

furniture WORLD

Advancing Women in 2016

Better Bedding & Mattress Sales Series

Employee Theft Trends

Design & Designer: Outdoor Furniture

Retail Profile: Boulevard Home Furnishings

Dealing With Deceptive Retail Pricing

downfall of industry brands

SIMPLIFY.



Accessories designed for effortless coordination.

Surya.com and our catalog are organized for easy product selection.

Unsurpassed sales support.

THE BEAUTY OF EASY.



WINTER MARKETS | OPEN 8AM-8PM

ATLANTA 11-A-1 | DALLAS WTC 560 | LAS VEGAS C400



CONTENTS

FURNITURE WORLD MAGAZINE *Since 1870*

Visit www.furninfo.com The Industry's Most Extensive Furniture Website

Cover: From Legends Furniture, this media fireplace console from the Crossgrain collection offers a contemporary look with a clean, uncluttered design. Crafted from select solid woods and iron trim accents. For more information, see page 21 in this issue, or visit www.legendsfurniture.com.

08 Advancing Women in 2016

Mattress Firm's Abby Ludens outlines a program for hiring and advancing women in home furnishings organizations.

16 Ten Retail Commandments

Rules to live by that will help you to build your business, ignite your passion and reduce your level of stress.

24 Employee Theft

You may be thinking that fraud is not a problem at your operation, but the statistics are sadly not in your favor.

30 Better Bedding & Mattress Sales: Hybrid Marketing

What will you do about the online retailers selling lower priced mattress who expect to take market share away from you?

38 Steps of the Sale Series: Qualifying Questions

More qualifying questions RSA's can use to keep the sale moving along.

48 Retail Success: Boulevard Home Furnishings

With three locations plus distribution center, this retailer focuses on delivering a family experience with lots of fun.

60 Best Selling Design

Editors' picks of best selling furniture and accessory designs.

68 Real Bad Feelin' About Our Industry's Brands

Bill Napier, offers tips on how to win back brand loyalty in 2016.

76 Deceptive Pricing

What to do if your competitor deceptively prices their products?

86 Design & Designer Series: Inside or Outside, You Decide

Award winning design team Richard and Catherine Frinier discuss the past, present, and future of outdoor furniture.

100 Lean Techniques Part 4: Inventory

Every furniture store needs a strategy for implementing LEAN and applying it to inventory. Here's how.



Member BPA

Furniture World Magazine
1333A North Ave. #437
New Rochelle, NY 10804
Tel: 914-235-3095

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 \$119 (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 2014 Towse Publishing Company, all rights reserved. Reproduction in whole or in part is strictly prohibited.

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

The Bed. *completely* Reimagined.



www.FashionBedGroup.com

INTRODUCING THE SN@P™ BED: A REVOLUTIONARY SOLUTION THAT MAKES DELIVERY A SN@P!

Suddenly, there's a better way to display, market and sell your line of beds. The SN@P™ Bed will revolutionize the way you think about beds because it literally "snaps together" for quick assembly, saving warehouse space, along with delivery and set-up time. Available in six distinctive styles and in popular sizes, these metal frame beds come with a headboard, footboard, side rails and support system — all in one carton. To make delivery even



easier, SN@P Beds pack flat for easy shipping to customers, and can be assembled with only an Allen wrench. The SN@P Bed is one more innovation that could only come from Fashion Bed Group, the leading retail supplier of bedding accessories in the United States. **No, it's not a bed you've seen everywhere. At Fashion Bed Group, it's the bed, reimagined.**

FASHION
BED GROUP®
Fashion Forward

A Leggett & Platt® COMPANY

Visit us at Las Vegas Market January 24-28, Showroom B1326

Personalized Design with Integrity

Essex from Omnia





For over 26 years, Omnia has hand crafted innovative styles in every configuration imaginable that are current, yet timeless.

From retro to ranch, stationary to motion, Omnia offers your clients the flexibility to create personalized looks that speak to their lifestyles.

Discover why Omnia is your best resource for top quality upholstery, available in a wide range of fabric and leathers. See Omnia's full line, Made in America, at the Las Vegas Market, or call for more information.

OMNIA[®]

Personalizing Comfort[™]



Editor's Corner

Who will you be in 2016?

I'm writing this on a Sunday afternoon in late December after participating in a yoga class held at a nearby church. From the street outside, toward the end of the session, a voice with a heavy Bronx accent inquired, "Who da hell are ya?" I knew that this question was directed to me!

At the time I was in a pose called "twist yourself uncomfortably far, try not to tip over, don't grimace, keep breathing, while pulling kneecaps up hard", though it certainly sounds more pleasing when described in Hindi.

Since the year is new, considering, "who the hell are ya?" both personally and for your business, can be an illuminating exercise. The question is a sidewalk restatement of Socrates' observation, "An unexamined life is not worth living".

Fourth Way philosopher George Gurdjieff observed that each person is made up of many "I's" depending on the context of our lives, sometimes contradictory and in flux. For the evolution of consciousness he taught, unity is a goal.

Similarly, average companies are a great jumble of inconsistent "I's. A great brand, however, works toward unity. It makes sure that its customers, employees and suppliers have a unified idea of what the brand stands for, why it's in business, how it designs, treats people, communicates, and makes the world a better place. And, this idea manifests for customers every day, across the entire organization. We may not all get to great, but no matter where you are as a company (or a person), it all starts with taking a step back and asking the question.

Russell Bienenstock
Editorial Director

furniture WORLD

EXECUTIVE CONTACTS

Editorial Director, CEO
Russell Bienenstock
russ@furninfo.com

Art/ Design Editor
Barbara Bienenstock

Associate Editor
S.T. Bienenstock

Retail Feature Editor
Janet Holt-Johnstone

Comptroller
Gifford Dorival
gifford@furninfo.com

Publisher
Barton Bienenstock
barton@furninfo.com

Vice President
Thelma Mason Davis
thelma@furninfo.com

Advertising Sales Director
Gary Siegel
gary@furninfo.com

Sales Manager Eastern Region
Mark Testa
mark@furninfo.com



Seamlessly coordinated accessories.

Designs for every lifestyle and price point.

Top Sellers ship within 48 hours.

THE BEAUTY OF EASY.



WINTER MARKETS | OPEN 8AM-8PM

ATLANTA 11-A-1 | DALLAS WTC 560 | LAS VEGAS C400

ACCENT FURNITURE | BEDDING | LIGHTING | PILLOWS | RUGS | TROWS | WALL DECOR | SURYA.COM

ADVANCING WOMEN

How to do it and why every bedding and furniture retailer should!

by Abby Ludens, VP Talent Management, Mattress Firm

Editor's note: As early as the 1950s, editorial features in *Furniture World* magazine written by luminaries such as Nat Ancell of Ethan Allen and Kay Lambeth of Erwin Lambeth, have lamented the underrepresentation of women in our industry. Only recently though, has there been some progress, with women advancing through the ranks into leadership positions. Here, Abby Ludens, Vice President of Talent Management for Mattress Firm takes a look at how the pace of change might be accelerated for the benefit of our customers and our businesses.

More than 50 percent of the U.S. population is made up of women. Yet women are vastly underrepresented in leadership ranks across numerous organizations and industries throughout America. This can be seen most strikingly in the retail industry.

As the Vice President of Talent Management at Mattress Firm, I can speak directly to the work we are doing as a mattress retailer, that can be of great value to other home furnishings retailers.

For us, the average buyer is a 51-year-old female. This is unsurprising in the retail space; women are much more likely than men to serve

as household decision-makers when it comes to consumer purchases. Now, consider this: only 25 percent of our sales force is female.

Why does it matter for us?

Purchasing a new mattress can be an intimate decision-making process. We sleep on them. We spend more than 30 percent of our lives on them. They are personal, and the consumers' retail experience should be, as well. And this personal experience is just as important for other furniture and accessory items sold in retail stores.

If a consumer – or even a potential employee – walks into a place where they don't fit in, do you think they are

likely to make a purchase or submit an application? Will they consider that a positive experience? Will they feel as though the company is doing all it can to attract them?

The answer to those questions is likely “no,” which is understandable. It's human nature to look for places where we belong, and this sense of belonging often comes with a sense of representation.

It is a good business practice for retailers to create environments where customers feel at home. Since most retail shoppers are in fact women, it's easily justified that our teams and leadership should be representative of these retail customers.

Once you are convinced that you need to do this, it's necessary to

If a consumer - or even a potential employee - walks into a place where they don't fit in, are they likely to make a purchase or submit an application? Probably not!

The Search Is Over

Software for Furniture Retail Growth



Leading Retail Software Solutions



"STORIS has been a supportive partner as we grow our business, expand store locations, and broaden regional reach. Their software solution is an integral part of the exceptional customer service we deliver, which has helped us become the leading furniture and mattress retailer in every city we serve."

George Cartledge III - President

George Cartledge, Jr. - Chairman of the Board

Robert Bennett - Executive Vice President

GRAND
Home Furnishings

Discover **the Difference**



1.888.4.STORIS

www.STORIS.com

NJBIZ #1 Best Place to Work **NJ**





deco FASHION RUGS



 **Sunset**
International Trade L.L.C.

297 Getty Ave. Paterson, NJ 07503 | Ph: 973.357.1115 Fax: 973.357.1771

www.sunsetfurniture.com



Participants in Mattress Firm's LeadHERship program attend regularly scheduled leadership training webinars and receive a bi-weekly newsletter highlighting best practices and workplace-related articles. Internal leaders are used as teachers.

attract highly qualified women to fill positions, while also doing a better job of identifying high-caliber candidates, already working in your organization, for advancement.

Regardless of whether we sell mattresses or other home furnishings items, for most of us the lack of women across our organizations is an issue that has become too obvious to ignore.

The reason many retail organizations are resistant to change is because those proposing it cannot satisfactorily answer the question, "Why?" But once this question is answered, it's much easier to act. The good news is that through smart recruiting, providing resources to female team members and education, you can make a near-immediate impact.

It is true that women in the furniture industry have greater representation in advertising, public relations, design and sales positions, however, it would be disingenuous to limit them to marketing and consumer-facing leadership roles. Of course you want to capitalize on their ability to relate to consumers in an industry where most consumers are, in fact, females, but they shouldn't just be added to the mix, they should be considered from the outset. It may seem difficult to attract those highly talented finance, operations and man-

agement female candidates, but the real dilemma is targeting those candidates already within our organizations and providing them with the proper training and development to succeed in those areas, to take on leadership roles.

Where To Start?

It may seem like the obvious place to start is at talent acquisition, just hire more women! However, if you don't address the diversity gap first by implementing programs that will help women within the organization, you may be heading into an uphill battle. If women join an organization and see that there are no women in leadership roles, or programs for their advancement, they likely won't stay long. You should first acknowledge there is an opportunity for improvement and then work to identify how the organization can become a preferred place for women to grow their careers. By doing this first, the company will naturally become a more appealing choice for female candidates.

It is important to find people who have a passion for this type of undertaking. Mattress Firm created a LeadHERship Board of Directors, which allowed us to establish and

empower a group of 10 women in the organization who serve as champions for the initiative. We also asked for executive support with both men and women providing feedback and guidance.

A Talent Acquisition team was formed, made up of people who came from field sales and operations, which makes up 95 percent of our hires each year. Our recruiters have absolutely no experience in recruiting, or any type of HR-related background. Instead, they are people chosen from within the Mattress Firm organization who have a true passion for the organization. Many of them previously served as top salespeople, multi-unit managers and sales trainers. We find that they transition well into a role that is all about selling the company. Recruiting people to sell mattresses (or any home furnishings item) can be challenging, but it's important to focus on the fact that the people you hire are providing products that are integral to your customers lives, health and happiness. This is why it's important to have the right people tasked with hiring the best possible candidates.

Our team spends time on 20 college campuses across the U.S. and has had great success in finding incredible talent at college job fairs. We also partner with top sales programs. Women

advancing WOMEN

make up 51 per-cent of college students nationwide, so walking onto a college campus, we naturally have a captive audience. College students are interested in companies with programs focused on their development, and want to find a place where they can visualize their own growth. We're fortunate to have those opportunities by providing them with full-time and internship opportunities.

Measuring effectiveness

Other companies have established similar programs with extremely positive results – up to a 50% increase in female hiring. While we would love to see this type of result long term, we've determined the best approach for Mattress Firm is to take baby steps. Our goal is to increase the number of women working in our organization by 10 percent, as well as to achieve a 10 percent increase in women in different levels of field leadership roles.

The LeadHERship Program

Mattress Firm intends to close the gap between the number of male and female leaders in our organization and the mattress industry overall.

In 2015, we launched the LeadHERship initiative to further promote, engage and foster diversity.

There are differences between men and women, both on the consumer side — how we make decisions — and on the employee side — how we communicate with, lead and manage people.

The LeadHERship program, therefore, identifies ways to develop leaders, teaching them various management techniques, with an emphasis on how to lead different groups of people. The initiative is intended for all employees.

Participants attend regularly scheduled leadership training webinars with guest speakers focused on communicating with women and women leadership. Members also receive a bi-week-

ly newsletter highlighting best practices and workplace-related articles. The intended goal is to offer opportunities to teach, connect, and open the door to beneficial conversations.

Internal leaders are used as teachers, chosen from Mattress Firm's team of over 7,000 people across the organization. This gives us a large pool of talent to provide guidance to the LeadHERship group. Some past seminar topics included, "Communicating

THEY CHOSE US. FIND OUT WHY.

“TD is a **perfect partner**, with above-and-beyond **service** and plenty of options for **growing our business**.”

Garry Ikola, SVP OF SALES

CITY
Furniture

PRIVATE LABEL CREDIT CARDS ■ FULLY-CUSTOMIZED PROGRAMS

TD **Retail Card Services**

Visit TDRCS.com or call 1-866-729-7072 EXT 3008

“It may seem like the obvious place to start is to just hire more women! However, if you don’t implement programs that will help women, you may be heading into an uphill battle.”

Through Change,” “Continuing Your Education,” “Lessons I’ve learned From My Parents,” and “Finding Balance in the Workplace.” Our next workshop is based on the “Discover your Strengths” principle. Men and women at all levels of the organization benefit, and we encourage everyone, both men and women to participate. The program also provides a forum to discuss some of the hurdles women face in a male-dominated industry. This is important and beneficial for all of our leaders to understand.

