "leader" is, find a way to allow that per-

In-House Financing with



**Boost your profit
without the hard work.**

CreditStar provides complete account processing and you keep the earned interest and fees. Ask about the Furniture Industry Plan and other finance management options – call American Software & Computers or visit our website:

1.800.617.8271
www.creditstarsoftware.com

From Jaipur Home's Extensive "Good Earth" Reclaimed Collection



Quite Simply, The Best Furniture Made In India!

Discover Jaipur Home, in stock from our US warehouse or direct container.



See Us In Las Vegas & High Point

Las Vegas: WMC, Building B, #812/818



JAIPUR HOME

A Fine Wood Furniture Company

Tel: 479-273-1525 Fax: 479-254-0877

2601-9 SE "J" Street Bentonville, AR 72712

Email: sjohari@jaipurllc.com • website: www.jaipurllc.com

We never Outsource!

PERFORMANCE
OBJECTIVE

THE PAYMENT

MICRO GOALS

TERM

Pay For PERFORMANCE

It's a path to success!

Operations Management by David McMahon

"My bottom line is 14%." That was what a member of one of our performance groups modestly reported recently. "Wow!" and "How?" That was the reaction from the audience.

In a time when businesses with decent profitability are reporting around 5% net income, this company is at the top of their game. Are they just lucky? Are they an anomaly? I think not. I've seen similar break out performances many times – in ALL economies.

It comes down to this: to win you must create a business environment that breeds success – everywhere.

You see, a prime reason why top performing companies outperform their average performing peers is they pay extra when their people achieve better results. These successful businesses align their self interests with their employee's self interests. They have a well executed Pay for Performance strategy (PFP). They understand that everyone deserves to make money – especially when they make the business money.

In this article we will look at how to create a winning PFP strategy for your furniture business. Be sure not to miss Chart #1 on the following page. It provides detailed examples of how you might implement your strategy.

The goal with PFP is to reward performance on the upside, above normal performance levels. This is not intended to replace your regular salaries or bread and butter sales commissions. It is intended to focus people's attention on helping you accomplish certain business objectives. PFP costs you nothing if executed correctly since you only pay when productivity is increased. Best of all, it gives people a vested interest in your success by focusing their attention on your organizational goals. There are five basic steps to implementing a winning PFP strategy:

STEP #1

Set Performance Objectives

"I don't care how much power, brilliance or energy you have, if you don't harness it and focus it on a specific target, and hold it there you're never going to accomplish as much as your ability warrants." ~ Zig Ziglar.

Goals and micro-goals are the basis for PFP. You must know specifically where you need improvement to establish proper goals. Furthermore, you must know specifically how to make that improvement. For example, suppose you realize that your warranty close rate averages 10% on sales that can have product war-

rantees. Knowing that the best performing operations can close over 90%, it tells you that this is an area of opportunity. Set a performance objective to improve warranty sales. If you achieve this micro-goal, your bigger goals of increasing sales and gross margin could also be realized.

STEP #2

Determine The Payment

Once you have your target set, you need to define the motivating element. Define the "carrot" for the "rabbits" to chase. This should be customized to your situation and your people. It could be money, paid time off, merchandise, dinner vouchers, sports' tickets; you name it, and don't be afraid to be creative and fun. Let's say that you interview your sales associates and find that cash should be the "carrot". And just for fun, let's make this a team PFP program. After working the numbers, you decide to pay \$1,000 per quarter to all sales associates for a 10% increase in the warranty close rate over the previous quarter's close rate.

STEP #3

Define How It Works

Keep it simple. Have the performance

MALAYSIAN
INTERNATIONAL



FURNITURE
FAIR 2011

01-05 MARCH
0930 - 1800 hrs

Kuala Lumpur Convention Centre

Putra World Trade Centre

MALAYSIA



Asia's Leading Furniture Trade Exhibition

MIFF

MALAYSIAN INTERNATIONAL FURNITURE FAIR
01-05 MARCH KUALA LUMPUR

Your Infinite Network...

where trade matters most!



ORGANISED BY:



MIFF SDN BHD (400079-S)
99-1, VILLA SHOPLEX PUDU IMPERIA III,
JALAN PUDU ULU, CHERAS,
56100 KUALA LUMPUR, MALAYSIA.

www.miff.com.my

TEL // +603 9282 2888 • FAX // +603 9286 1551 • EMAIL // INFO@MIFF.COM.MY

ENDORSED BY:



MEDIA PARTNER: OFFICIAL DIRECTORY:



CHART 1: EIGHTEEN WAYS TO PAY FOR PERFORMANCE IN YOUR STORE

JOB FUNCTION	PERFORMANCE OBJECTIVE	PAYMENT	HOW IT WORKS
Sales Associates	Increase turns and free up cash by selling slow moving or excess inventory faster.	Spiff markdown items or groups to draw attention to merchandise being dropped. Varies on age of item: \$10-\$100 / item or group.	Selectively choose items on your mark down report where you want to add an extra bonus. Print a spiff list once a week for spiff items available. Periodically change items being spiffed to keep it fresh.
Sales Team	Exceed monthly written and delivered volume goals.	1 free vacation day / salesperson.	If both written and delivered sales surpass targets, each member of the sales team gets an extra vacation day.
Sales Manager	Increase core sales metrics: average sale x close rate x # of ups.	\$1,000 in store voucher for every increase in all 3 metrics per quarter.	Track using a salesperson effectiveness that details: Written sales, number of selling opportunities (ups or traffic), average sale, close ratio, revenue per up (PIN number), gross margin.
Combined PFP: Sales Manager and Inventory Manager	Keep inventory to sales ratio within responsible range. Get 2 key positions working together on a very important metric.	Car allowance.	For every quarter that the inventory to sales ratio stays between 14-18%, a car allowance of \$500 for both the sales manager and the buyer will be extended for the next quarter.
Buyer or Inventory Manager	Increase GMROI.	For every 10 percent improvement in GMROI over quarterly average, pay a percentage of value.	A 10 percent improvement at \$1,000,000 in inventory is \$100,000 in extra GM / year. If you pay 2% per quarter that is a \$2,000 bonus.
Administrator	Obtain rewards from using company credit cards responsibly.	Percentage of vacation award points or percentage of cash back.	Many credit cards allow a spiff for usage. Have your administrator find the most beneficial card for your particular business. Either bonus them from a percentage of cash back or a percentage of vacation award points. The credit card must be paid off in full each month and no interest should be incurred.
Controller	Increase cash flow by increasing and hitting current and quick ratio targets.	\$1,000 at year end for achieving goals.	Establish a quick and current ratio target for cash flow using a pro forma (budgeted) financial statement. Track and report each month to management team.
Warehouse	Maintain a 100% accurate inventory.	When weekly cycle inventory has no exceptions, give movie vouchers out to entire warehouse staff.	The controller should pick a random aisle location each week and ask for the exception report after the location is scanned. If no exceptions, the prize is awarded.
Delivery Scheduling	Increase speed of delivery scheduling and maximize utilization of truck space.	\$100 per week when over 95% of completed sales are scheduled.	Review a sales complete for delivery report on a weekly basis to determine metric and bonus.
Drivers	Perfect deliveries (no damages).	Pick a discontinued piece of merchandise (under retail \$1,000) if perfect deliveries for the month.	If all deliveries are delivered to the customers in perfect order without any refusals or service issues due to damaged or defective products within 1 week of the delivery.
Service	Track source of damages and overall service performed. Seek to decrease service issues as a % of delivered sales.	Tickets to NHL hockey game.	Track source of service monthly. Determine areas of issues. Work with buyer and vendor reps to improve. Figure number of items with service per delivered sales x 100. Issue a prize on decrease.
Warehouse Manager	Keep controllable warehouse expenses under budgeted level.	Split a proportion of expenses that are under targeted levels on the financial pro forma (budget) - \$ and % of sales	If controllable expenses are under targeted dollars and percentage of sales levels, split them by a predetermined proportion.
Computer Tech	Achieve 100% up time of all critical systems during business hours.	Internal tech: \$100 Best Buy gift card. External: Negotiate a rate structure that pays more if no down time and less if down time.	Controller tracks the amount of system down time per month during operating hours.
Marketing? That's Everyone!	Increase traffic through word of mouth.	Spilt commission for any employee referrals.	Get a card made up for everyone in your company. EVERYONE. Tell your employees that if a customer comes in and gives the card to a salesperson, the commission will be split with them.
Total team, customers and charity organization	Total team building and reinforcing PFP program.	Recognize 1 person for exceptional performance per month. \$500 to charity of winner's choice.	Employees and customers can vote for an employee. Have a charity box and online form that says "Tell us if an employee went above and beyond."
All employees and managers	Promote a healthy lifestyle and tie it to the performance of the business.	Annual company fitness membership (first year free).	Must meet or exceed profitability and cash flow targets on the financial pro forma. Negotiate concurrent usage or corporate usage memberships.
General Management / Ownership	Increase company profitability and cash flow to enable long term survival and maximize shareholder EPS.	Percentage of profitability that exceeds pro forma target for profitability. Condition is that both cash flow and profitability targets must be met.	Annual bonus based on financial performance of the entire business. Note: the financial statements must be certifiably correct and normalized due to shareholder withdrawals.
Your Big Customers	Create buzz around town amongst your biggest customers and draw other big hitters.	Super Bowl Tickets.	The customer with the most purchases gets a Super Bowl weekend - 2 tickets. Invite 100 finalists to a private party (sale) to announce the winner. Customer must be present to win. Customer must agree to be in photo for local press.