Diversity Training

When implementing a program such as this, it becomes necessary to educate colleagues on the importance of diversity within the workplace. Teach them how to lead different groups of people, how to properly communicate with them, plus to respect and embrace different perspectives. You need to enable and encourage a mix of ideas, opinions and perspectives. Diversity brings value to our organizations only when our organizations place value on diversity.

Hurdles to Advancement

Of course, closing the gaps does not come without its hurdles. For retailers, there are going to be naysayers, especially in the beginning. My advice is to engage them in meaningful conversation (rather than debate) and show them the value — to the individuals and to the organization.

Another hurdle is time. Especially true in retail, leaders and key stakeholders want instant results. Once they have determined to increase diversity,

they may expect immediate and drastic change. And when they don’t see it, they may jump ship and move onto another pressing issue. It’s important to communicate that this is not something that changes overnight. It will take time, dedication and commitment. But the prize is worth the price.

For larger organizations, it can be challenging to connect all the different segments of the company so that they are in sync with the corporate plan. To be honest, this is a road we’re still navigating at Mattress Firm, an organization that has grown from 150 stores to more than 2,000 in less than two decades. We want to provide equal resources and allocate the same level of attention to all of our team members regardless of geographic placement and find ways to connect our team across the country.

Summing it up

So, how can retail organizations foster the advancement of women in leadership?

- Consider your customers, and compare their composition to the make-up of your workforce. Acknowledge the gaps, and think through ways and opportunities to bridge them, creating a sense of belonging for both your consumers and your employees.
- Recognize the benefits of diversity — for the culture, the industry, the consumer and the bottom line. A variety of perspectives, opinions, ideas and leadership styles is never a bad thing.
- Provide resources and educate your team. Support women who want to become leaders and foster

communication among all colleagues.

- Commit to the cause. It can be a long journey — certainly not free of obstacles — but it’s an important one to take.

It is finally time to bring balance to the industry by encouraging, engaging and promoting diversity. I hope that we all work together to ensure that it does.

To quote Ralph Waldo Emerson, “Nothing great was ever achieved without enthusiasm.” Advancing women in the workplace and fostering diversity is certainly something to be enthusiastic about.

After all, it’s a win-win proposition — for everyone.

About Abby Ludens: Abby Ludens, Mattress Firm’s vice president of talent management, graduated from the University of South Dakota in 2001 with a degree in Mass Communications. Following graduation, Abby joined the Mattress Firm’s sales management training program in Atlanta, GA. After spending over 4 years in the field in sales and multi-unit management, Abby transitioned to the corporate headquarters where she has spent the last 11+ years growing the talent management department at MFRM Family of Brands.

advancing
WOMEN

constantretail

Custom e-commerce solutions, made easy.

Retail is changing... Change with retail.

Constant Retail is an end-to-end e-commerce solution for furniture manufacturers and retailers.

Built for Retailers, by Retailers.



Set up in Minutes, not Months.

1

Enter your company name and URL.

2

Select from 20 customizable responsive themes.

3

Select from our extensive array of catalogs or add your own.

4

Start selling with our marketing power.

Visit us at the Las Vegas Market – Building B, Main Lobby.

www.constantretail.com | 844 373 8245 | sales@constantretail.com

TEN COMMANDMENTS!

for 2016

Rules for retailers to live by in the New Year!

by Gordon Hecht

Rules to live by in 2016, that will help you to build your business, ignite your passion and reduce your level of stress!

Many people start their own business because they want to write their own rule book. It is due to their passion to “do it their way” that entrepreneurs risk it all to find success.

Common rules are needed to create a livable environment. Some rules are carved in stone, and others are created in committees. Here are some of the best ways to build your business, ignite your passion, and reduce your stress level.

1. Thou Shalt Not Create Any Roadblocks. Whether it is your advertising, commission pay plan, or operations system, resist the temptation to create roadblocks for your shoppers and employees. This means reducing the amount of small print containing the terms for any advertised special. If you want to advertise “everything on sale” don’t exclude a third of your displays. When you offer spiffs or extra commission on items for your sales team, reduce the amount of restrictions that prevent them from earning those spiffs. Also, make it easy for your delivery team. Don’t promote expectations that they can’t live up to-like same day delivery or 2 hour time windows.

2. Attract and Be Attractive. Great organizations grow by attracting the best and brightest people to work for them. Good organizations get that way by recruiting every day. Winning companies do both! Become the #1 Best Place to Work in your market by offering above average compensation and work environment; then promote that fact every day. When great people are choosing their next employer, work/life balance is the tie breaker. Retail means weekends and evenings, but when you can design a schedule without EVERY evening and weekend, you will attract and retain great, loyal people.

3. Thou Shalt Walk Around. Make 2016 the year of Management by Walking Around. That means walking your entire physical plant; store, warehouse, or offices every day-with your eyes wide open. Start in the parking lot. Does it look worn with the parking stripes faded, or full of potholes? You now have one strike against you. Check your front door. Recently I shopped a major east coast retailer with decals from 2005 and 2007 on their door. And if you have a “NO” sign on your door, (No cell



Solutions - they're in our **DNA**

When it comes to beautiful, quality furniture at affordable prices, no manufacturer offers a more comprehensive selection than Klaussner. Whether you're talking upholstery or case goods, stationary or motion, imported or domestic, licensed collections, outdoor, even specialty bedding with adjustable power bases, only Klaussner offers such a complete portfolio of products, and delivers them so fast.

There is only one manufacturer that has all the solutions –
Klaussner Home Furnishings - *they're in our DNA.*



The leading solutions provider for the home furnishings industry.

SHOWROOMS:

High Point - 101 N. Hamilton St. • Las Vegas A-801 • Chicago - 16th Floor, Suite 100

WAREHOUSES:

Asheboro, NC • Lakewood, WA • Fontana, CA



DYNAMIC Retail Solutions FOR THE MODERN WORLD



ENGAGING CUSTOMER
EXPERIENCE

TRENDSETTING INTERIOR
& EXTERIOR DESIGN

TRANSFORMATIVE
RETAIL STRATEGY

ENLIGHTENED VISUAL
IDENTITY & MERCHANDISING



Connie Post
International
**AFFORDABLE
DESIGN
SOLUTIONS™**

High Point, Folio 21, W647
304.736.7283
conniepost@conniepost.com

phones, No beverages, No food) you now have two strikes! Next check for missing hardware, stuck doors, dirty mattresses, missing pillows, and rugs with humps in them. That all adds up to strike three-and your Shopper is out!

4. Thou Shalt Not Be Afraid Of Technology. Face it, the internet is here to stay and digital advertising will be more important than TV, Newspapers, Radio, and Direct Mailers in 2016. You don't have to be an expert; you can hire one. But you can't be a dummy either. Start by getting yourself a personal Facebook page, then a Twitter account, and move forward from there. Your store's website can't just be a catalog; it has to be open to take orders. If you want to be around in the future, you have to accept it and embrace it.

5. Thou Shalt Paint! If your store has been open for more than 3 years-Congratulations! That means you have been successful! It also means that it is probably time to remodel! Flooring, construction and lighting can get expensive! But painting is one of the least expensive ways to brighten up your store and lift the spirits of your sales team and

shoppers! Chances are the exterior of your building is weather worn and interior walls have seen some damage. Do it yourself, or hire a professional. Either way, this will add some color and brighten your world.

6. Thou Shalt Show the BEST. When it comes to selling many RSAs like to take the path of least resistance, showing and selling low price merchandise, aka picking low hanging fruit. INSIST that your sales team shows your best and highest price merchandise to every shopper. If I ever leave our business and end up selling Chevys, I would INSIST that every shopper test-drive a Corvette, even if they are looking for a \$3500 used car. Who wouldn't want to take a spin in a Vette? And after looking at \$80,000 of vehicle, maybe \$25,000 won't look so bad! Show the best, you will sell some of them, and your average sale will rise!

7. Thou Shalt Visit Thy Neighbor. Retail is WAR and wars are won with INTELLIGENCE. You may go golfing with the guy who owns the competing store down the street, but during business hours he is working to take your sales and profit away from you. 2016 is the year that

"Reduce small print...

containing the terms for any advertised special. If you want to advertise 'everything on sale' don't exclude a third of your displays."

A photograph of a modern living room. Two white leather sofas are positioned on either side of a large, rectangular area rug with a complex, dark and light pattern. The room has large windows in the background showing green foliage. The brand name 'Nourison' is overlaid in a large, white, cursive font.

NourisonTM

Timeless Design for the Modern Age

Luminance

Collection

nourison.com/luminance

View the radiant Luminance Area Rug styles at our upcoming markets:

Atlanta Merchandise Mart • Space 3F2 • January 13 through 16, 2016
World Market Center Las Vegas • Building C • Suite C112 • January 24 through 28, 2016

Nourison USA World Headquarters • 5 Sampson Street • Saddle Brook, NJ 07663 • 1-800-223-1110

TEN COMMANDMENTS[✓] for 2016

you need to install a Competitive Shopping Process. All employees need to be involved, and someone should visit a competitor at least once a week. I promise you will learn some things that they do great; or you may just learn that they are not that scary after all. Don't forget to include non-traditional competitors like Department Stores, Warehouse Clubs, and Discount Stores. The more you know, the more you'll sell!

8. Thou Shalt Plan For Succession. If 2016 is your year of retirement. Best Wishes! Or, retirement may be years or decades away. Whatever the case, you need to plan succession now. Who will be the next leader of your company? If you want it to be your family's next generation, let them know how much you enjoy this business. Chances are that if you spend an hour complaining about your day at the dinner table, your kids won't want to follow in your footsteps. And if you're not at the dinner table, they certainly won't want that lifestyle. You can groom your successor now by giving them meaningful work to do in your store. Give them leeway to make decision and give them the opportunity to fail without criticism. Review mistakes for sure, but let them figure the corrections. If you have family members working for you, pay them a fair wage. Nobody likes to work for free. Should you decide to sell your business, treat it like a house you are looking to sell. That means cleaning, painting, reducing inventory, and eliminating debt.

9. Thou Shalt be a Member of the Community. Your business may be in a small town or large metro

area. In either case you depend on people living and working in your geographic area to spend money at your business. Being a member of the community means more than paying your taxes. Get involved. You can sponsor a local team or school, hire interns from the local college, or provide furnishings for the senior center. Your efforts don't have to be over the top to make a difference. It's an amazing phenomenon; when you help someone else, you start to feel better.

10. Thou Shalt Keep the Fire Burning. Think back... before the bad sales months, missed or damaged deliveries, or carloads of furniture that just didn't sell. Think about the time that your PASSION for this business was so hot that it burned. You probably couldn't wait to get your lease signed and get the front doors opened. Just like a new unwrapped toy, your business was FUN and CHALLENGING. And then one day, it became routine, and then a drag. If you see yourself in that picture then it is time to regain your passion. If you have RETAIL in your blood (I tell people I was BORN on Commission) then start to make it a game again. Look at each incoming shopper as a person looking to you for advice and solutions. Solve their problems and they'll buy your products. Bumps and bruises will always come. Be creative about how you solve them and let your passion show.

Conclusion

These are the best kind of Commandments! Break ONE or ALL

of them, and there is no penalty! Chances are you and your business will still survive. However, chances are you aren't just interested in survival, you are looking for success. Pick one or pick all, and build your success this year.

About Gordon Hecht: Gordon Hecht is a Growth and Development Manager for National Bedding Company's America's Mattress stores, over 400 mostly locally owned and operated bedding stores across the country selling Serta-branded and America's Mattress-branded mattresses. He has been recognized for outstanding sales and management achievement with several organizations including Ashley Furniture HomeStores, Drexel-Heritage, RB Furniture, Reliable Stores, and Sofa Express. He has served as Store Manager, Multi-unit manager and National Director of Sales.

He is based in Columbus, OH and is married with one adult son. Questions and comments can be directed to him at ghecht@serta.com.

"2016 is the year that you need to install a Competitive Shopping Process. All employees need to be involved."



Circles Up!



DONCO
TRADING COMPANY®

6801 Snowden Road
Fort Worth, TX 76140

(800) 934-3881

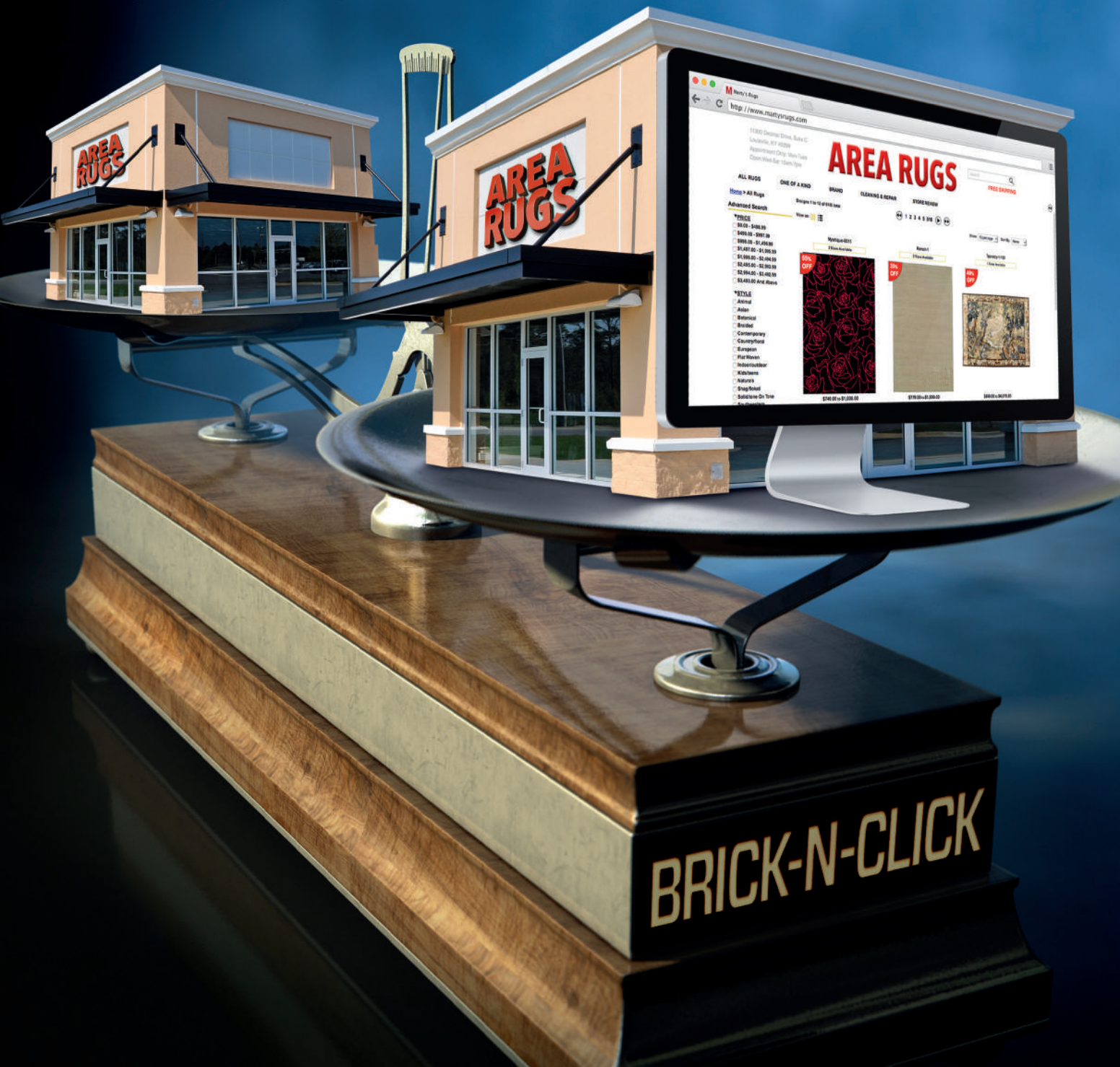
**WANTED:
RELATIONSHIP REPS**

sales@doncotradingco.com
www.doncotradingco.com

LAS VEGAS MARKET - Jan 24-28
Building A-930

THE SCALES ARE PERMANENTLY SHIFTING FROM IN-LINE...TO ONLINE!

The new consumer continues to permanently shift to Online and Mobile purchasing habits. Although, they still appreciate the benefits of Brick-n-Mortar...*they now demand the convenience of Brick-n-Click!*



Survive with Brick-n-Mortar... or, *Thrive* with Brick-n-Click!

- 70%** Increase in purchases made from Smartphones
- 49%** Shopping visits made from mobile devices
- 32%** Bought online and made in-store pick-up
- 58%** Made additional purchase at pick-up
- 18%** Increase in online sales for Brick-n-Click Retailers
- 6%** Increase in online sales for Small Retailers

RM Pro™, RM Ecommerce™ and RM Datalink™ automated retail management systems can immediately increase your online sales growth by combining the very best of both *Business and Technology Solutions!*

And, with our Standardized Data Process, our team of experts will quickly, easily and seamlessly provide you with the advantage you *must* have to meet the demands of today's consumer!

Start to thrive at RMretailmastery.com



RMEcommerce **RM**Vip **RM**Pro **RM**Datalink
Automated Retail Management Business & Technology Solutions.

*2015 Black Friday through Cyber Monday statistical sources: Adobe Digital Index,
American Express, Forbes and Fortune.*

2016 EMPLOYEE THEFT

by Crystal Migliore

I have heard so many stories from our furniture store clients about losses from employee theft...

You may be thinking that fraud is not a problem at your operation, but the statistics are sadly not in your favor. According to Hayes International's 26th Annual Retail Industry Survey (2013), one in every 39.5 employees was apprehended for employee theft.

As a furniture store owner, what would it mean to add 5% to your annual revenue? That is the amount of money lost to fraud in a typical organization (ACFE 2014 Report to the Nations).

Aside from the monetary losses, thefts result in an erosion of trust and damage to company cultures, not to mention a huge amount of time and energy devoted to finding and repairing accounting falsehoods and prosecuting offenders. By taking a look at common misconceptions, I hope to point out some practices to keep your business safer from employee theft.

Common Myths

Some common myths people have about fraud are:

- We're a close-knit organization, like family.
- Nobody signs checks but me.

- They've been with me for years.
- Thieves are disgruntled; my people are happy here.
- The office manager is on top of everything.

Myth 1: We're a close-knit organization, like family

One of the most disheartening stories we heard was from a main street furniture store in a small town. The bookkeeper was the owner's sibling. The theft involved tens of thousands of dollars and resulted in a serious rift in the family. A study of federal court

"Sometimes employees are happy because they are making a lot more by stealing than the amount that shows up on their W-2."

Connect, Learn, Thrive

**An Exclusive
Buying Show**

**Networking
Events**



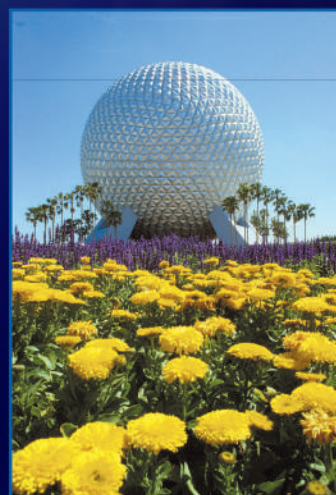
**101 Digital
Marketing
Info**

**Product
Training
Seminars**



©Disney

**This March, come learn
with us while enjoying
the sites of
Walt Disney World®
Resort, Florida.**



©Disney

Register Today

888.332.3344 x 108 • www.megagroupshow.com



**We Help Retailers Buy Better, Increase Traffic,
& Strengthen Profitability**

**7511 Capital Drive • Germantown, TN 38138
888-332-3344 • www.megagroupusa.com**

"A disheartening story...

from a small town. The bookkeeper was the owner's sibling.
The theft involved tens of thousands of dollars."

activity in 2014 revealed that the majority of employee theft schemes are perpetrated by employees in senior roles resulting in a median loss of over \$300,000. Just over half the cases found were in companies with fewer than 25 employees.

Myth 2: Nobody signs checks but me

Retaining signature power for checks is a powerful deterrent, and highly recommended. However, we've seen several incidents where employees successfully forged the owner's signature. In one of these cases, an employee tampered with bank statement check copies to hide the theft. Some of these people were able to continue their fraudulent activities for several years before detection.

Myth 3: They've been with me for years

The average age of defendants in federal court cases was 50. One involved a 63 year old treasurer who stole over \$1 million during a 12 year period of employment. In an all too common failure, the partners in this case did not fire the employee. Instead, she was allowed to stay with a promise to clean up her act. The thefts continued and when terminated, the employee sabotaged their books and wiped their computers depriving the company of years of records. Of

the numerous employee theft situations we have encountered, only one involved a furniture store employee with less than a year of tenure.

Myth 4: My people are happy Thieves are disgruntled

Sometimes employees are happy because they are making a lot more by stealing than the amount that shows up on their W-2! One of our clients had trouble reconciling his mattress inventory, so he decided to follow his delivery truck on a high-end mattress return. Once retrieved, the mattress did not return to the warehouse. It was delivered to the house of a family member of the delivery staff.

Myth 5: The office manager is on top of everything

A study of court cases from 2014, the most common job description for perpetrators of theft was office manager. Two of the worst situations we heard about involved office managers in furniture stores. In both cases, these employees seemed enthusiastic about learning systems that contributed to the smooth running of the business. It became apparent later that they were actually learning how to steal from the store. Tens of thousands of dollars were taken before they were apprehended. In another case the office manager directed delivery staff to place items in her vehicle, saying

that she would take care of the paper work when she got back to the office. Once she returned to the store, she changed the in stock quantities to reflect the lesser inventory count.

Steps To Prevent Theft

Now that we have debunked some of the reasons you think employee fraud cannot happen in your company, we can move on to steps every furniture store owner can take to lessen the likelihood of becoming a victim.

The most powerful and absolutely free fraud deterrent is to set a tone in your company that fraud at any level will not be tolerated. Talk about fraud prevention, and let employees know that they are part of the inter-

"Of the numerous employee theft situations we have encountered, only one involved a furniture store employee with less than a year of tenure."

LAS VEGAS MARKET

JANUARY 24 - 28, 2016

B1168

LUNCH SERVED SUN - TUE, 12 - 2 PM



NEW 2016-2017
CATALOG
NOW AVAILABLE!



*Come and be part of our
10 Year Celebration!*

SUNDAY + MONDAY | 4 - 7 PM

LIVE BAND + COCKTAILS | ALL ATTENDEES WELCOME

© 2016 Furniture of America. All rights reserved.



Furniture of America®

More Value for Less, Always!®



Furniture of America California
19605 E Walnut Drive North
City of Industry, CA 91789

Furniture of America Texas
3401 Garden Brook Drive
Farmers Branch, TX 75234

Furniture of America Georgia
6366 Corley Road
Norcross, GA 30071

**Furniture of America
North California**
2788 S. Maple Avenue
Fresno, CA 93725

**Furniture of America
New Jersey**
50 Enterprise Avenue
Secaucus, NJ 07094

**Furniture of America
E-Commerce**
19635 E Walnut Drive North
City of Industry, CA 91789

f t p i y FOAGroup.com

An Approved Vendor for

TRIB GROUP

MEGA

FMG

BRAND SOURCE

A Proud Supporter of
HOME FURNISHINGS

A Proud Sponsor of
City of Hope

TERRITORIES AVAILABLE

Submit resume to info.ca@foagroup.com



BIENENSTOCK FURNITURE LIBRARY

**An Extraordinary Experience
To Visit • Have Events
Design • Collaborate**



5000 Volumes on Furniture &
Design, Sculpture Garden,
Media & Seminar Rooms.

High Point, NC

**Call 336-883-4011
info@furniturelibrary.com**

nal controls in place to protect the company and its assets. It can also be helpful to educate employees on the damaging impact that theft can have on the company, and ultimately their employment.

Basically, every case we've encountered could have been prevented by using best practices in the accounting and inventory management functions of the business.

Create Separation: Creating separation in your processes is where this starts. For instance, the person who reconciles sales invoices should not be the one who makes the bank deposit, and the accounts payable person should not be the one who reconciles the bank statement. Delivery staff should not be able to change stock quantities for inventory. When no single employee controls a process from start to finish, it is

"The person who reconciles sales invoices should not be the one who makes the bank deposit, and the accounts payable person should not be the one who reconciles the bank statement."

difficult to manipulate the records to hide theft.

Owner Oversight: The single most important practice an owner can implement is to personally look at their bank and credit card statements. If anything looks out of place, or you do not recognize a payment, it needs to be investigated. Consider having bank statements mailed to your home (if you do not typically open all the mail at the office, or retrieve your statements online), so they cannot be tampered with prior to reconciliation or review.

Accurate Inventory System: If you do not yet have a system for recording an accurate count and value of your inventory items, now is the time to start. An unscrupulous employee will quickly determine if ownership cannot prove their inventory numbers and find ways to profit.

Perception of Detection: Create a "perception of detection" by conducting surprise audits. This can be as simple as asking to see the bank reconciliation process while it is in progress. Just compare the checks included in the bank statement with those listed in your company ledger. Do periodic inventory counts to see if items listed as in stock are actually there. Review payroll reports over several months to look for anomalies or unauthorized changes in pay rates.

Employee Screening: Screen new employees thoroughly. Background checks are a start, but they do not reveal arrests without convictions, plea deals or settlements. Credit checks (where legal), reference checks and comprehensive interviews provide additional protection. A good practice

2016 EMPLOYEE THEFT

"Delivery staff should not be able to change stock quantities for inventory."

is to trust, but verify, with employees.

Vendor Fraud: Keep close tabs on your vendors. Vendor fraud, where invoices were paid to vendors for work neither authorized nor performed resulted in the largest dollar losses in cases before the courts last year. Insist on seeing invoices from any vendor you do not recognize. If you still cannot place the charge, contact the vendor to find out who authorized the work that was billed.

Insuring Against Theft

If you suspect fraud, the safest route is to retain legal counsel. A law firm with experience in white collar crime can give you guidance about how to best protect company interests including protecting yourself from potential employment claims. Legal counsel can also engage forensic accountants to work under attorney client privilege while investigating the scope and extent of fraudulent actions to find the parties responsible. It is critical to move as quickly as possible to prevent loss of evidence and further theft.

Another avenue of protection to consider is insurance coverage for employee theft. Not all commercial liability policies include such coverage, but your insurance agent can

advise you on costs and limitations. In addition to reimbursement for employee theft losses, insurers often have resources for internal audits and tips for prevention. These resources may even be available if you choose not to include coverage. Further investments in fraud prevention include alarm systems that record who is accessing your building and cameras in areas where cash or merchandise could leave the premises.

The good news is most employees are honest and dependable, but good practices in fraud prevention will keep even more of them performing well. It

can also keep the dishonest employee from making your business the next target of their schemes.

About Crystal Migliore: *Crystal Migliore is President of Genesis Software Systems. Crystal is passionate about seeing her clients succeed and providing resources that make life a little smoother. Genesis Software Systems has been providing easy to use inventory management and accounting software to furniture retailers for nearly 30 years. You can contact Crystal at 509-536-4739 or info@genesissadvantage.com.*



Las Vegas
January 24-28
C-768

New York
March 14-17

tayse.com
800-768-9929
sales@tayse.com



TAYSE RUGS
Designer Style at an Affordable Price

HYBRID

Marketing 2016

by Jeff Giagnocavo

Online retailers selling lower priced mattresses expect to take market share away from you in 2016. So, what are you going to do about it?

Just how hybrid is your store? And no, I'm not asking just how many hybrid mattresses you have on your floor. I'm asking how well have you embraced the new economy, the new ways to connect with customers, and new ways to sell mattresses in today's economy.

We talk an awful lot about hybrids, the mattresses, yet the ways that we sell, promote and ultimately deliver our products is akin to an old black and gold floral print, two side, 364 coil count, 12 $\frac{3}{4}$ gauge mattress!

In other words our wares don't meet up with our words.

As an industry, we still promote on price and product. All the while our consumers are buying based on experience. In fact, an entire generation, the Millennials, have forgone the security of a home, car and 401k just so they can have experiences. Does your store measure up to what they and others are looking for?

The words Omni Channel have become the desired "sugar, spice and everything nice" of all department, big box and a large portion of the top 100 furniture stores.