We'll help put



in YOUR pocket, not your network server

Business software should do two things: make work easier and help your business be more profitable. If dealing with network costs hinders either of these, then it is time to revisit your solution.

With *PROFITon-demand*, you avoid the expense of purchasing and maintaining high priced networks and you get the benefit of being able to access your data from anywhere in the world.

PROFITon-demand delivers *PROFITprofessional's* great features and benefits in an internet-based format that makes it easier to run your business.



If you are ready to toss your network server out because of technical issues, visit our website for solutions.

www.profitsystems.com
800.888.5565

"I absolutely love the flexibility that *PROFITon-demand* offers. I can work from home and everything runs very smoothly and the speed is the same as it was when the server was sitting in the next office!"

Scott Reid- Reid's Countrywide



Software | Consulting | Education | Performance Groups | Freight Program

SIMPLIFY INVENTORY



metric and term of measurement clearly defined whether it be a month, quarter, or year. Have the people that are responsible for performing, track and measure the metric that you are trying to improve every week. This will keep you moving toward your target. By measuring along the way, you can see if changes in strategy, methods, or further education are needed. When it comes time to assess the final measurement, you will already know if you have obtained the result that you were seeking. In our example, at the end of the quarter, if a close rate of 20% is reached, the team gets to split \$1,000. This is all to the up side. There is no loss to the business. Everyone is happy. If not, try again next quarter or make a change to the program.

STEP #4

Add, Drop, Change, Replace

Like merchandise, like employees, like vendors, like all things, some PFP programs will work better than others. If you create one that everyone likes, perfor-

mance clearly improves making it easy to manage. You've got a winner. Let your winners run. On the other hand, if you have a PFP program that is not producing the desired results, change it if the metric is important. However, don't be afraid to drop and replace programs to change the focus of your goals as your organization changes. Let's say that you get your warranty close rates up to 70% on a consistent basis and you are happy with that; the effort that it might take to get it up to 90% might not be worth the time. Instead, you may decide to discontinue that program and replace it with a PFP that focuses on increasing average sales per individual. Keep your PFP strategy dynamic.

STEP #5

Set The Rules

Think of it like a game. Be creative. Keep it simple. Keep it fun. Let others keep score. Results are reported to you – pay when your goals are realized. Cheaters are penalized.

INCLUDE EVERYONE

One important thing to understand when creating your PFP strategy is ALL departments and business partners should be included. Don't leave anyone out. Improving sales metrics is not the only factor that contributes to increased cash flow and profitability. Every area, from purchasing to accounting, should be considered. You should even consider giving a bonus to your vendors and customers for exceptional performance.

To stimulate your creative side, check out Chart #1 on page 44. You can take these ideas, customize them for your business and people, and get started on producing a PFP strategy.

David W. McMahon is an inventory management and operations expert. Questions about any aspect of retail operations management or for help implementing the 5 SMART Steps in your business contact David care of FURNITURE WORLD at davidm@furninfo.com or call him direct at 800-888-5564.



FINDING *GREAT PEOPLE* IS WHAT WE DO!

Furniture Team is your top talent recruiting solution! From mid-level managers to top executives in retail, wholesale, and distribution--let us find the best candidates for you. We will access, qualify, interview, evaluate, and secure potential candidates to help you get the best team possible.

- ★ We work with home furnishings companies nationwide and abroad.
- ★ We not only *find* great candidates for you, we can also assist in the offer/negotiation and transition processes.
- ★ We have worked with over 200 client companies in 10 years.
- ★ Member, NFHA and WHFA.

Furniture Team Management Recruiting, Inc.

Call Pete Tomeck today! 717-361-7858 • www.furniture-team.com • pete@furniture-team.com
"I put my name on the line with each placement!--Pete Tomeck, President - Member, SHRM"

Do you sometimes feel like you need a



MAGIC 8 BALL

to help make your business decisions?

Good decisions do not happen by chance. Retailers that are organized, efficient, and most importantly, profitable, didn't get there by accident. They make smart decisions using the best tools, resources, and information available to them. Successful retailers don't leave any decision to luck. Are any of your decisions and policies shaped by accident? Take the guess work out of planning your company's future.

PROFITsystems has the solutions to help:

- Software
- Consulting
- Education
- e-Marketing
- Performance Groups
- Freight Program
- Bar Coding
- Sales Training
- And More!



"Using PROFITprofessional, we learned to manage our inventory and our profitability has improved substantially. We are able to stay ahead of our competition."

Chuck McMillin
McMillin's Furniture Inc.
Yale, MI

In today's economy, relying on anything but the best is gambling with your future. PROFITsystems offers exceptional resources to help you build a strong future for your company. Magic 8 Ball NOT included.

Visit us at:

www.profitsystems.com

800.888.5565



Software | Consulting | Advanced Education | Sales Training
Performance Groups | Freight Program | e-Commerce | e-Marketing

Six Ways To Improve The CUSTOMER EXPERIENCE

Simple ways to engage customers and improve your sales numbers.

Sales Management by Joe Capillo

Let's face it. There isn't much difference between the way things have always been done, and the way they are being done now inside retail furniture stores. The big difference is outside of our stores, in the marketplace for furniture where demand is far below the levels of three, five, or fifteen years ago. So, the environment has changed but furniture retailers have not. If I see anything different, it's in the demeanor and attitude of the people who greet me in stores. Frankly, it's pretty bad. Sales are down. For many salespeople, earnings are down as well, and you can feel it in the low or negative energy of a store. So can your customers.

It's almost like everyone is waiting for some miracle to happen that will restore things to the way they were when housing growth and equity money was driving our business, and you could get away with just a pleasant interaction, reasonably good salespeople, and decent pro-

motions. But, if things are as bad as I keep hearing they are (from retailers) those things are no longer enough, isn't it time to change? Isn't there a compelling reason to look at the idea of examining your customer experience and take some action to set yourself above your competition in more ways than by simply offering better prices (and lower margins) on the same merchandise?