Omni Channel is defined as a multi-channel approach to sales that seeks to provide the customer with a seamless shopping experience whether the customer is shopping online

from a desktop or mobile device, by telephone or in a brick and mortar store.

Omni Channel Marketing

How Omni Channel are you and can you even afford to be? Likely not.

But you can re-invent your store to be a Hybrid Mattress Store. A hybrid mattress store is a mix of the old with a mix of the new.

Let's remember and be proud of who we are as brick and mortar retailers that sell mattresses. First, our product can positively impact the health and well being of the average person's life, not even the iPhone does that! And, as brick and mortar retailers we have a number of advantages that online-only retailers can't match including:

1. Our products can and should be tried out at length in our stores with no hassle or pressure. I suggest that you experiment doing what we do in our stores - check it out at www.GardnersMattressAndMore.com/DreamRoom.

2. Our service after the sale is typically above and beyond that which is contracted out by an online retailer and we almost always can find

Technology Meets Elegance



Introducing the perfect blend of elegance and technology, Reverie's latest lineup offers an invisible retention system, OLED remote, true lumbar, advanced electronics and unsurpassed beauty.

Visit our showroom to build the perfect power base program and give your bottom line a lift!

Las Vegas Market • B925 • January 24 -28
www.reverie.com | info@reverie.com | 800.951.3181

 **Reverie®**



2012 - 2015
WOMEN'S CHOICE AWARD®

Are brick & mortar stores

evil profiteers who mark things up exorbitantly, and deliberately set up the customer to be deceived by private labeling everything?

the solution to the in home problem that presents itself at the eleventh hour.

3. We are members of our community. Our businesses support other local businesses and they support us. The money spent in our stores comes back three fold to our communities.

4. We should and typically do have a better process to fit our mattress solutions to each customer's needs. If you don't or feel your process needs improvement, check out a training offer for free on the Infotail YouTube channel. Simply search "Infotail" in the YouTube search bar and look for the video titled "The First Visit System."

Online Retailers' Challenge To The Mattress Industry

Now let's consider why those other channels, namely the online ones, are

shaking the mattress industry to it's core.

These companies are telling a tremendous story that resonates with the customer and sells a product. It is my opinion that their product is inferior, but this seemingly doesn't matter at all to the end user.

They generally tell a story that accuses brick and mortar mattress retailers of:

- Being evil profiteers who mark things up exorbitantly.
- Deliberately setting up the customer to be deceived by private labeling everything.
- Using confusing names, terms, and words to talk about 4 common ingredients – springs, foam, fiber and fabric.
- Getting customers to lie down for 5 minutes and expecting them to fork over their hard earned money.
- Selling mattresses in excess of

\$2000, and that just shouldn't be!

At the end of the day this is all just very, very good marketing. So good that it trumps your typical price, product, promotion "insert next sale event mast head here" flyer and advertisement.

How To Combat Their Challenge

How do you combat this? How do you rise above and become a Hybrid Mattress Store? I already touched on a few things but here is a model that has given my stores success and transformed our store into the modern age Hybrid Mattress Store.

1. Commit to education. Educate your customer about how to buy and invest in your products. Isn't that what the online guys are doing? I know you can update your home screen to

THE OSTERMOOR MATTRESS

The eye in reading only looks at the upper half of the printed letters. You can read any line that is cut in two. You had no difficulty in reading this heading. Every purchaser of an Ostermoor Patent Elastic Felt Mattress \$15 (express charges prepaid anywhere) can, with half an eye, see its advantages over the old-fashioned and out-of-date hair mattress. All we ask is:

Send for Our Free Book

and learn the folly of taking an unclean, disease-breeding, vermin-sheltering hair mattress into the home, when the Ostermoor Mattress can be had. Ostermoor Patent Elastic Felt is pure, clean, vegetable fibre, germ-free, non-absorbent and so permanently elastic it never needs renovating. The Ostermoor is the cleanest, most comfortable, healthful, durable and economical mattress in the world, as over ONE MILLION users will testify. The handsome book, "The Test of Time" (sent FREE), tells the story of 30 years' satisfaction by hundreds of pleased purchasers—besides many other things that everyone who sleeps should know. We can probably refer to some of your neighbors.

No dealer has our mattresses—no matter what he says! Sold only by mail.

Do not be deceived by anyone who offers you a Patent Elastic Felt Mattress. Patent Elastic Felt Mattresses and Cushions have been made by us since 1891. They are not on sale at stores, but some stores are selling a cheap, common, worthless imitation, trading on our title of "Felt" in various forms—and our success—to substitute a spurious article. Be careful! The statement, "This is specially made for us, and is just as good," etc., is not true! All these things seem plausible when coming from a reputable man who perhaps believes what he is telling you; but we tell you, as the sole manufacturers of Patent Elastic Felt, that none are genuine (or "as good as the genuine") unless they bear our name, trade mark and guarantee on label.

Thirty Nights' Free Trial.

Sleep on it 30 nights, and if it is not even all you have hoped for, if you don't believe it to be the equal in cleanliness, durability and comfort of any \$20 hair mattress ever made, you can get your money back by return mail—"no questions asked." There will be no unpleasantness about it at all.

2 feet 6 inches wide, 28 lbs.,	\$ 6.35	All Express
3 feet wide, 30 lbs.,	10.00	Charges
3 feet 6 inches wide, 32 lbs.,	11.25	Prepaid
4 feet wide, 40 lbs.,	12.35	in ANY
4 feet 6 inches wide, 48 lbs.,	15.00	Point.

In two parts, per extra. Special rates at special prices.

We have cushioned 25,000 churches. Send for our book "Church Cushions," } That handsome 72-page book—you've only to ask for it. OSTERMOOR & COMPANY, 110 Elizabeth Street, New York

History Repeats Itself In the Mattress Industry

Mattress ad from the publication "The Junior Munsey" in 1901 offers a free book, a free trial, and warns against "the folly of taking an unclean, disease-breeding, vermin-sheltering hair mattress into the home when the Ostermoor Mattress can be had." The cut-off headline is intentional to attract attention. Note that this offer was not available through dealers... only through mail order. It is the same strategy online only mattress retailers use today.



Go barless.



Unhook your adjustable bases from unsightly bars with the exclusive MicroHook™ mattress-retention system from Leggett & Platt®. The all-new 2016 Prodigy™ base eliminates the need for a bar, providing a more appealing aesthetic on the floor and in the home. Other thoughtful features like an industry-first capacitive-touch remote, pillow tilt, and height-adjustable legs make the Prodigy™ the must-have product for your retail line.

See the all-new Prodigy™ at Las Vegas Market – B1326.

Adjustable Bases by
leggett & platt.
finely crafted tranquility™

DESIGNED, ENGINEERED
& ASSEMBLED
USA
LPAdjustableBases.com



FEATURED TECHNICAL TEXTILE:

Bamboo

RAYON BLENDED FIBERS

Comfort and health.

Our innovative product collections, including premium sheets, protectors and pillows, are revolutionary to today's health conscious consumers and allergy sufferers. Help your customers create a haven of comfort

and health for their sleep environment. Mix and match our entire collection of products for the ideal blend of protection and comfort that only PureCare can offer.

JUST PROTECTORS? *Think again.*

INNOVATIONS WITH TECHNICAL TEXTILES



PREMIUM ELEMENTS BAMBOO SHEETS

Enjoy the rich comfort and the soft feel of bamboo rayon sheets with Terrene® – part of the PureCare Elements™ sheet collection. Terrene sheets infuse bamboo rayon and luxury staple cotton in a premium sateen weave, offering a gentle and rich comfort. Let the elements of the earth work for you while PureCare creates a healthier sleep environment each and every night.



SUB-0°™ IDENTICALLY DOWN HYBRID PILLOWS

Find relief from sleep heat™ with SUB-0°™ hybrid pillows. Only SUB-0° pillows feature PureCare's exclusive FRIO™ rapid chill cooling fibers, a mineral-based technical textile that provides a refreshingly cooler sleep surface. Our triple chamber SUB-0° features PureCare's exclusive down alternative, Identically Down™ (i.d.), and the plush feel of Tencel® fibers.



CLINICALLY PROVEN AROMATHERAPY PROTECTORS

Breathe, relax, sleep™ with clinically proven Aromatherapy mattress and pillow protectors. Experience the benefits of calming scents infused into your sleep environment, helping to release anxieties and soften breathing. Guard your sleep environment from allergens, dust mites, bed bugs, moisture and stains with the exclusive protectors of the National Sleep Foundation and the Women's Choice Award.

Redefined.
Las Vegas Market
C1595



(973) 571-0170 | www.PureCare.com

HYBRID

Marketing 2016

scream SALE, SALE, SALE. Why not update it with useful information that helps your customer navigate their eventual buying decision with you?

2. Win based on being a consumer advocate. Curate your knowledge into something useful and tangible and that can be offered in exchange for their information. Know that this is nothing new, see the ad I've included on page 32 from the early 1900's about giving educational advice before a purchase is made.

3. Commit to transparent products and pricing. Think Tempur-Pedic. Same mattress, same price whether it's bought in Lancaster, PA or Lancaster, CA. Want another example? Think of the iPhone. Same memory, same phone whether it's bought in a Wal-Mart, Best Buy or Apple Store. Want more like this, have you heard of Rolex, Tesla and David Yurman jewelry?

4. Win based on your expertise to best match the product to the customer. Commit to a better sales

process. Win based on the your expertise to best understand your customers needs and wants.

5. Commit to better service after the sale. Don't be afraid to ask your customer how they are sleeping, if they are happy with your store, and if they are enjoying their new mattress. The most damning statement we can make of ourselves in the mattress industry is this, "I can't ask them that, they might not like it or have a problem and that's a can of worms I don't want to open!"

Well guess what? Your customers are opening that can of worms if they are disappointed and telling no less than 6-10 people. Like it or not, it's happening.

6. Win by having a proactive satisfaction survey. Happy customers should be asked to publicly review and give a testimonial. Negative customers should be handled proactively. Find a resolution to their issue or issues regardless of how much it costs you. In the end, neglecting customer service issues will cost you more anyway.

"Don't be afraid to ask your customer how they are sleeping, if they are happy with your store, and if they enjoy their new mattress."

7. Commit to having a system for reviews and referrals. Offer rewards and contests for those who refer to you. Be more proactive about this than, "Hey like us on Facebook!" For crying out loud if you're going to do that at least put a card in their hand with your crypto alphanumeric Facebook address on it!

8. Win based on your search results. Take a moment to Google yourself and your competition. You will find it takes only 6-10 positive 5-star reviews to help you to rise to the top. And once you start asking for and getting good reviews, find even more ways to ask for more reviews. So there you have it!

My challenge to you as 2015 wraps up is to implement some or all of these practices to become a competition crushing Hybrid Mattress Store in 2016.

About Jeff Giagnocvo: Jeff Giagnocavo is the Chief Sales Officer of Infotail Systems, Inc., a profit automation company empowering you to get 100% of the profits you deserve, 100% of the time, automatically. For more information visit www.infotail.com.

Free Weekly eNews From Furniture World. Subscribe Today!

It's easy. Just visit...
<http://turninfo.com/Subscriptions>

Keep up to date with the latest industry news, retail tips, pre-market information and articles from the editors at Furniture World Magazine. Renew or add a new print subscription at the same time!





Trusted by millions
since 1926.



Celebrating 90 years of consumer trust.

Come celebrate with us! Las Vegas Showroom B1126

ADVANCED *Bedding Sales* TRAINING

Part 7:
Steps Of The Sale
More Qualifying Questions
by David Benbow

Every bedding RSA needs to know how to ask these three important types of qualifying questions.

In the September/October 2015 issue of Furniture World, we began a discussion of Qualifying Questions (see the entire Steps of the Sale series at <http://www.furninfo.com/Series/Bedding>). That article included qualifying questions every RSA who sells mattresses should know with an emphasis on:

- *Health and Medical related questions*
- *Sleep and comfort questions*

Three additional categories of qualifying questions will be covered in this article which are:

- *Selection and Presentation questions.*
- *Problem and situation analysis questions.*

When RSAs probe the needs and wants of would-be customers (ups), they need to learn everything they can about each shopper's problems, wants, limitations, history and needs.

Should RSAs ask qualifying questions by category or in a certain sequence? My opinion is that it isn't necessary to try to put each question in a category, or ask the questions by

category. The RSA/up interaction is better when it is a free-flowing conversation that can touch all subjects, and change direction quickly, depending on the shopper's response.

Also, not all of the qualifying questions presented below fit neatly into a discrete category. Again, salespeople should pick and choose from the list, as needed, using it as a prompt, or reminder. In fact, I find that it's a good idea for salespeople to carry a "qualifying questions" list with them while working on the showroom floor. If the conversation slows or stalls, they can just whip it out, find a good question and keep it going.

Qualifying

It's important to mention at this point that a thorough fluency in using qualifying questions is only part of being a successful Retail Sales Associate. It doesn't matter if salespeople memorize and recite every qualifying question ever written down, unless they also prepare by immersing themselves in all the thousands of details of the store's:

- *products*
- *inventory*

The **#1 in-demand** retail management software
Built on **5 SMART Steps™** that maximize your profitability

- Elite Customer Support
- Largest Customer Base
- Integration Partners
- Cloud Solutions
- Professional Services
- Hands-on Training



“Since implementing *PROFIT systems*, we have grown our volume, increased GMROI, and doubled our profit.”

– Michael Alan Furniture

Visit Us at Las Vegas Market
January 24th thru 28th, 2016
Building B, 10th Floor
Room B-1050



"A risky question,

if you haven't already guessed, is something like,

'Is this going to be something you two are going to be sleeping on?'"

- policies
- advertising
- finance programs
- a complete dossier on all of your store's competition
- industry trends and players and
- mastery of the steps of the sale.

More information about each of these areas of knowledge, plus how to present them to sales associates was described in the March/April 2015 issue, Better Bedding & Mattress Sales: RSA Bedding Sales Training - Part 2, that can be read at <http://www.furninfo.com/Series/Bedding>.

Categories Of Questions

Selection and Presentation questions. The RSA can use these to gain an insight into what the customer prefers or seems to be thinking about.

Problem and situation analysis questions. The RSA asks these to ferret out information that might be a current problem with the customer, and also to find out what might be a future problem, if left unresolved once the sale has been made.

Urgency and closing assistance questions. The RSA asks these questions to determine the urgency of the buyer; to get a time frame and, to bring the sales process to a successful close.

Selection And Presentation

In Furniture World's November/December 2015 issue, quite a few qualifying questions about Comfort and Sleep were covered. These questions tend to overlap Selection type questions and could easily be folded into this category. There are, however, many selection-type questions that are unrelated or only distantly related to comfort and sleep, presented below.

1 What size are you looking for?"

This is one of the first four questions that RSAs should ask every bedding up. It doesn't mean the shopper will necessarily buy the size they mention, but the RSA needs to start somewhere. Don't wander around the store wondering what size they need. Ask them.



NOUVEAU CONCEPT FURNITURE INC.
...Always a new design

Great Pricing • Quality Construction
Many Models & Drawer Configurations • 1 Year Warranty



Model 816
16" High Platform Bed
Available in 17 Colors
Quick Ship

CALL TODAY
1-800-465-0716
Fax: 888-437-7230 • info@nouveauconcept.com

DIMENSIONS		
STANDARD	39"	Simple / Twin
	54"	Double / Full
	60"	Grand lit / Queen
SPECIAL	80"	Très grand lit / King
	39" x 80"	39 XL
	48"	3/4
	48" x 80"	48 XL
	54" x 80"	54 XL

Made in Canada

RSA STEPS OF THE SALE

"Your up has probably visited more than one other store before he/she came in to see you. **You MUST find out what else they have seen and how much they liked it."**

2. Is this for a master bedroom or for a guest room?

Another of the First Four questions; and please notice how it is worded. When two people walk into your store together, the RSA has no idea what their relationship is. And, the RSA should never make assumptions, or even ask about this relationship. If they are a couple, you will find out soon enough, without asking. If they are not, don't embarrass yourself and them by asking a risky question. A risky question, if you haven't already guessed, is something like, "Is this going to be something you two are going to be sleeping on?" Their outraged and offended response might be, "No, this is my sister!" My sugges-

tion is; stay away from risky personal questions. This question can also be phrased as follows: "Who will be sleeping on the new set?" Or, even better, "Do you mind if I ask who will be sleeping on the new set?"

Don't overdo the "Do you mind if I ask?" thing. It's great when used sparingly and at the right moment, but overuse can get old really fast with the customer.

3. What sort of budget are you working with?

This “budget” question is widely debated by sales trainers. Some like it and some don’t. Some think it is intrusive and others say the RSA should “start at the top” with every sales

WHAT'S IN YOUR
mattress?

**Buying a mattress feels complicated,
with BedFax® it's simplified.**

Help both your customer and RSA with the sales process.

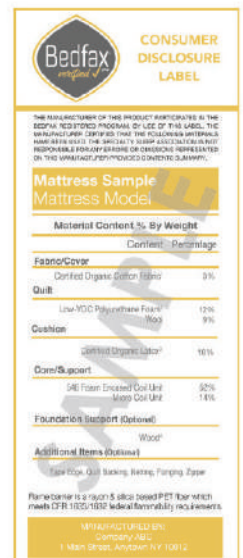


The BEDFAX® program is about Transparency In Marketing. Surveys show that nearly 1 in 3 mattress buyers wants to know the contents of the mattress. There is a new level of comfort when contents are listed and verified.

The Specialty Sleep Association's BEDFAX® is a **third-party voluntary industry "verification" system** that allows manufacturers to identify the contents of their mattress products and help the customer clarify her buying process.

Contact SSA at info@BEDFAX.org
for more information.

Visit our show space at
Las Vegas Market (C1565) and ISPA (1847)
for complete details about this program.



encounter. If you start at the top, why do you need to ask about budget?

I bring it up, not as an advocate or an opponent, but simply because it needs to be talked about. Every experienced RSA knows that budget is a very important consideration in almost every purchase of durable goods. If you know the customer's budget, you have a better chance of helping them make a proper selection and then go on to close the sale. To fly along without an idea of their budget, hoping they will buy the "top of the line" every time, is probably not realistic.

When you strike out trying to sell the top of the line, where do you go from there? The answer is, "You will need to know what kind of budget they are working with."

There are many ways to phrase the budget question. We'll save that for another article. Or for more detail, read my chapter on Qualifying Questions in my book, "How to Win the Battle for Mattress Sales, the Bed Seller's Manual".

4. Have you shopped anywhere else?" And, if so, "What did you see there that you liked?

This question would also fit in the Urgency/Closing category. This is an important question. Properly asking it, at the right time, will hugely increase the RSA's chance of making the sale. Remember, your store has competition. They sell bedding, too. Your up has probably visited more than one other store before he/she came in to see you. You MUST find out what else they have seen and how much they liked it.

Now, don't just pop out with this question right after the greeting. The

"When two people walk into your store together, the RSA has no idea what their relationship is. And, the RSA should never make assumptions, or even ask about this relationship."

right time to ask it is after the initial qualifying questions and well into the Selection Step of the Sale. The best time to ask is when the customer has looked at a couple of your offerings but is not showing much, if any, enthusiasm for you or your products. He is probably thinking "You know, that set over at Uncle Ed's Beds and Bar Stools was really nice and he said it was half-off!" If you fail to ask Question 4, and its follow-ups, you probably just lost a sale to Uncle Ed.

Only by asking Question 4, will the RSA be able to discover where the customer has been, how he has been influenced by what he saw, and who he talked to.

I find that customers are usually honest in answering this question. They usually even have a card, with some scribbled prices and specs on the back. With this information, NOW you know exactly what you have to do to impress the customer and make the sale.

5. What is important to you in a new mattress? Is it support? Is it comfort? Is it luxury? Is it durability? Is it price? Is it brand? Is it warranty?

The RSA can ask each of these

"This budget question is widely debated by sales trainers. Some like it and some don't. Some think it is intrusive and others say the RSA should start at the top with every sales encounter."

separately, or together, depending on the customer. The answers given will give the RSA a great advantage in helping customers select the right bed for them. It can also help to shed light on some needless reservations they might be harboring before buying, especially worrying about which brand and what warranty. Only by asking, can the RSA draw out these concerns into the light of day.

6. Have you done any research on the internet or in consumer publications?

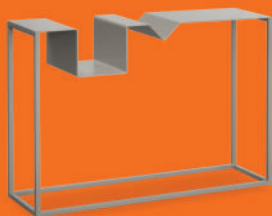
The internet is loaded with information and opinion on every possible subject, bedding being no exception. Your customer may very well walk in thinking he already knows everything he needs to know; that he doesn't need your help. Some of his "understanding" may be valid but a lot of it may not be. Now, it becomes easy to perceive why it is so important



**The biggest
furniture
show in
Canada!**



**Meet new
buyers.
Expand your
business
opportunities.**



**250
exhibitors
sharing
425,000
sq. ft.**



**Industry
party, booth
awards,
inspirational
speakers.**

**And much
more!**

Show your colours.

Exhibitors, book your space now.



**CANADIAN
FURNITURE
SHOW**

May 28-30, 2016

The International Centre
Toronto, Ontario

canadianfurnitureshow.com



for the RSA to be PREPARED. The prepared RSA can handle anything the self-important know-it-all customer can throw at him. The unprepared RSA will lose respect in a hurry.

7. Have you visited our store before?

It doesn't sound like a very important question, but the RSA should find out the answer. This is a good opportunity to develop a rapport; to educate the customer about all the benefits the store offers its customers, and to begin to build a long-term relationship with that customer.

Problem And Situation Analysis

1. What is bothering you about your old bed?

This can be a comfort question, but

so often, the problem with the old bed is more than just comfort. It may be too big, too small, too old, too dirty, too much associated with bad memories, etc. Shoppers buy comparing old to new, and new to new. The RSA must know why they hate their old bed.

2. How long have you had your old bed?

This question is similar to question one, and should be asked at about the same time. The answer will usually give the RSA a good hint as to the urgency of the customer's need, so this could also be used as an urgency or closing type qualifying question.

3. Will you need a new bed frame or is your old bed frame in good condition?

This is an extremely important question. Most customers have no idea about their bed frame, but, very often, the bed frame is the real source of their problem. For example, all queen and king size beds MUST have proper center support. I have seen so many times in my years of selling bedding that the customer has a queen mattress set stretched out over an expanded twin/full frame. And guess what? His mattress is sagging in the middle. Please do not sell a queen or king mattress without knowing what condition the bed frame is in. How do you find out? It's not always easy. Some stores solve this problem by giving away a free frame with every new set. I don't necessarily think this is a good idea, and there is no guarantee they will use the new bed frame anyway, unless your store delivers and sets up the new set. But I can assure you of one fact. If their old bed is sagging in the middle because of a faulty frame, their new bed will also sag in the middle for the same reason. And, they

"When You strike out trying to sell the top of the line, where do you go from there? The answer is, you will need to know what kind of budget they are working with."

will be back in to see you, but not to thank you.

4. What size bed do you have now?

It's always good for RSAs to know what the customer is sleeping on now. Again, part of closing is emphasizing dissatisfaction with the old product, so they will commit to buying the new product. Another consideration is room size. They may be sleeping on a full size because their room will not hold a bigger bed. So, in this case, don't try to talk them into a king size.

5. Will you need to dispose of your old set?

The delivery staff really likes to know the answer to this question. In fact, every invoice should have some notation about disposition of the old set, and every customer should be asked the question, especially if it is being delivered. An accompanying question is, of course, "Will you need the bed delivered or do you have a way to pick it up?" If it is being delivered, the delivery staff would also like to know: (1) "Is the delivery upstairs or downstairs?" (2) "Is it a drop off

Subscribe! FURNITURE WORLD

Six powerful issues.

In-depth articles help boost sales, cut costs and identify opportunities.

Subscribe at www.furninfo.com



THE TRUTH ABOUT MATTRESS RETAILING...



...There's No Such Thing as Mattressgasms

Face it... buying a mattress is not high on most people's list of fun things to do. In a December 2015 consumer study, "buying a mattress" was the #2 most despised household consumer purchase (only after appliances).

Why are your customers no longer excited about visiting your showroom to buy a mattress? Why are they deciding to invest in a one-size-fits-all solution from the Web, without even giving you the opportunity to be part of the conversation?

THERE IS A BETTER WAY TO SELL MATTRESSES AND GET CUSTOMERS EXCITED ABOUT VISITING YOUR STORE!

We've *cracked the code* and have developed a better, easier and more reliable way to sell more mattresses, at higher profits, all while creating raving fans.

Discover the **12 PROFIT AMPLIFIERS** every independent mattress retailer should be leveraging when you download our FREE report, "How to Amplify Your Mattress Sales in 2016."

Visit this link, **before February 15, 2016**, and get your free copy of this critically important report. While there, reserve your complimentary seat at an upcoming live preview of this revolutionary solution, so that you can amplify your mattress sales in 2016.

GO HERE

AutomaticMattressProfits.com

GOING TO LAS VEGAS MARKET? Attend an exclusive Automatic Mattress Profits Discovery Session while there. For more details and to reserve your seat visit the web site above. Extremely limited seating — register today.

RSA

MORE QUALIFYING QUESTIONS

or complete set up?" (3) "Are there any special considerations about the delivery that we need to know about?"

6. Do you need the complete set or just the mattress?

Some customers just need the mattress. The RSA needs to know the answer to this question. First, the mattress is less expensive than the set, so price considerations will be modified. Secondly, the customer may not volunteer to the RSA that he only needs the mattress. Always ask this question.

Urgency And Closing

Closing the sale is really the whole point of going through the sales process, and for that matter, it is the whole point of even having a store and keeping it open. You can do everything else right, but then completely fail because you didn't close the sale. This article is not about closing, it is about qualifying ques-

"If their old bed sags in the middle because of a faulty frame, **their new bed will also sag for the same reason.**"

tions. But, certain questions, if asked correctly and at the right time, will help the RSA establish the level of the customer's urgency and therefore strongly assist in closing the sale.

1. How soon will you need your new mattress?

This is one of the First Four. It must be asked, every time, without fail. The answer will usually tell the RSA the customer's level of urgency. If the urgency is great, meaning, he needs it tonight; then only show beds you know you have in stock.

2. How will you be paying for your new set?

Now, I don't necessarily think this is a very tactful question to ask directly. But, the RSA needs to know the answer. This is also a good time to probe into the customer's creditworthiness, and whether he is a candidate for financing. Customers who can and will buy with financing and monthly payments will often buy larger and more expensive items, knowing that they can amortize the cost over time rather than putting out a large wad of cash on the spot. If they are finance worthy, monthly payment is an important consideration.

3. How long have you been looking for a new bed?

If they've just started looking, they probably have a high urgency factor. Take advantage of this and find them a bed today. If they've been browsing for several years, it might be okay to question how urgent they really are about a new set.

4. Will anyone else be involved in making this decision?

This question is very important if

a single customer is looking. Often, wives come in without their husbands. The wife wants a new bed; the husband doesn't want to be bothered with it. The RSA needs to know the answer to this question. A follow-up to this question should be, "How soon can the other party come in to look at the bed?" I always hesitate before selling a bed to just one member of a couple. What if the bed is delivered and the other person doesn't like it? I've seen this happen many times. The point is, the RSA needs to have some advance warning before approaching the close of a sale like this.

5. Out of all the beds you've tried, which one do you like the best?

How does the RSA close the sale if he does not know which bed the customer likes?" If the customer is not giving off too many buying signals, the RSA needs to ask. It might turn out that the bed he likes best is the one he saw down the street at another store! The RSA can't pitch a bed, or close a sale without knowing the answer to this question.

Summary

Even though we've gone over quite a list of qualifying questions in the two articles on the subject, we have barely scratched the surface. Qualifying questions are intended to produce answers from the customer. The customer's answers then stimulate and produce even more follow-up questions. This process and conversation should continue until the RSA has a thorough rapport and understanding of what the customer really needs and

wants. Only then, can the RSA help the customer find the solution and close the sale. And, in my opinion, that is the whole point of being in the sales profession.