WHAT IS THE CUSTOMER EXPERIENCE?

It begins with understanding what people want and expect today in their shopping – particularly relative to high-ticket, discretionary purchases such as furniture.

Large national and international retailers are putting great effort and dollars into creating a rewarding experience for their customers. From the online experience through the in-store experience, savvy retailers are taking steps to

be more consumer-centric in everything they do. They strive to deliver a consistent message around the things their consumer research shows are important to potential customers.

Where one-to-one selling is the primary revenue-generating source, special attention is paid to training salespeople in strategic ways that are compatible with the online experience. And these retailers aim their training efforts at enhancing the overall level of service each customer receives, melding the online experience into the in-store experience.

Today, your customer's experience often begins online at your website. What are you doing there to engage and excite your prospective customers and make them want to buy from you as opposed to the next site they might visit? Can they place an order there, or do they have to call or visit your store? And, when they do that, how are they greeted and served when they finally meet up with one of your employees, whether on the phone or at the door? Do you have interactive room planning software on your site so they can stay longer, and fit things to their room?

And, when a shopper leaves your store, how would they describe their experience? Have you ever asked them to do that?

Most importantly, who determines and controls how your customers are engaged? Is it you or your employees? How would you greet your customers if you could meet every one of them? What approach would you use to make them feel relaxed and welcome?

There has never been a stronger case for strategic thinking and actions than now. Every effort should be made to make your customers' shopping experi-



Looking for
anything in
particular?

"Sales are down. For many salespeople, earnings are down as well, and you can feel it in the low or negative energy of a store. So can your customers."



ences better than ever before. This probably means a lot of things have to change, most importantly in the way your people interact with your potential customers. If "How ya doin today? And "Are you looking for anything in particular." are still your prevalent greeting statements, you might have a problem. If the economy has changed completely and you haven't changed at all... it's time to do some planning and execution for new ways to engage your customers.

Here are six ideas you should consider to improve your customers' buying experience:

1. Clear the door! There is nothing that turns customers more sour than

a group of unsmiling people waiting right at the door to pounce on them. They hate it, and they let you know that.

2. Don't allow any salesperson to greet a customer without a big, sincere smile, and a welcoming greeting. "Hi, Welcome! Thanks for coming in today." Works wonders if you do it right and pay attention.

3. Stop asking whether shoppers are "looking for anything in particular" because they're not. Most likely they are looking for something in general – like a bedroom set or a sofa, not one particular one.

4. Stop asking customers questions they can't answer – like "Do you have a particular style in mind?" because they don't.

Besides meanings are in people, not in words, so words like "traditional" or "contemporary" will have different meanings to different people. People who don't buy furniture often (everyone) are seeking inspiration in furniture stores and on websites. Is your store inspiring? Are there lots of new ideas abounding throughout? How about your website? Inspiring, or merely just there?

5. Is your store as good as your website? In fact, do you deliver in the

CLOSE MORE SALES!

Turn Browsers into Buyers... Give them an incentive that will give you the edge!

A 5 Day/4 Night "Cruise Certificate for Two" to Mexico, the Bahamas or the Western Caribbean

Only when your customers do business with you.

Dominate The Competition • Increase Your Ad Response • Generate More Referrals • More Be Backs • Higher Profit



Your Customers Can Expect:

- Beautiful Interior Stateroom For Two
- Gourmet Meals & Snacks
- 24-Hour Free Stateroom Service
- All Shows, Entertainment, Full Casino
- Exciting & Exotic Ports of Call
- & Much More!

only **\$139⁰⁰** per certificate*
(Minimum purchase required)

Visit Us at

www.Cruise4Two.com

For More Info Call Toll Free

(866) 541-8077

* Cruise recipient is responsible for port charges, taxes, customs and fulfillment fees. See cruise certificate for full details.



NEWTON
innovation & design



HANDCRAFTED FURNITURE.

BUILT TO ORDER.

FINISHED BY HAND.



Style. Function. Storage...

- ⇒ Full Line Producers
- ⇒ Hardwood Dovetailed Drawers and Full Extension, Ball Bearing Slides
- ⇒ Hand-Crafted From Five Solid Hardwoods
- ⇒ Hand Finished with a Conversion Varnish Topcoat
- ⇒ Styles from Formal and Shaker to Contemporary and Modern
- ⇒ Personalize your Furniture with your choice of Stain, Wood, Hardware and Size
- ⇒ Creating Value by Practicing Lean Mfg. Methods
- ⇒ Sell More Furniture, more efficiently with our online Dealer Portal
- ⇒ ...and Solid Wood is by Nature an Environmentally Friendly, Natural and Renewable Resource.



Interested to come see our shops when you're at the TCHFM? Give us a call...

www.newtonfurnishings.com

Tel 519.595.7621 Fax 519.595.7623

Email tob@newtonfurnishings.com



CUSTOMER EXPERIENCE

store the promises you make on your website? Worse yet – is your store better than your website? If so, it's time to change that right now because you'll never see the many people who shop online first, if they have a subpar online experience on your website. Look at all your competitors' sites, and act to bring your website up to speed. Use your website to draw people into your store. Track your website traffic carefully and use all the tools available to make it better and higher ranking on the web-search engines.

6. Ask every customer as soon as you can if they visited your website. It's pretty simple: "Have you visited our website?" is all it takes. If they answer yes, probably something there brought them in. So, just ask: "Did you see something on the site you're interested in?" Record

all this on your traffic log, door sheet, or customer engagement software.

Everyone knows the now-famous definition of insanity which states that if you keep doing the same things over and over and expect a different result, that's insanity. If you want your customers to enjoy their visits to your store, and make more purchases as the result, then examine your engagement strategy carefully. Observe the overall demeanor of your people – use phantom shoppers if you have to, or have your sister's husband's cousin's aunt come in. Do something to make things better in your store – instead of just cutting your margins and your credibility.

Joe Capillo is a furniture industry veteran with 35 years combined experience as a retail consultant and retail industry executive. He is a contributing

Have you
visited our
website?

editor to FURNITURE WORLD and a frequent speaker at industry functions. Joe makes himself available for private consultations on any aspect of retail sales management and sales education.

His recently published book, "Living On The Top Line", available on Amazon.com, helps furniture retailers create and implement customer-centric selling systems. Joe can be reached at jocapillo@furninfo.com. See all of his sales management articles on the information packed FURNITURE WORLD website www.furninfo.com in the sales management article archives section.

**"So far my sales have
increased by 40%, and
it goes up every month."**

Gary Hubble, sales associate with Olindes Furniture

You can learn the sales secrets these companies are using. For just \$20 a month our training website will teach your sales person everything he needs to increase his sales. Call now to subscribe!