About David Benbow: David Benbow, a twenty-three year veteran of the mattress and bedding industry, is owner of Mattress Retail Training Company offering retailers retail guidance; from small store management to training retail sales associates. His years of hands-on experience as a retail sales associate, store manager, sales manager/

trainer and store owner in six different metropolitan areas qualifies him as an expert in selling bedding. David is the author of the recently published book, "How to Win the Battle for Mattress Sales, the Bed Seller's Manual", a complete, text book for mattress and bedding retail sales associates, beginner and experienced professional alike. The book can be purchased on-line at <http://www.bedsellersmanual.com> or www.mattressretailtraining.com.

He offers hands-on training classes for retailers on a variety of subjects and on-line classes that can be downloaded from the websites mentioned above. David can be contacted via e-mail at dave@bed-

bedsellersmanual.com or by phone at 361-648-3775.

"It might turn out that the bed he likes best is the one he saw down the street at another store.

The RSA can't close a sale without knowing the answer to this question."

NEW FROM **MaxWood**
FURNITURE INC.

GREAT QUALITY YOUTH BEDS, PRICED RIGHT!

1. PICK YOUR STYLE

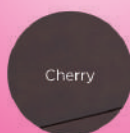
2. PICK YOUR STORAGE

3. PICK YOUR COLOR

Twin/Twin or Full/Full Bunk Bed



Trundle Bed



Cherry

Storage Loft



Add Dressers or Bookshelves
Full Range of Matching Case Goods Available

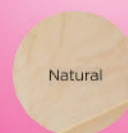


White

Twin Over Full Bunk



Storage Drawers on Glides



Natural

See us in **VEGAS WINTER MARKET 2016!** WMC, Building B-270-37A
CONTACT PETER NOW at (203) 916 - 2075 or pvs@maxwoodfurniture.com

BOULEVARD HOME FURNISHINGS

Furniture retail designed to make you smile!

by Janet Holt-Johnstone

It's a wise man that carries his coat when the sun shines," said Lester Wittwer, Founder of Boulevard Home Furnishings.

This is a story guaranteed to motivate, inspire and, without any doubt, make you smile!

The Wittwer family left the picturesque alpine pastures, orchards and forests of Schangnau, Switzerland, in 1860, their destination, Salt Lake City, Utah. Two years later, Brigham Young, both the first Territorial Governor of the State and first President of the Mormon Church, sent the Wittwers, farmers in the old country, to help colonize the community of Santa Clara,

just west of St. George, Utah.

It was their religious devotion that brought the family to America. Kindness and service to one another and their communities has been part of their family values and heritage. Settling a new town required sacrifice, hard work and ingenuity. All of these values have been passed down through the generations, and have been reflected in all their family ventures.

Entrepreneurialism is part and parcel of survival in a new environment. The Wittwers were successful farmers and, in 1948, their descendant, Lester, always the innovator, introduced the very first tractor to the Santa Clara community. Twenty years earlier, Lester had already expanded his energies into trucking homegrown fruits and vegetables throughout Southern

Utah and into Nevada, before getting into the motel and home furnishings business. (If vintage vehicles intrigue you, you can see that 1928 Model A truck on display at the St. George store, representing the roots of the family business.)

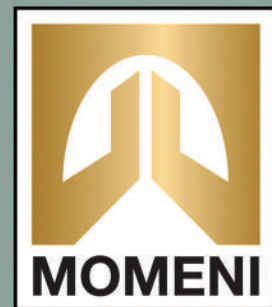
Sheldon Wittwer, Lester's son and now Boulevard Home Furnishing's CEO, shares what's become the famous "story of the ice bucket" with all newly-hired Boulevard Team Members. He tells about working as a young boy in their motel business, and his father would have him take a bucket of ice to guests when they first arrived in their rooms. Even though their guests didn't ask for the ice, Lester explained that following a long hot journey across the desert from California or Las Vegas, they would appreciate the gesture and, hopefully,

Pictured is Sheldon Wittwer, Boulevard Home Furnishing's CEO, along side the 170,000 square foot distribution center.



ATLANTA INTERNATIONAL RUG MARKET
JANUARY 13-16TH, 2016
SHOWROOM 4-B-4

LAS VEGAS MARKET
JANUARY 24-28TH, 2016
SHOWROOM B-425



www.momeni.com

Serene

Collection



PROFILE: BOULEVARD HOME FURNISHINGS

would remember their motel experience and want to return. And maybe even tell their friends!

All of the children helped in a variety of ways, older sister Joyce and brothers, Royden, Tony, Mel, and of course, Sheldon.

It was in 1974, that Lester and Tony “started Boulevard Home Furnishings, along with one other employee, Kent Hammond. Tony was the visionary and driving force. He saw a great need in the small, yet growing community. Over time, he expanded and surrounded himself with many other visionaries who, along with younger brother Sheldon and other family members, helped shape and mold the company into what it is today.”

Lester’s original concept evolved from that first small, 8,000 square foot furniture showroom on St. George Boulevard, the central and very important traditional thoroughfare in the town of St. George. And in their design, they took the Boulevard itself inside the building, carving a center aisle, a “walk through the various departments of the store”, a concept perpetuated in each of their stores. “Anyone who has traveled along old Highway 91 through rural Southern Utah on their

way to Las Vegas or California knows that St. George Boulevard was a true oasis in the desert. Shops, restaurants and malt shops, lodging, gas stations and many more businesses lined the Boulevard. It was where many locals spent summer nights cruising for fun!

“Over the following years the store was added to, expanded and remodeled. In June of 2000, the store relocated to its present site on Mall Drive. In February, 2003, our Mesquite, Nevada store opened. In September, 2006, we built our 170,000 foot distribution center. Since then, we have remodeled both the Mesquite and St. George stores, the latter concluding in June 2013, and including the introduction of Crazy Tony’s Bargain Barn. And we also relocated the Mesquite store in February 2014. Finally, in May 2014, we opened our beautiful new store in Cedar City, Utah.” (Our informant is Boulevard’s scribe, Steve Manwaring, a Team Member for 22 years, the creative head of their in-house, full-service advertising agency.)

Now with three locations plus the distribution center, Boulevard’s square footage totals more than 115,000 at St. George, 15,000 at Mesquite, 30,000 at Cedar City and, of course,

the center at 170,000.

Steve described St. George and Cedar City as “destination communities”; both are “family cities/towns”. As the crow flies, they sit about 300 miles south of Salt Lake City and 200 miles north of Las Vegas. The railway made the towns vital hubs, it was essential to both communities and a strong connection with the rest of the country.

Year round warm weather (warmer than the rest of Utah) at St. George’s elevation of less than 3000 feet, a desert valley, on the Utah/Arizona border, contrasts with cooler temperatures at Cedar City’s elevation of almost 6000 feet. In the Mojave Desert historically St. George was “Utah’s Dixie” or “Cotton Mission” during the Civil War and Brigham Young, fearing wartime scarcities, initiated the growing of cotton.

Cedar City is a mountain town, once the site of Utah’s iron industry, (the “Iron Mission”), now the tourism “gateway” to many National Parks, Bryce Canyon, Zion and the Grand Canyon, and a mecca for the area’s holiday home owners. And it’s the site of the annual Utah Shakespearean Festival. “The community’s heritage is also deeply embedded with education



1928 Model A truck on display at the St. George store, representing the roots of the family business.

Wittwer kids in 1946 in the cabbage patch on their parent’s farm. Lester and Tony started Boulevard Home Furnishings in 1974 (Tony is pictured on the right).



The Cedar City store lacks windows, so Connie Post integrated a clearstory that runs the length of and above the central "boulevard" allowing indirect daylight to filter down onto the pedestrian walkway that leads shoppers into the heart of the store.

(Southern Utah University) and the arts, which resulted in the development and growth of the Festival.

"Cedar City is rural, the residents are tied to the land, and they enjoy trips to the mountains and resorts. There, the store's design reflects their love of nature and the outdoors with cabin and lodge-style furnishings displayed around a series of fireplaces. Which come in handy for store shoppers during the cold, snowy winters!

"The departments in the Cedar City store are bright, open and refreshing. It was designed to appeal to all ages of shoppers and is 'kid friendly' to help young families enjoy their shopping experience. There is a centrally located 'Kids' Corral' play area. The 'Hide Out' children's furniture area has a chalk wall to doodle on, and even a few small basketball hoops to keep kids (and some of the dads!) happy and occupied during the shopping process!"

In 2008, the Wittwers called upon yet another visionary to add her enthusiasm, creativity and extraordinary imagination to their already heady mix

for the dramatic recreation of the St. George store. Retail Design Strategist Connie Post, CEO of Affordable Design Solutions, is herself a world traveler but she is well acquainted with "family towns" and their values. "I grew up," she told us, "in Tyler Mountain, West Virginia, granddaughter of a coal miner. Self-taught in architecture, I attended Harvard Graduate School of Design and I've designed for the 'top 100' during the past 25 years, over 20 million square feet of space globally.

"The original 150,000 square foot St. George existing store was my first project with the Wittwers. It needed an update. Since the footprint and the brand identity had already been created, it was my job to refresh it and give it a more modern face. The Boulevard was a fun walk down Main Street, with store fronts for each product category. It was originally like visiting Disney, the luster had simply dulled. The challenge is always to create entertainment and excitement without breaking the bank!

"The Boulevard family group is an admirable strong Mormon family, with robust wholesome values. I wanted to

celebrate this, and magnify their core DNA through the design.

"The updating began with the entry, huge 4' x 8' photos of families in the home, laughing, celebrating and eating together, because that's what families do! I tore down many of the walls to open up the store without losing the original experiential store concept but with a new modern approach. We also created large lifestyle vignettes in the front which included live fireplaces for an authentic vibrant feeling. There were several themes, a mountain lodge, modern transitional home and casual elegance; these were created to allow guests to see themselves living in each environment.

"I always preach/create legitimate fun wherever I can, and the best place to do this is in the kids' department, so we devised an entry around the 'Our Gang' concept to introduce youth furniture. We used painted fences as background, a club house feel, astro-turf for grass, live TVs running with the TV show as the entry. This show, 'Our Gang', is the epitome of Americana, purity and wholesomeness. The entry

"The 'Hide Out'

children's furniture area has a chalk wall to doodle on, and a few small basketball hoops to keep kids (and some dads!) happy during the shopping process!"



The main entrance to the 35000 sq. ft. store is three stories tall, modeled like a train terminal, with the guest service desk to the left that resembles a ticket booth. Pictured top right is a theater-like setting, bearing the legend "Shakespeare Theatre" that Connie positioned at the entrance to the recliner and home theatre departments.

leads to a very brightly painted showroom with equally brightly painted doors hanging from the ceiling with colorful Chinese lanterns, leading with multi-color flooring . . . customers love it!

"In front of the store, we designed the area for kids to be entertained while parents shop close by. Steve loves it, too! It feels like an 'OK Corral' with fences and saddles thrown over them, fake horses on big springs that are often found on a playground, bales of hay with TV for kids to watch movies. It has a recycled rubber floor and it's a regional theme that's fun for kids to play.

"In fact, the entire store was redesigned and developed to enhance the family experience."

The Cedar City store was a whole new challenge. "It is a 'mini-me' of St. George, but entirely different, mostly due to size and commitment to department areas. It was a 'ground-up' build, unusual for the market. And it was a market the family had been eyeing for several years, waiting for the right piece of land to be available. Here is where I was able to 'wave my magic wand' of retail entertainment, and celebrate the cultural interests. The Wittwers were enthusiastic about directing us to what was considered important to this smaller community, and they wanted a WOW! A fresh, regional twist."

The Cedar City store lacks windows, and Connie is passionate about bringing natural light into spaces she designs. She integrated a clearstory

that runs the length of and above the central "boulevard" that allows indirect daylight to filter down onto the pedestrian walkway that leads shoppers into the heart of the store.

That St. George, once an iron ore mining center, is well-recognized as a railroad town, inspired the custom mock-up of an historic locomotive and, there it sits, emerging from a rock wall as if it's about to speed through the store! "It has a real bell for people to ring, and everyone loves having their pictures taken with it!"

"The main entrance is three stories tall, modeled like a train terminal," continued Steve. "Once you enter the store, the guest service desk to the left resembles a ticket booth."

Connie added, "There is a small café located by the ticket booth that

"The most important part of the 'Experience Program' is to communicate the company culture through emphasizing our Core Purpose."



For more information about this exciting new opportunity, visit us on line at www.ownasearsstore.com/request

**PARTNER
WITH AN
ICONIC
BRAND**

Drive More Footsteps! Thinking About Adding **APPLIANCES** to your product **MIX?**

Let us show you how easy it is by partnering
with **Sears Hometown Stores**

- *NO Inventory Expense!*
- *Offer Exclusive Brands!*
- *Full Product Lines in Store
and Through Sears Website!*





The 2002 "Happy Days" event (left to right): Pam Clementson - store greeter, and Tony Wittwer - Founder.

The 2011 "Wizard of Oz" event (pictured left to right): Kim Campbell - store greeter, Sheldon Wittwer - CEO, Whitney Wittwer - Sheldon's youngest daughter, Tyler Wittwer - Director of Marketing/ Sheldon's eldest son, plus Will Estep - Finance Department.

"We all dressed up, with Sheldon as the Tin-man! Then there was the Pirates-of-the-Caribbean theme. Prizes, too, of course..."

celebrates the local fishing, hunting and the mountains, trying to bring alive the small town tendency, you get off the train and look for a café! Who doesn't love trains! It breaks through all gender barriers, young and old."

The designation of Cedar City as "The Festival City", provoked the introduction of the proscenium bearing the legend "Shakespeare Theatre" that Connie positioned at the entrance to the recliner and home theatre departments. Justifiably proud of the recognized annual four month event (June 25 through October 31), Boulevard's guests enjoy displays of elaborate Elizabethan costumes the actors wear during performances. "We borrowed from the design of the entrance to Shakespeare's Globe Theatre in London. I love Shakespeare, theatre, music and creativity... where else can one become someone else for a while... and dream."

The Wittwers wholeheartedly concur. Said Steve, "We have fun with the people who come into the store. We have 'events' rather than 'sales' for example. One of the happenings had a Wizard of Oz theme. We all dressed up, with Sheldon as the Tinman! Then there was the Pirates-of-the-Caribbean theme. Prizes, too,

of course... a Caribbean cruise at our Pirate party and another cruise to complement our Hawaiian event."