THE
FURNITURE
TRAINING COMPANY

866.755.5996

www.furnituretrainingcompany.com

A few of our retailers:

Amish Market, Inc • Andrew's Gallery • Army and Airforce Exchange Service • Art Sample Furniture • Arthur Berman • Atrium Interiors • Back at the Ranch Home Furnishings • Boer's • Bali Distinctive Decor • Barron's Furniture • Becker Furniture World • BestDealShops.com • Bliss Home • Boulevard Home Furnishings • Brown Furniture • Budget Furniture • Burdorf's Furnishings & Flooring • Contrex • Carl's Furniture City • Carolina Direct Furniture • Casa Bella Galleria • Casual Elements • Chariho Furniture • Civilization • Colfax Furniture • Comforts of Home • Continental Furniture • Copenhagen Furniture • Cornerstone Interiors • Creative Classics • Creative Interiors and Design • Crystal Hammond • Custom Draperies • Design Spree • Designer Furniture Gallery • Divine Home Furniture • Don Willis Furniture • Dufresne Furniture & Appliances • Eddie's Furniture Gallery • EFO Furniture Galleries • Eheart Interior Solutions • En'terior Designs • Feathers Furniture • Foliage Furniture and Interiors • Furniture & Futon Warehouse • Furniture City • Furniture Discounters Inc • Furniture Distributors • Furniture First • Furniture Market Place • Furniture Plus • Furniture Showcase • Furniture USA • Furniture Warehouse • Gallery Furniture • Gates Home Furnishings • George E. Dorsey & Co. • Greemann's Furniture • Habegger Furniture • Heaven on Earth Furniture • Home Furniture Company • Home Hardware • House of Furniture and Mattresses • House2Home Furniture • IFW - Calgary • Interiors • International Furniture Wholesalers • Ivan Smith Furniture • Kaufman Scroggs Home Furnishings • King Furniture • King's Furniture • Lapeer Furniture & Mattress • Leader's Casual Furniture • Living Collections • Logan Furniture • Louis Mahana Furniture • Macy's • Madeso, Inc. • Market Square • Marlo Furniture • McGuire Furniture Rental & Sales • Michael's Fine Furnishings • Midway Home Solutions • Moore Furniture • North South Furnishings Group • Oak and More Furniture • Olum's • Open Door, LLC • Overstock Furniture • P.S. and Company • Pacific Manufacturing & Distributing • Paramount Furniture • Phillips Home Furnishings • Phyl's Furniture • Pileria's Interiors • Plain and Simple Furniture • Port Madison Home • Pricepoint • Raley's Home Furnishings • RC Willey • Rosa's Stores • Rose Bros Furniture • Rosso's Furniture • Scan Home Furniture • Smitty's Furniture • Sparks Homestore • SPCI Companies • St. Jacobs Furnishings Co. • Stewart Clarke Furniture • Stoney Creek Furniture • Taft Furniture • Tepperman's • The Sleep Store • Top Hat Furniture • Town & Country Furniture • Trivett's Furniture • Turner Furniture • Uncle Albert's Furniture • Unlimited Furniture • Van's Home Center • West Harvard Furniture • Whitley Galleries • Wolf Furniture • Woodley's Fine Furniture • Wright's Furniture • Yoder's Furniture and Appliances

Costly Retail Headache

BUYER'S REMORSE

You don't need to live with the pain. Take positive steps to address the causes that contribute to post-sale dissatisfaction.

Delivery, Warehousing, Logistics by Dan Bolger

Buyer's remorse is a fact of life for furniture retailers at every price point and in every area of North America. Most customers go through some sense of regret after they've made a significant purchase.

Buyers remorse refers to the emotional response by the consumer after a purchase is made. The higher the price and the higher the involvement in a purchase, the higher is the potential for buyer's remorse. But it is all relative. To the recent college graduate furnishing an apartment with her first new furniture, purchasing a \$999 sofa might be a real big deal while the stockbroker might think that's pocket change. It's all in the

mind of the beholder.

Yet, most furniture retailers still like to look the other way and pretend that this doesn't happen or doesn't have that much of an impact on their business — let alone measure it. Don't be fooled. Buyers remorse is real and if you don't pay attention it can really hurt your bottom line and the customer relationship. My extensive data base of delivery metrics indicates that 2% to 10% of furniture deliveries result in a return or exchange when there is absolutely nothing wrong with the furniture. This fact points to an opportunity for many furniture retailers to improve their business.

The inset on the next page shows the extremes of typical returns policies. Nevertheless, most retailers should and do go beyond their own policies as a good will gesture. Please keep in mind that states may have differing consumer protection laws covering specific categories of merchandise. A good online resource where you can review the return policies of a number of stores including a couple of furniture stores is www.storereturnpolicy.com. You can also just google the words "store return policy furniture" and you will come up with return policies for many hundreds of home furnishings retailers.

BEFORE THE DELIVERY

Collecting sufficient information at the point of sale has been shown to reduce the percentage of returned merchandise. Your sales people should, therefore, be your first line of defense.

A sales culture that emphasizes the salesperson's role in helping customers to buy, rather than try to sell them whatever is on sale or in stock, is the first step toward warding off buyer's remorse. It makes intuitive

sense that if some care has been taken to ensure that the furniture you sell is appropriate for your customer's space and lifestyle, they will be happier.

Make sure your salespeople don't neglect to ask the right questions about the customer's neighborhood and their home, condo or apartment, keeping in mind that delivery access is essential.

You can eliminate the hassle of trying to deliver a very large armoire that is wider than the doorway, hall or elevator, or can't be maneuvered up a stairway. Your sales staff training must include this critical area.

It is obvious that a failed delivery will result in a return, but a delayed or difficult delivery can cause your customer to question his or her judgement in purchasing an item or even the decision to do business with your store. Everything about the purchase can be tainted with negative emotion, resulting in lost future business, damaging social networking comments or an immediate return.

Tip: create clever signage that can be placed on large pieces to remind customers to tell sales associates about potential obstacles to delivery such as narrow stairways, doorways, etc.

The typical direct cost to do an exchange after an initial delivery is five times the original delivery cost. Since the product's original packaging is usually gone, there will also be additional costs for protecting the product until it can be sold. Circumstances may require the product to be sold as used with further loss of margin. In many cases the entire margin is gone. Even worse, if there is a return and the customer goes elsewhere you have incurred costs and the only





TABLE BED

Hidden inside this wallbed is a recessed table that is locked into the closed position for safety. Simply unlock the table to reveal a large 40" x 48" work surface.



WALLBEDS!

800-934-6711

World Market Center Las Vegas A-540

website: www.wallbedsinfo.com

email: wallbeds@surewest.net

thing you have to show for it is re-wrapped furniture in the warehouse.

DURING & AFTER DELIVERY

Any problem during delivery can cause the customer to re-evaluate a purchase.

Proper presentation of the new furniture by the delivery crew as I have said so many times is a big deal. This includes: on time delivery; proper attire; personal hygiene; wiping feet before entering the home; taking care to protect floors, doorways and walls; noting and if possible replacing missing hardware; checking for deluxing problems and, fixing minor issues, wiping wood surfaces, plumping the pillows, etc.

Tip: It can't hurt to have your delivery people subtly and sincerely compliment the customer on their home and the beautiful furniture choice they made.

David Lively, partner at The Lively Merchant noted that, "operational failures are the cause of every lost commission from the perspective of the sales staff." Commenting further on flawed delivery as a contributor to buyer's remorse, he related, "retailers need to be focused on making sure the 98% of deliveries go right, resulting in customers who love them. Having met that standard, retailers can then look to other causes, such as bad sales advice, poor design suggestions, merchandise that isn't up to a minimal quality standards, or to delivery/ prep departments that just didn't do their jobs! Regardless of who is at fault the customers perception doesn't change.

They have spent money for stuff that doesn't meet their needs.

As for return policies, he said, "If I opened a store again my policy would be; "If you don't like your new furniture for any reason, we'll take it back – no questions asked, even on custom orders!" Isn't that easy? That kind of policy makes consumers feel confident buying furniture."

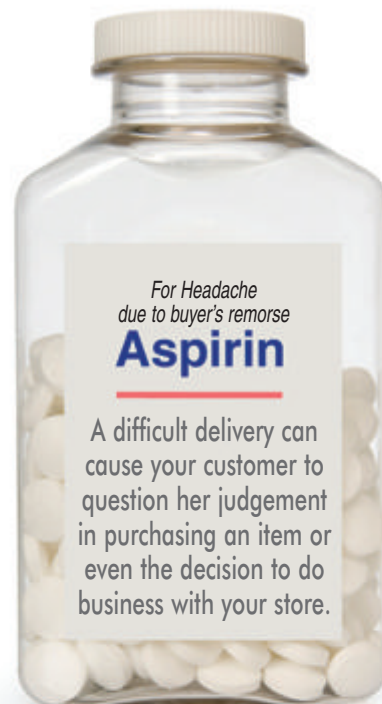
If something should go wrong with the delivery, make sure you know the extent of the problem before your customer calls to complain and possibly request a return. Once you find out that a problem has occurred, take action immediately. Remember that the exhilaration of anticipating getting new furniture can easily turn to buyer's remorse should it take too long to deliver the goods.

Also, your salespeople should follow-up post-sale and perhaps again post-delivery to confirm customer satisfaction, thank them for their business and confirm the wise choice they made with a note, email or call.

If the customer likes your store, the sales process and the salesperson, they are more likely to forgive a minor problem... especially if it is handled with care and speed. And, they are less likely to feel remorse after a perfect delivery!

ENGAGE YOUR STAFF

Buyer's remorse is a costly headache for furniture retailers. But you don't have to "take two aspirin" and live with the pain. Instead, address the causes that contribute to post-sale dissatisfaction. Measure customer remorse and take positive steps to



engage your staff in making customers feel good about their purchases. It's one more way to assure survival of your business. Comments on ways you have found to reduce buyer remorse are welcomed via email (bolger@furninfo.com) or phone.

Daniel Bolger P.E. provides operations consulting services to clients throughout North America. FURNITURE WORLD Magazine readers can contact him at bolger@furninfo.com or phone 740-503-8875. For more information on transportation, logistics and furniture warehousing topics, go to FURNITURE WORLD Magazine's website www.furninfo.com to read all of Dan's articles.

Some Furniture Store Cancellation Policies

Policy Example #1: You may cancel your order if the item has not been shipped. If the order has been shipped, it cannot be canceled. However, the order may be returned upon receipt (excluding the original shipping and processing fees and a pick up fee equal to the original shipping and processing fees).

If you are not satisfied with your purchase after delivery, you may return unused, undamaged merchandise within 14 days of receiving your order for exchange, credit, or refund (excluding the original shipping and processing fees and a pick up fee equal to the original shipping and processing fees). Returns after 14 days will not be refunded, but may be eligible for exchanges or credit.

Policy Example #2: All merchandise should be inspected prior to your picking it up. All sales are final and No Returns are

accepted. There are no other warranties, expressed or implied, including any warranty or merchantability or fitness for a particular purpose.

Policy Example #3: If you do not feel that the merchandise you purchased is appropriate in your home, you may return the items for reselection, credit or refund. Items must be returned within 30 days after you receive your merchandise. To receive full credit, all returned merchandise must accompany the original sales receipt, be in the same condition as when purchased, complete with accessories, instructions, original box and packaging (if item was picked up). Merchandise not meeting these requirements may not be accepted for return, or will be assessed a restocking charge. Returns without a receipt may be accepted for In Store Credit Only.

Policy Example #4: You may receive a total refund for furnishings purchased in our showroom, only if you cancel the sale within 48 hours of the date of purchase. Charged purchase, will be credited back to your charge account. All other refunds will be made by check and mailed. Sales not cancelled within 48 hours qualify for only 80% of the purchase price to be refunded. If you wish to cancel an order within 48 hours, we will confirm cancellation without penalty. No refunds are available and sales cannot be cancelled after delivery. Real wood products can not be returned because there is a knot in the wood, or due to natural wood grain differences, or natural leather character marks that differ from showroom samples. Color matching our products with furniture, paint, or material purchased from another source is not a condition that qualifies to return an item.

Experience the Magic of Furniture Wizard

The jobs you do everyday made **FAST** and **EASY!**



Integration

- Instant Stock Availability
- Electronic Purchase Orders
- Convert Data



Control your website with Furniture Wizard



Amazing looks, unmatched abilities!

Awesome Price Tags and Labels customize for your store!

Includes your logo,
photos, and bar code.



Quickbooks® compatible

Easily exports data
directly to
Quickbooks®



Furniture Wizard Software
connects multiple stores
and your warehouse
in real time.

you can even
work from home!

Networks easily



All the information you need, when you need it!

- 100's of Reports
- Sales Commissions
- Margin
- Mark-Up
- Profit
- GMROI



Call for **FREE Demo CD**
or **Live Demonstration.**
619.869.7200



Bluetooth Wireless Scanner
up to 300 ft. range

Barcode Solutions That Work!

- Point of Sale
- Inventory
- Receiving

**Powerful Portable
USB Mini Scanner**
Your sales staff
will love them!

Seeing is believing!



W★FURNITURE WIZARD

Software

820 Starboard St. Chula Vista, California 91914

Phone 619.869.7200 Fax 619.869.7210

www.furniturewizard.com

Copyright © 2010 New Visions Information Systems, Inc.

Sales Associates Must MAKE FRIENDS FOR THE HOUSE

Four ways sales associates can make themselves more interesting to customers.

Sales Skills by Peter A. Marino Ph.D.

The, founder of the famous Statler Hotel Chain E. M. Statler once said: "The [salesperson] who thinks that his first duty is selling is absolutely wrong. Selling is only one of the two important things a [salesperson] is supposed to do – and it is not the more important of the two. The [salesperson's] first duty is to make friends for his house."

Clarence Darrow once said that his success as a lawyer was due to the fact that he could make the jury regard the defendant as a friend instead of an enemy. "People don't hang their friends," he said.

BE INTERESTING TO YOUR CUSTOMERS

1 Work at becoming an interesting person. Read, learn and follow your interests. Be active with family, business and community activities. A big part of becoming a successful salesperson is to work on self-development. Customers are attracted to salespeople that seem to be interesting, terrific and fun. Ever wonder how the word 'terrific' came to have a positive meaning, even though it originally meant to scare someone? That happened because at least scary people and scary things are not boring! That is the reason why millions rush to see scary films. Students don't like boring teachers. None of us likes boring fathers-in-law, mothers-in-law, brothers-in-law, sons-in-law, etc. The point being made here is that we should interest people without scar-



The Bolger Group

**Warehouse-Delivery-Transportation
Management Consultants**



- **Increase Productivity**
- **Plan Warehouse Growth**
- **Fix Service Problems**
- **Tighten Controls**



email dbolger@bolgergroup.com, or

Call 740-503-8845

3146 Maple Ave., Millersport OH
43046-9740 • www.bolgergroup.com

Poem from January 2, 1954
Furniture World Magazine By Edgar Guest

"If I possessed a shop or store...