As creative director, Steve also has a handle on conceptualizing accompanying promotional outreach to all media as well as to Boulevard's guests and potential guests. To celebrate Boulevard's 40th Anniversary, he put together an engaging series of vignettes defining the company's history, vision and mission. Boulevard uses print, both newspapers and magazines, television, radio, direct mail, billboards and in-store signage to communicate the message. And the Boulevard Team's belief in self-sufficiency. "We do all of our own graphic design work, building ads, writing our radio and TV scripts and overseeing production."

Boulevard's website is a joy to behold! Not only is it a complete, colorful and detailed representation of product and service offerings, but it has its own appealing person and personality, not just an "online" figurehead, but a real live contact with the customer and potential customer. "We are selling on-line now, although we only deliver within our designated delivery areas. And Keelee is our On-line Web Support Agent.

She takes care of on-line questions through her chats and e-mails, and she also processes our online sales. A Team Member for sure. She also takes care of our social media posts and blogs."

Another "event", packed with information and delivered with warmth and conviction, is presented by Boulevard's HR Department when newcomers join the family enterprise. "The 'Boulevard Experience' involves training for all newly hired Team Members. It is usually a three-day event with workshops, field trips to our main store and the distribution center, interactive team-building games and quizzes. Many of our key Team Leaders and Executive Team (including the CEO) take part in giving engaging presentations to teach about the various duties and responsibilities we oversee," said Steve.

"The most important part of the 'Experience Program' is to communicate the company culture through emphasizing our Core Purpose: 'To Create an Unforgettable Experience' – and our Core Values: 'Honesty & Integrity, Respect for the Individual, Old Fashioned Work Ethic, Strive for Excellence, and Community Contribution'.

Do you want to *Spice Up* “your business” for the New Year?



Contact IRG today for:

- Upscale High Impact Furniture Sale Events & Rug Trunk Shows.
- Capitalize on the explosive Rug Industry growth with your own turn-key, state-of-the-art rug gallery.
- Retail Furniture Industry operations, sales, merchandising and financial services.
- Re-Merchandise, re-Structure, re-Invent you business today.
- Free business consultation and strategy planning 1-860-651-4447.

What can IRG do for you?

- Provide Immediate Solutions to Increase Sales, Profits & Efficiencies.
- Provide On-site Management, Sales, Administrative, Warehousing and Delivery Experts to Assist You.
- Provide Capitalization, Merchandising and vendor support to re-invent your business.
- Rug Imports, Sales, Events & Distribution.
- Turn-key Advertising & eCommerce Solutions.

How do we do it?

- IRG consists of a team of the industries most seasoned veterans.
- IRG Executive Team collectively has over 100 years of industry experience.
- IRG invests it's money into your business with guaranteed results.
- IRG - Integrity, Respect & Gratitude!
- Call Today!!

Expert Retail Furniture Industry Operations, Sales, Merchandising and Financial Services



IRG
INTERNATIONAL RETAIL GROUP
Call us today!

INTERNATIONAL RETAIL GROUP

A Division of International Rug Group, LLC "An innovative & forward-thinking furniture and rug industry service provider."

www.irgretail.com

738 Hopmeadow Street • Simsbury, CT 06070 • Phone 860-651-4447

RETAIL PROFILE

"Our Mission Statement is: 'With honesty and integrity we are dedicated to finding and providing the greatest selection and best values for your home at the Guaranteed Best Price. As a Team, we are committed to Complete Customer Satisfaction'.

"Team Members are expected to fully understand and live by and exemplify all these principles and values."

Boulevard's more than 170 Team Members are an outstandingly low-turnover group! With their foundation of strong fellowship established, their hard-working days are enlivened with plenty of levity generally orchestrated by Wendy Wittwer (Accessory and Occasional Furniture Buyer). Said Connie, "Wendy is the one who manages the upkeep of the stores, and sets up all their fabulous promotions...

"Boulevard offers staffers a profit-sharing plan, educational reimbursement benefits, rewards and recognition, medical and retirement plans but also much treasured Sundays off!"

the staff likes to have fun and dress up for these!" There would appear to be a constant element of joy pervading the pioneer work ambiance of the Boulevard stores.

And this is probably what provoked Webmaster, Nate Kinzie, to quote a phrase popular amongst the Members, "It's always impossible until it's done!" (Originally attributed to Nelson Mandela.) You'll find these wise words on Boulevard's website, it's a wry, informal expression of happy corporate unity!

"We offer occasional design workshops to our customers presented by our in-store design staff... who also make house calls!"

Design inspiration is gained at both the Las Vegas and High Point Furniture Markets.

"There are over 25 Team Leaders at the Boulevard, overseeing all aspects of the furniture store businesses."

Boulevard offers staffers a profit-sharing plan, educational reimbursement benefits, rewards and recognition, medical and retirement plans but also much treasured Sundays off!

Wendy is not only Boulevard's instigator of fun, she has spent her career life involved with interior design and decorating within the group. She is Tony's daughter, and a member of the Board. "Wendy has also helped with numerous construction, remodeling and design projects at the Boulevard enterprises, the motels and other family projects and businesses.

"Sheldon is CEO, Marc is COO, and Tyler, Director of Marketing. Tony and the other two brothers are now retired, but still help out in various

supportive ways."

An overview of Wittwer family growth in the business is helpful in realizing the benefits of sharing talents, a practical but also an important cultural and spiritual issue. "Marc worked in the warehouse as a teenager. His education includes an undergraduate degree in accounting, an MBA, and he is also a CPA. The family has always been involved at some point with construction (motels, stores, warehouses, etc.) so helping oversee construction projects is almost second nature for Marc and other family members. He also was the General Contractor on the construction of his own home. Marc's wife, Andrea, and their five children have all helped at various times with Boulevard promotions, giving out free hot dogs, pizza, cookies, pancake breakfasts, etc. Andrea was a member of Boulevard's sales staff before family life became too demanding.

"Sheldon and his wife have six children, all grown up and most are married with children. Their oldest son, Tyler, as well as directing marketing, serves too on the Executive Team. He and his wife are the parents of four young children.

"Boulevard management has attended many types of training relative to their responsibilities. We are actively involved in NARDA, are present at FMG Symposiums and are a member of the Brand Source buying group."

Customer service is a vital element in Boulevard's "guest connection" and, Steve says, "Our approach is simple. We believe 'the key to success is to take care of our guest'! Our Customer Service managers have the autonomy

See What's New

Chromcraft, Peters-Revington & Douglas

Styled Right. Priced Right.

Chromcraft: The Leader in Caster Dining!



CHROMCRAFT

Custom swivel-tilt caster dining with 50 fabrics and choice of two finishes.



Peters-Revington

Set shown is from the Briarwood Collection, one of 12 occasional table collections offered by Peters-Revington.

Centralized warehouse distribution center in Senatobia, MS

DOUGLAS
Casual Living

Over 10 styles of chairs, many in a choice of two finishes and matching family friendly high pressure laminate table tops.



See Chromcraft, Peters-Revington & Douglas at **Las Vegas Market**
Building A #936

Chromcraft Revington Douglas Industries, Inc.

1 Quality Lane, Senatobia, MS 38668 • Tel: 662-562-8203



Did You Know?

Boulevard Drive-In hamburger stands, originally named and sold as home-made food at the Drive-In now opening.

Boulevard Home Furnishings was organized from its first location on **Southway 124th** in **Southway 124th** in **George Boulevard**.

To the right are Boulevard's logos over the years...

The very "old the logo" meaning "in the 1970's" originated from the fact that over 100 years ago these customers were made with a great big "A" logo. Today we would prefer the letters to not be so big. We had a great time with them and we had a great time with them.

The Boulevard's 172,000 sq. ft. Distribution Center includes lots of products, furniture and appliance repair shops, a Clearance Center & more!



CRAZY TONY'S BARGAIN BARN

Did You Know?

Crazy Tony's Bargain Barn was named after Boulevard's founder, Tony Whitmer. Tony is a well known for being "crazy" about his love for home furnishings. He also loves farming and gardening.



Tony Whitmer

Boulevard Home Furnishings

Since 1974

SUN FACTS and Trivia!

Boulevard's First Logo 1978-1980

The Boulevard Home Furnishing Center 1978-1980

Boulevard 1980-1985

Boulevard 1985-1990

It all started with a SMALL Fruit & Vegetable Business!

From 1928 through 1958 Louie Whitmer delivered homegrown fruits and vegetables throughout Southwest Idaho and Northern Nevada before getting into the meat and home furnishings business.

The 1938 Model A truck is displayed in the 4-Corner now represents the spirit of the family business.

The Whitmer Family continues the tradition of growing by starting another crop by selling their family peach orchard in Santa Clara.

BLVD DINER

Boulevard Diner opened in the summer of 2000 when the new St. George store had it's Grand Opening.

Boulevard Home Furnishings' founders, the Whitmer family, began driving business on E. George Boulevard (back then Old Highway 99) just called it Highway 99 in 1955 with the opening of the Whitmer State Lodge (now the Ram Mountain Resort Inn).

When modern furniture and home decor were just coming along, the Whitmer family began driving business on E. George Boulevard (back then Old Highway 99) just called it Highway 99 in 1955 with the opening of the Whitmer State Lodge (now the Ram Mountain Resort Inn).

Early customers to the George store were people that had a desire to keep it close while creating the drive-in.

APPLIANCE TRIVIA - THE "TOS BOX"

Whitmer refrigerators were electric, but they were simply an unusual cabinet used by a bunch of us.

Committed to helping OUR CUSTOMERS

It all started with 14 VCR's...

Boulevard's first VCR (a VCR to be exact) was donated to a customer in Washington, B.C. and was named "Boulevard's first VCR" in 1978.

Boulevard has donated nearly 100,000 worth of donations and other useful items to individuals.



to make critical decisions on the spot. They have the trust and support of the Executive Team. We are dedicated to taking care of our guests at all costs and have instituted the policy that when we are aware of any guest with a problem, they will be called by one of our Team Leaders within 24 hours to resolve the issue. We hold regular meetings to review guest issues and determine proper actions or changes in policy if needed.

That there's a history of whole-hearted giving back to the community is certainly not surprising. In one of Boulevard's story-telling vignettes, the presentation of VCRs to local schools is described. Back in 1989, after the Labor Day sale, a portion of the profits was shared with schools in the form of learning equipment. Fourteen VCRs were donated to the Washington, Iron and Kane County districts. As Boulevard has grown, so has their interaction to more than \$800,000 worth of electronics and other need-

"We support and donate to the annual 'Coins for Kids' Christmas gift drive in St. George and the 'Festival of Trees' in Cedar City, as well as the Community Food Bank in Mesquite from a percentage of sales from our Black Friday sales event. We have a large fountain in our St. George store and give the coins from the fountain to a variety of charities including Breast Cancer Awareness, Coins for Kids and other local charities. During the year, we process and approve numerous requests for donations to groups and individuals in need. Our guiding principle is that we try to 'help those who need help helping themselves'".

The Wittwer family's view of years to come is clear and optimistic. "We see the Boulevard's future as very positive, progressive and proactive. We are fortunate to be located in a beautiful 'destination' area of the United States within communities that value quality of life and provide not only respectful and loyal customers but also employees that reflect the core values and heritage that are so important to our companies' future and growth.

future, looking towards managing growth and expansion. And, most importantly, 'taking care of what we have'.

"It is important to keep a fixed eye on the new twists in marketing (digital/online/social). Keep up with technology, be prepared, flexible and remain competitive."

And have fun all the way. While remembering "to carry your coat"!

Are you smiling? It's 2016 and there's a lot to smile about!

"When we are aware of any guest with a problem, they will be called by one of our Team Leaders within 24 hours to resolve the issue."



NEW DESIGNS BY GENEVIEVE GORDER

Stop by our
showroom for an
introduction to the
newest collections by
the award-winning
designer.



DRAW FOR YOUR DISCOUNT:

10-50% off your order
placed at market*

*May not be combined with
other offers, drawing must be
done after turning in order.



RECEIVE A 20% DISCOUNT

When you purchase
3 or more new items.*

*New items must be 5' x 8' or
larger. May not be combined
with other offers.



GIVEAWAYS & COFFEE

Visit the Capel
showroom for
giveaways and fresh
Starbucks® coffee all
market long.

DESIGN THREADS

WEAVING NEW STYLE
STORIES AT **CAPEL RUGS**.



ATLANTA | JANUARY 12-19
MERCHANDISE MART, SPACE 3-C-15

LAS VEGAS | JANUARY 24-28
WORLD MARKET CENTER, SPACE A226

CAPEL RUGS

CAPELRUGS.COM
800-334-3711

Best Selling DESIGN



Lazzaro Leather

The new Modena chair makes a distinctly modern statement with its shapely form, pleated tufting and sculpted metal legs.

See contact information on page 112.



Kas Rugs

A modern twist on vintage classics by Bob Mackie makes tradition come alive. This collection is machine-woven in Belgium of polypropylene frisee yarn with a plush soft pile.

See contact information on page 112.



Legends

This media fireplace console offers a contemporary look with a clean, uncluttered design. It is crafted from select solid woods and iron trim accents.

See contact information on page 112.



Surya

The Fontana table lamp with glazed ceramic base and textured organic design is paired with a curved rectangular shade in luxe linen. Dimensions are 17"w x 30"h.

See contact information on page 112.



Classy Art

This 22"x28" print is double matted and framed in a three inch MDF scratch resistant frame with all the hardware ready to hang. Its final dimensions are 34"x40". Designer/artist is Natasha Barnes. Suggested retail \$99.95.

See contact information on page 112.



Omnia

Concord, shown here in a pearlized smoke leather is available in numerous configurations in leather or fabric.

See contact information on page 112.

Best Selling DESIGN



Alden Parkes

Strands of radiating sunlight best describe the Sun Mirror. Made of solid mahogany, it is available in many finishes.

See contact information on page 112.



Nourison

The Gradient Collection combines a spectrum of luminous warm neutral tones in a lush, low pile rug. The collection's abstract designs are made of 40% fine wool and 60% Luxcelle. Loom woven in China.

See contact information on page 112.



Thomasville

The Jocelyn Bed features a Swedish upholstered headboard covered in an exclusive Scandia Quilt pattern. It has a slightly concave top rail on the footboard and subtle shaping/crowing on the headboard plus decorative urn finials on the four posts.