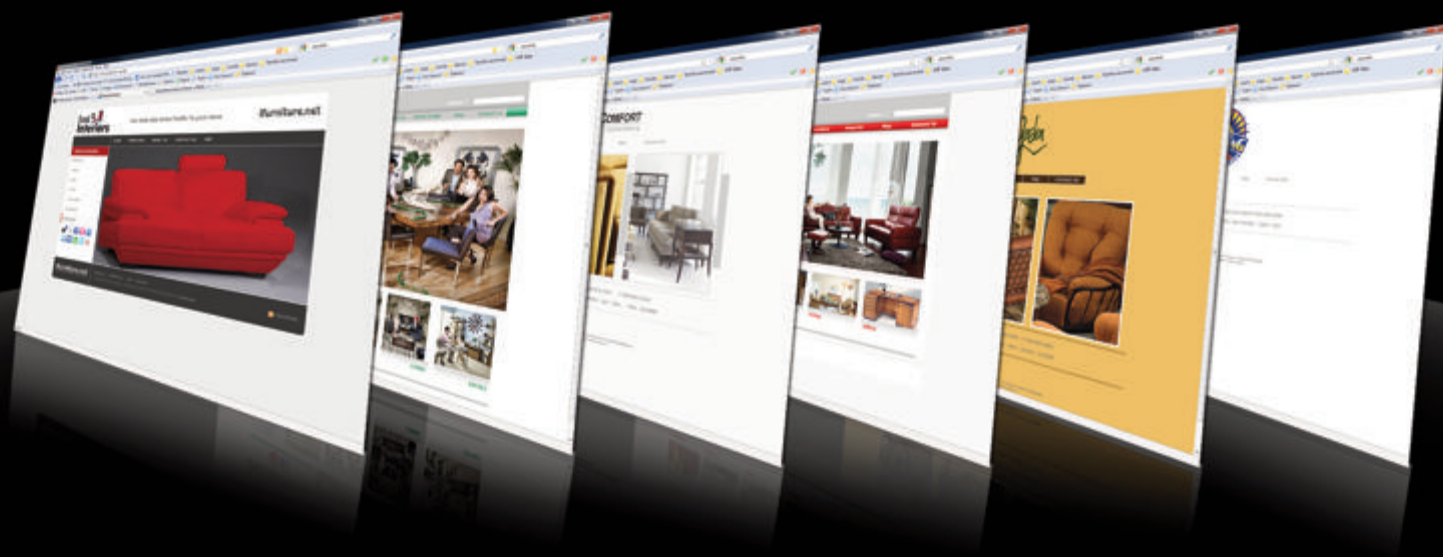
I'd drive the grouches off my floor
I'd never let some gloomy guy
Offend the folks who come to buy,
I'd never stop a boy or clerk
With mental toothache at his work,
Nor let a man who draws my pay
Drive customer's of mine away.
I'd treat the man who takes my time
And spends a nickel or a dime
With courtesy and make him feel
That I was pleased to close the deal,
Because tomorrow, who can tell?
He may want the stuff I have to sell,
And in that case, then glad he'll be
To spend his dollars all with me.
The reason people pass one door
To patronize another store,
Is not because the busier place
Has better silks or gloves or lace,
Or cheaper prices, but it lies
In pleasant words and smiling eyes;
The only difference, I believe,
Is in the treatment folks receive!"

ifurniture.net

**Awesome furniture websites
that you control yourself!**

Leading Edge Technology
For the Home Furnishings Industry

Experience the Future Today!



619.869.7200

Our gorgeous websites will drive customers to your store. You control all of the products displayed. Easily and instantly updating your site with the items you actually sell and have displayed in your showroom.

QuickBooks® Compatibility Coming Soon

MAKE FRIENDS...

ing them.

Charles Roth came up with an excellent way to think about how to become an interesting person. He said, "To be interesting to others, all you have to do is show more interest to others." You will unlock the secret of Mr. Roth's statement if you understand that: It's not how interesting you think you are to others; it's how interesting others think you are to them.



Also from a 1954 issue of Furniture World Magazine, an ad for casegoods manufacturer Heywood Wakefield. The text ties in with the theme of this article (Winning Friends For The House).... "Your friends at Heywood-Wakefield will be happy to show the complete line to you and extend traditional Heywood-Wakefield hospitality."

Here's another tip on how to be interesting to your customers: Flow with and not against them. In short, do not argue

with them, do not try to outsmart them, do not do anything to antagonize them. Remember that selling is not a battle of wits. Don't top your customer's stories.

Leader in North American Market

Since 1982



Patented mechanism on Integrated Footrest Glider Chair

CALL TODAY
800-856-6318



Crinar inc.

740, 4e Avenue,
Saint-Romuald, Qc., G6W 5M6
Tél. (418) 834-4440
Fax (418) 834-3583
info@crinar.com

TORONTO SHOW - January 15-18
Please visit us in booth 2001

2. Find out about customers' common interests so you can connect with them on an emotional level when necessary. Remember it is not always necessary to be too anxious to get this information upfront because these interests may come out organically as you help them to plan and furnish their rooms. Many people like to talk about themselves. Get to feel the customer's interests by acknowledging them.

3. Become knowledgeable about furniture and interior design. Customers don't want to discuss choices that will affect their home environments with sales associates who know less than they do about furniture, bedding and interior design. Watch design oriented television shows and read home design magazines. Keep abreast of current trends. Study furniture construction and styles. Know your products inside and out. Having become knowledgeable, remember that you want to use your expertise only when required.

4. Remain interested in people. Get to know a lot of the folks that live in your area. Make it part of your job to participate in real and virtual social net-

"Pencil and paper worked for a long time,
but took a long time. Then we discovered

Genesis Advantage..."



"Inventory -
No problem!
Customer
information -
right at your
fingertips!"

See us in Las Vegas
Resource Center
C Building, 4th Floor

MAKE INVENTORY COUNTS A BREEZE!

Genesis offers
complete inventory
control software and
barcode equipment
packages.



WWW.GENESISADVANTAGE.COM

Easy-To-Use Software For Furniture Retailers

Powerful Features
Easy to Use
Inventory Control
Intuitive POS Entry
Fully Integrated
Accounting
Email Customers With Ease
Electronic Timeclock
Automatic Back-ups



*Find out why more than 500 furniture retailers
choose Genesis Advantage...*

Call for your
FREE DEMO CD
and information packet.

509-536-4739

*"So easy to use,
it's brainless!"*

Custom Design SOFTWARE

- Point of Sale Order Entry
- Automatic Inventory Reduction
- Automatic Purchase Orders
- Special Orders
- Lay-A-Ways
- Customer Service
- Customer History
- Installment Financing Module
- Real Time Multi-Store Integration
- Mailing List and Email Blaster
- Automatic Price Tags, Bar Codes & Custom Tags
- Automatic Delivery Routes & Mapping
- Integrated Accounting Including:
 - Accounts Payable
 - Payroll
 - General Ledger
 - Banking
- QuickBooks Accounting Option
- Computer Sales & Networking
- Build & Sell From Your Own Internet Web Site Included
- MAC Friendly
- Integrated Credit Card Processing
- The Only Voice Command Furniture Software!
- Works With All Current MS Windows Versions
- Much, Much More!!
- Since 1991!!

THE BEST WINDOWS®
**POINT OF SALE
SOFTWARE**
FOR THE 21st CENTURY

CUSTOM DESIGN SOFTWARE TOOL BOX:



Scanners



POS Scanner

Voice Commands



Dymo Printer



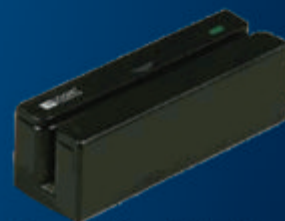
POS Printer



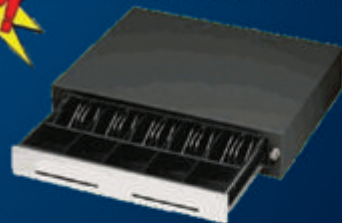
OnLine PO's



Mini Scanner



Credit Card Swiper



Cash Drawer

**VISIT US IN OUR
NEW SPACE
LAS VEGAS**
Bldg. C - 4th Floor

Call: 800.884.0806

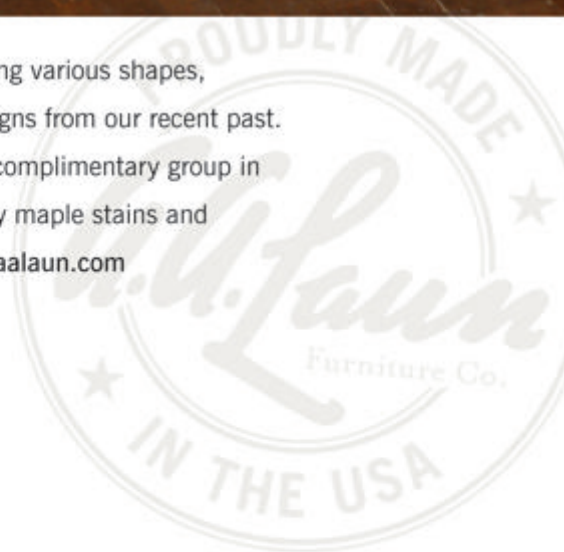
1731 Treyborne Circle, Commerce, MI 48390

Fax 248.669.9514 • www.customdesignsoftware.net • jerryk@customdesignsoftware.net

rewind



Introducing Rewind, a collection of tables and entertainment consoles featuring various shapes, sizes and functions in a clean contemporary style reminiscent of popular designs from our recent past. This timeless collection consists of pieces that can stand alone or work as a complimentary group in an eclectic setting. Crafted of solid maple, Rewind is available in our primary maple stains and all our Custom Colors stains and paints. Learn more about Rewind at www.aalaun.com





P E R R I
FINE FURNITURE

Elegance with a Tradition

*Serving the
Furniture
Industry
Since 1970*

- Stock Program
- Fabric & Leather
- Custom Sizes & COM

*Come and See
Exciting New
Introductions*

At Our
Factory Showroom
410 Norfinch Drive
Toronto, Ontario M3NTY4

*Call Today
416-665-1991*



From a Single Case of Bulbs...

To a National Account Program



- Save Energy Costs
- Sustainable Lighting Source
- Lighting Design Services
- Great Bulb Prices
- Furniture Lighting Experts

Service lamp has worked with you for nearly 40 years providing innovative lighting fixtures, ballasts, bulbs and lighting services. We understand the impact sustainable lighting can have on your bottom line. We know how to help maintain your lighting system and make it more economical.

SERVICE LAMP IS YOUR FULL SERVICE LIGHTING SOURCE.

Call us today at 800-222-LAMP

See us at High Point Market

*NHFA Retail Resource Center - Plaza Suites
October 16-22*

PHILIPS
sense and simplicity

Service Lamp Corp.
the accent is on service



WWW.IMM-COLOGNE.COM
WWW.LIVINGKITCHEN-COLOGNE.COM

imm cologne

THE INTERNATIONAL FURNISHING SHOW COLOGNE **CREATING SPACES**

**18-23
JANUARY
2011**

Ticket is also valid for the parallel trade show:

LivingKitchen®


THE INTERNATIONAL KITCHEN SHOW COLOGNE

Koelnmesse Inc.

8700 W. Bryn Mawr Ave., Suite 640 North, Chicago, IL 60631

Phone (773) 326-9920, Fax (773) 714-0063

k.dickerson@koelnmessenafra.com · www.koelnmessenafra.com

 koelnmesse

furniture WORLD

140 YEARS OF SERVICE TO THE FURNITURE INDUSTRY

ADVERTISER & DESIGN EDITORIAL INDEX & CONTACT INFORMATION

COMPANY	TELEPHONE	EMAIL	PAGE#	COMPANY	TELEPHONE	EMAIL	PAGE#
3Dream.net	800-449-9984	info@spaceplanning.com	38	Galt Display Rack	800-461-3892	Jason@galtdisplayrack.com	60
A&J Woodworking	574-642-1184	fax: 574-642-3606	30	Gautier USA	954-975-3303	hlaurent@gautierusa.com	33
A.A. Laun	920-894-7441	service@aalaun.com	62	Genesis Software	509-536-4739	crystal@genesis4windows.com	59
Arc Way Trolleys	800-263-1338	mail@bordertownwire.com	64	HFIA	800-942-4663	info@hfia.com	36
Ashley Furniture		www.ashleyfurniture.com	3,4,5	Huppe	819-758-1529	jdionne@huppe.net	22-23
Bolger Group Consulting	740-503-8875	dbolger@bolgergroup.com	56	ifurniture.net	619-869-7200-2613	wizard@furniturewiz.com	57
Capel Rugs	800-382-6574	byoung@capel.net	33	Jaipur Home	479-273-1525	sjohari@jaipurllc.com	41
CIFF Show	+86-20-26080427	ciff@fairwindow.com.cn	29	Karel Expositions	305-792-9990	info@kemexpo.com	60
CreditStar Financing Software	800-617-8271	richard@amssoftco.com	40	Kathy Ireland Home by Omnia	909-393-4400	anthony@omnialeather.com	13
Crinar	(418) 834-4440	christian@crinar.com	58, 33	Keystone Furniture	717-933-5115	marvinm@keystonecollections.com	32
Cruise4Two	866-541-8077	shawn@cruise4two.com	49	Keystone Wholesale Show	717-393-6466	keystonewholesale@comcast.net	39
Custom Design Software	800-884-0806	jerryk@customdesignsoftware.net	61	MIFF Furniture Fair	603-9282-2888	info@miff.com.my	43
D&E Workshops	260-593-0195	fax: 260-593-2480	30	Morry Dickter	1-800-521-9935	mdaassoc@aol.com	63
Décor-Rest Furniture	905-856-5956	christina@decor-rest.com	7, 33	Newton Furnishings	519-595-7621	tob@newtonfurnishings.com	50
Diakon	703-530-0677	dgreen@diakonlogistics.com	37	NIWA Furniture Expo.	260-768-7878 ext.2	niwa@furninfo.com	19
Durham Furniture	519-369-2607	bmorrow@durhamfurniture.com	32	Perri Fine Furniture	416-665-1991	info@perrefinefurniture.com	63
Dutailier Furniture	800-363-9817	davidf@dutailier.com	Cov. 1, 4	PROFITSystems	866-595-9376	info@profitsystems.net	45, 47
Elron	800-361-6546	erica@elron.com	15, 31	Schwartz Woodworking	260-593-3193	schwartz@furninfo.com	30
F&N Woodworking	260-463-8938	fnwoodworking@furninfo.com	17, 31	Simply Amish	217-268-4504	kkauffman@simplyamish.com	35
Flex-A-Bed	800-421-2277	info@flexabed.com	21	SOFA	905-678-5626	lkafka@internationalcentre.com	11
Furniture Team	717-361-7858	pete@furnitureteam.com	46	TCHFM (Toronto Show)	514-866-3631	info@tchfm.com	9
Furniture Training Company	866-755-5996	markl@furnituretrainingcompany.com	51	Wallbeds	800-934-6711	wallbeds@surewest.net	53
Furniture Wizard	619-482-2613	wizard@furniturewiz.com	55	World Market Center	702-599-9621	cdonero@lasvegasmarketcenter.com	27

END-OF-YEAR PRICING!

SHEETS GALORE!

WE'VE GOT THE BEST ASSORTMENT OF THE FINEST QUALITY MICROFIBER SHEET SETS ANYWHERE!

PLAZA HOME
Super Soft Sheet Set



TWIN•FULL
QUEEN•KING
SPECIAL BUY!!

\$12
4PC. SET

1 Flat Sheet•1 Fitted Sheet•2 Pillowcases

EXPERIENCE THE COMFORT & SOFT TOUCH FEEL OF AN 800-THREAD COUNT SHEET SET



TWIN•FULL
QUEEN•KING
CALI KING

\$13.88
6PC. SET

1 Flat Sheet•1 Fitted Sheet•4 Pillowcases
Twin Has 2 Pillowcases

MADE OF HIGH STRENGTH MICRO FIBER YARNS THAT STAY SOFT & WRINKLE-FREE FOR YEARS TO COME

1200 THREAD COUNT SHEET SET



TWIN•FULL
QUEEN•KING
CALI KING

\$17.88

1 Flat Sheet•1 Fitted Sheet
2 Pillowcases•Braided Handle

ANTI-BACTERIAL MEMORY FOAM PILLOW



KILLS BACTERIA!
CONTROLS DUST MITES!

ANTIBACTERIAL
MEMORY FOAM
SANDWICH PILLOW

\$15

STANDARD PILLOW SHAPE

MORRY DICKTER & ASSOC., INC.
300 CEDAR BLVD•SUITE 203•PGH, PA•412-531-5274•FAX 412-531-5270
EMAIL: mdaassoc@aol.com
www.giveawaysandpremiums.com **1-800-521-9935**



Arc-Way Industries Inc.

We Have The Solution!

Since 1979





INNOVATIVE FURNITURE HANDLING & STORAGE SOLUTIONS for the SHOWROOM & WAREHOUSE

Reduce Injury & Increase Space

Our Competitors CAN'T STACK UP to us!

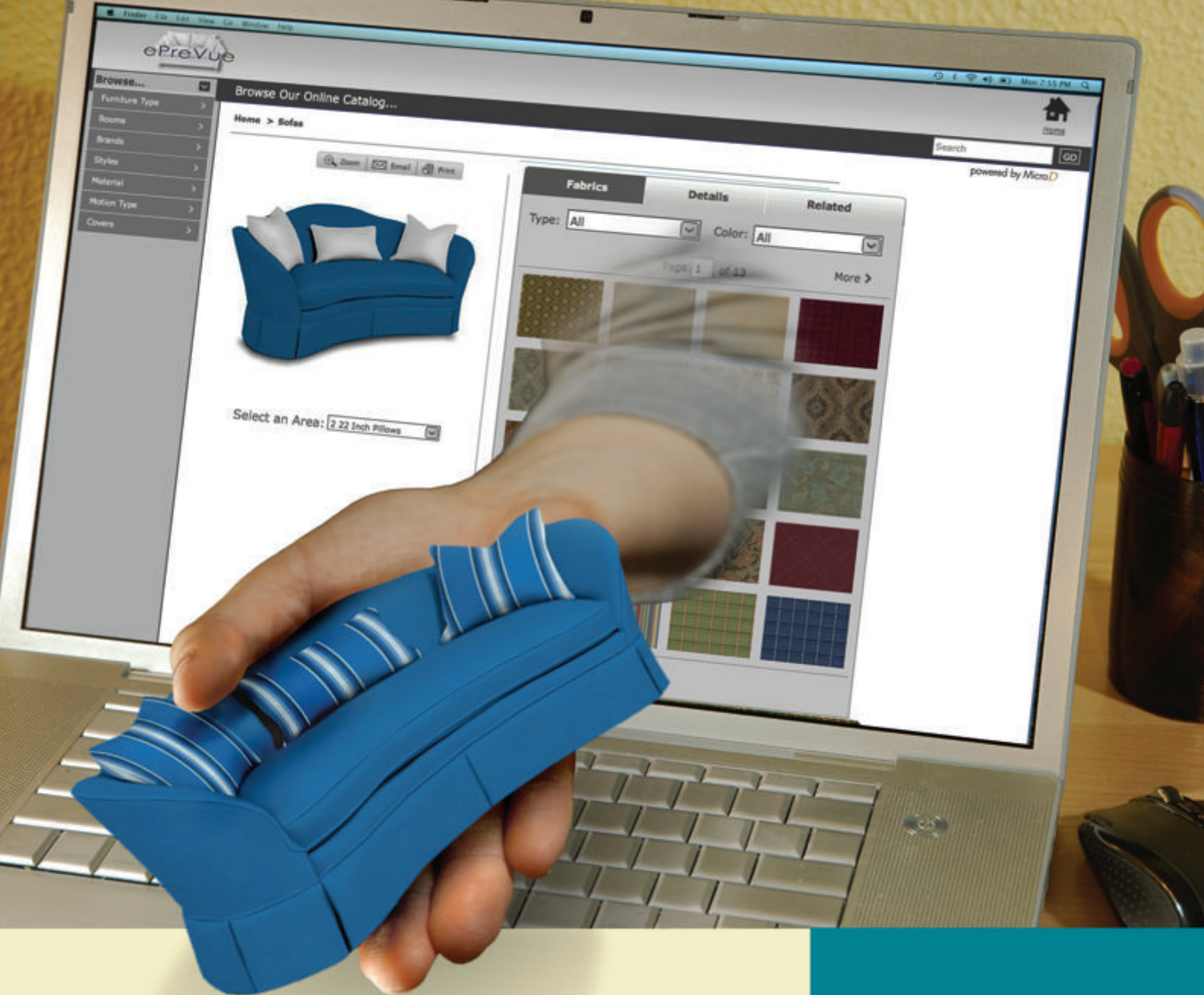
MANEUVERABLE • RELIABLE • STURDY • HEAVY DUTY • ECONOMICAL



Arc-Way Industries Inc.

TOLL FREE **1-800-263-1338**

mail@Bordertownwire.com



Come and get it.

It's not just about being online. It's about inspiring and engaging the consumer.

That's what MicroD-powered websites do. In fact, over 85% of the top 100 brands and retailers use MicroD to:

- Enable consumers to configure thousands of products online.
- Achieve higher search rankings — store & products.
- Build loyalty by extending the amount of time customers spend on your site.
- Provide valuable leads and information about buyers' interests.

To get the full picture, call 800-964-3876. Or email sales@microdinc.com

MicroD
INCORPORATED

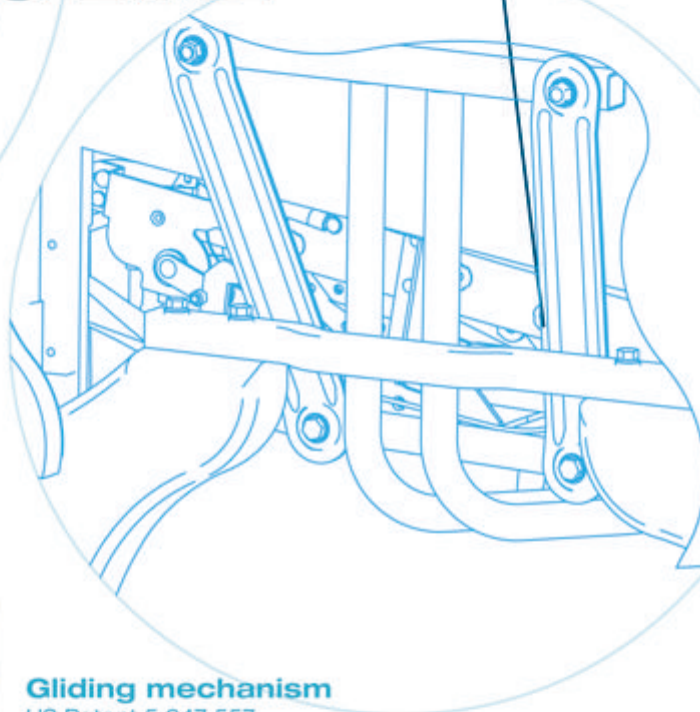
www.microdinc.com

*Online marketing solutions
for the furniture industry.*

**Please visit us at
Las Vegas Market,
RRC booth C-488/496
Jan 24 – 28, 2011.**

WHEN IT COMES TO INNOVATION

THIS IS WHAT LEADING BY DESIGN LOOKS LIKE



Gliding mechanism
US Patent 5,947,557

At Dutailier, our commitment to product innovation is in everything we make. From our proven Glider-R-Motion® mechanism to our world-famous Swiveling system, we deliver technology that others overlook.

Plus, with numerous patents on new and existing mechanisms, we continue to lead the way in the furniture industry.

VISIT US IN TORONTO AT BOOTH 3301 HALL 3

DUTAILIER 



QUALITY CANADIAN FURNITURE™

FOR DEALER INFORMATION:
1 800 363-9817 info@dutailier.com www.dutailier.com