See contact information on page 112.



Peters Revington

These tables are from the Briarwood Collection, one of twelve occasional table collections.

See contact information on page 112.



Country View Woodworking

This American-made, handcrafted dining room set is one of many Amish-built collections from CVW that range from traditional to contemporary.

See contact information on page 112.

American Drew

Evolve features straight-grained elm veneers combined with metal components, travertine stone inserts and custom hardware. The clean linear design is a unique fusion of contemporary and traditional. Included are 24 pieces for the bedroom, dining room and living room.

See contact information on page 112.



Capel

The Phantom is a brand new hand knotted collection in soothing colors made of New Zealand Semi-Worsted wool. Made in India, this collection comes in three calming colors: multi, blue haze and mist. A 5' x 8' rug may retail for \$1,799.

See contact information on page 112.



Best Selling DESIGN



Borkholder

The Amish crafted Transitions Display Cabinet is part of a solid wood collection that signaled a shift in style direction for this manufacturer. The collection has been expanded to include a full slate of dining, occasional and home entertainment introductions designed and scaled for today's casual living environments.

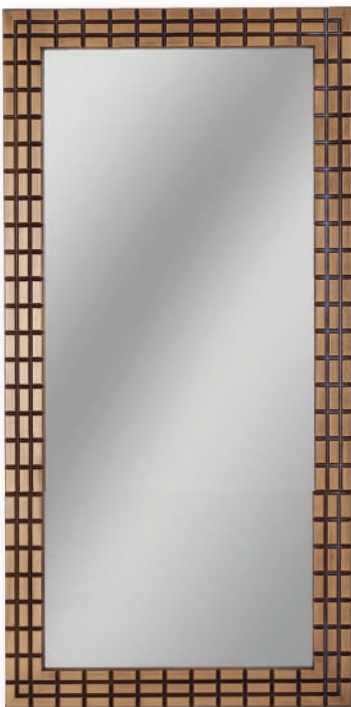
Contact information on page 112.



Jaipur Rugs

Noho By kate spade new york is a hand-knotted rug crafted in a wool and art silk blend, giving it a lustrous finish. The 110-line construction creates a marbled abstract motif of exceptional quality.

Contact information on page 112.



Selva

From the Philipp Selva collection, this versatile mirror is crafted of glass and solid wood, finished in an antiqued bronze finish. Crafted in Italy, the new collection is both sophisticated and elegant.

Contact information on page 112.



Maxwood

The Maxtrix® Princess Poster Bed is made from solid hardwood and comes in three different stains and headboard styles.

Contact information on page 112.



Momeni

The Pashmina rug collection showcases a tonal soft color palette of blues, greys and taupes. From bold snake skin patterns to traditional distressed patterns, the designs are machine-made in China of the softest 100% microfiber polyester.

Contact information on page 112.

Donco

Tree House loft bed in a Rustic Sand finish, shown with Loft storage drawers is a new exclusive design for this youth furniture specialist.

Contact information on page 112.



West Point Woodworking

The Saratoga Trestle Table is crafted in Brown Maple finished with an autumn leaf top and onyx base. It is available with a self-storing leaf compartment that accommodates up to four 12" leaves. Shown with Brookfield chairs from F&N Woodworking.

Contact information on page 112.



Arthur W. Brown

Home office wall systems such as this home office unit from AWB are available in a wide variety of creative and customizable options for any room, with any function.

Contact information on page 112.



Best Selling DESIGN



Fashion Bed

Alpine SNAP™ bed literally “snaps” together for quick and easy assembly. It is designed to pack neatly in one box for convenient distribution and delivery. This bed features modern, geometric detailing in a rustic bronze finish on both the headboard and footboard. It is priced to retail at approximately \$499 in Queen.

See contact information on page 112.



Loloi

The Transcend collection marries the tradition of hand knotted rugs with modern and textural patterns. Made in India of 100% viscose from bamboo, Transcend is a work of art with elegant touches of color and movement.

See contact information on page 112.



Diamond Sofa

The new Gemma sectional has a crisp tailored look. It is available in a choice of eye-catching colors and adjustability options to capture the attention of the emerging Millennial customer.

See contact information on page 112.



Klaussner

Sofa from the Tifton collection by Trisha Yearwood features bordered seat back cushions wrapped with contrasting welt, rolled arms, and wooden legs. Pop in color and texture with two sets of welted arm pillows.

See contact information on page 112.



Dimplex

The Camilla has two side display areas featuring lighting controlled with a touch sensor giving users the ability to choose low, medium and high settings. The centered firebox is recessed midway into the unit, so that the flame attractively reflects off the mirrored surface on the bottom of the display area.

See contact information on page 112.



Tayse Rugs

Technology used to create this rug from the Expressions Collection allows Tayse to print virtually any design in every imaginable color. MSRP is approximately \$250.

See contact information on page 112.

Furniture of America

The Gianna set features a spacious table top with curved legs and center floor beam for reinforcement. Paired chairs and bench seats are wrapped in earth-toned fabric, and the weathered finish draws attention to the sturdy solid wood framework.

See contact information on page 112.



REAL BAD FEELIN'

BRANDS

The Downfall of in The Furniture Industry.

by Bill Napier

Furniture manufacturers have given up helping retailers market to their consumers, according to the author, who offers tips on how to win back brand loyalty.

If you're a blues nut, like I am, maybe you know this iconic song, originally written by Elmore James, played by Eric Clapton, but made famous by Stevie Ray Vaughn.

The sky is crying
Can't you see the tears
roll down the street?
... I've got a real, real bad feelin'

So why am I referencing this song? Simple, the marketing of furniture brands is now focused on furniture markets, not on the retailer or the consumer, and it's hurting this industry badly. Yep, The sky is crying... I've got a real, real bad feelin'.

Virtually every retail buyer at market knows what the hot brands are and manufacturers spend huge money promoting their products to buyers in the hope they will buy. Once it's placed, then what? Does it become floor inventory? What's YOUR manufacturer brand's plan to get velocity? I bet they probably don't have one, or if they do, it's not a plan that will help you engage today's consumer so they can find, embrace and search locally for those products. That's why you see the tears roll down the street.

I grew up with brands like Coca-Cola, Levis, Gillette and other icons. Brands were created to convey a message about products at a time when it was difficult for consumers to find information on products and services.

They used mediums like newspapers, radio, direct mail and television—lots of television. I even remember when iconic brands like Proctor & Gamble sponsored television content.

Today our industry has lost the brand luster it once had. Manufacturers have turned over that responsibility to retailers to display and communicate the manufacturer's core values and attributes. Unfortunately that translates into brands being put into an environment "where everything is on sale." They become discounted items, rather than real values deserving of iconic status. Manufacturers need to ask themselves this: Are they going to let 1,000 retailers define who and what they are to consumers? How's that working? And show me a furniture brand that this strategy has worked for successfully? I can think of maybe

"Why do you think there are so many DIY and design shows on TV?

It's not because people don't want to be inspired!"

2016 Furniture Expo

NIWA

Northern Indiana Woodcrafters Association



The NIWA is an association consisting of quality furniture builders located in the heart of Amish country in Northeast Indiana. All products are American made and built locally. The NIWA Furniture Expo is an important opportunity for more than 80 exhibitors and the hundreds of buyers, dealers and guests to discuss ideas, identify customer trends, and reveal new possibilities for future strength, sales and momentum.

Categories represented include:

- Bedroom Furniture
- Dining Room Furniture
- Living Room Furniture
- Occasional Tables
- Office Furniture
- Cabinetry
- Game Room Items
- Entertainment
- Outdoor Furniture
- Crafts & Accessories
- Finishing
- Flooring

The two-day 2016 Expo extravaganza at the Michiana Event Center (February 29 and March 1) will include picturesque furniture displays, diverse products and innovative designs. There will be a Mowhawk Workshop demonstrating "Hard Fill" technology for repairs to damaged furniture both days of this year's show. The event offers attendees practical and inspiring ideas to help show and explain to customers how handcrafted hardwood furniture is one of the best investments for a home or office.



NORTHERN
INDIANA
WOODCRAFTERS
ASSOCIATION

Visit online at
www.indianawoodcrafters.com



THE MICHIANA
EVENT CENTER
www.MichianaEvents.com
Howe, Indiana

"As a retailer, you've clearly been

Overstock.com, Wayfair and One Kings Lane. It only takes a few minutes at each site to see why their furniture sales are up double digits consistently and probably at your expense!"

a handful at best. It's the brand's job to define who they are and it's the retailer's job to use that information to create a compelling selling message to drive traffic and sales.

Your first BIG problem

Most manufacturer's have poor websites that mostly show pictures and talk about themselves. Believe it or not, many manufacturers don't even have a "Where to Buy" search. So, have we just given up on how today's consumers shop, or what? In case you were wondering, consumers GOOGLE for information about products FIRST, and if they can't find that information, you don't exist... in their minds, and that does not help retailers.

Check out this statistic. According

"No aspiration, no engagement, no connection - except for those consumers who like feeding on the bottom. Mediocrity and commoditization rules here, but it doesn't have to be that way."

to Google's research, eighty-three percent of consumers have no clue what brand they'd purchase. That means all of your manufacturers' great designs, manufacturing prowess and the expense of showing products to retailers at the furniture shows has resulted in 17 percent awareness with consumers, and they are the ones keeping retailers in business!

Unfortunately, now many furniture brands we know are promoted as "Cheap." And that does not help retailers differentiate their product mix to inspire, motivate and engage consumers. And this is especially true with today's Millennial consumers who research "everything" before they buy locally... and if they don't find what they're looking for locally, they revert to Overstock, Amazon and other home furnishing websites that do. That doesn't help retailers stay in business, does it?

Cheap everything, sale this, close-out that; always a race to the bottom. No aspiration, no engagement, no connection—except for those consumers who like feeding on the bottom. Mediocrity and commoditization rules here, but it doesn't have to be that way.

Manufacturers should ask themselves this: Why have they given up helping retailers to engage consumers once merchandise is placed?

Unfortunately brands have decided to save money on marketing and that has resulted in losing money over the long haul. Not just for the brand, but also for their retailers. Let me list a few of the ways home furnishings manufacturers are failing as brands:

1. Many manufacturers don't have a formal marketing department, to save money. If they do, most of these marketing people come from the sales department and are relegated to what they know from past experience; making print catalogs and other old school tactics. How does this engage today's digital savvy consumers?

2. Most manufacturers have very little knowledge about how consumers shop today, what consumers want, and how they want to access information about products at local furniture retailers. If manufacturers don't know their consumer—how they shop, where they want to find information and how they use it—that's the fault of the marketing department. Again, it should be the marketing department's responsibility to help retailers properly merchandise and market their products.

3. Manufacturers' product content should be "standardized" so their brand and retail customers, can use it to show its breadth and depth of product selection on websites and the other internet platforms consumers use. 90 percent of consumers shop on the internet first, yet most manufacturers have neglected to get their information properly presented for consumers to see, and for retailers to show and sell. This should be job #1 for any good marketing person; creating it and maintaining it daily! Without this content, there's less engagement and fewer sales!

4. Most manufacturers don't give their sales people the tools or

MEET THE NEW RETAIL **SUPERHERO**

JAIPUR HOME PROUDLY INTRODUCES OUR

"PACIFIC STEEL" COLLECTION

THE STRENGTH AND BEAUTY OF SOLID SHEESHAM

DINING, BEDROOM, OCCASIONAL



Fabulous Designs - US Warehouse - No Minimums - Everything Mixes!



Corporate Office:

315 S. Lincoln Street, A-2 Lowell, AR 72745

Tel: (479) 273 1525 Fax : (479) 254 0877

Email: nsoni@jaipurllc.com Website: www.jaipur-home.com

High Point

New Larger Showroom
Plaza Suites 4th Floor

Downfall

FURNITURE BRANDS

training to help retailers “sell more.” Few have available POS systems that show such things as the different fabric colors available, or wood colors. According to the Point of Purchase Institute, 60% of decisions are made at the Point of Purchase and up to 80% of those decisions are unplanned. Many retailers believe manufacturers don’t have sales people who know how consumers are trending, what’s happening with Gen X and Millennials, how they shop and more. If that is the case, how does this help retailers, show more, tell more and sell more? If a manufacturer is content with a sales force that shows pictures and takes orders, I have to ask why, because can’t that all be done on-line?

5. Most of the product photography in our industry stinks or is one dimensional. Good information about products is minimal, and website product navigation is non-existent. Manufacturers shoot photography in China to save money and it looks like it! They rarely shoot their products to capitalize on the design tastes of today’s consumers, such as, contemporary, modern, apartment living, transitional, traditional, etc. How does that inspire people to buy? Manufacturers need to investigate the New digital photographic technology available that creates multiple room shot environments for the price of what a single shot costs in a traditional studio. Retailers should look at this too, especially if their manufacturer is not helping them with this new and exciting technology. Why do you think there are so many DIY and design shows on TV? It’s not because people don’t want to be inspired!

Back in the day, I was taught that

great marketing created the sales proposition to: “Inspire, educate, motivate and engage.” These days it seems manufacturers are just watching each other at the markets, at the expense of building their own unique sales and marketing proposition. The result is both the manufacturers’ brands and retailers suffer.

True brands work hard to get shoppers to visit their websites and social platforms as a primary goal. Websites, where consumers ultimately go during the shopping process need to be consumer focused to create a connection with the brand. There, manufacturers can control the message and how they want to have their brand perceived. If I were doing it, the theme would be;

How Can We Inspire You Today!

What Should Retailers Do

As a retailer, you’ve clearly been to Overstock.com, Wayfair or One Kings Lane. It only takes a few minutes at each site to see why their furniture sales are up double digits consistently and probably at your expense!

Now take a look at the Duncan Hines corporate website www.duncanhines.com. There’s nothing at that URL about the company, only inspiration on the theme, “What would you like to bake today?” It’s a giant Pinterest Board filled with corporate content. Talk about a refresh of an old Brand that is now more relevant with today’s consumers than it’s ever been.

Were I a retailer, here’s what I’d do:

1. Insist that your manufacturers invest in their brands now, before they—and you—don’t have any.

2. Ask your manufacturers to perform a brand audit. You can reference an article about how to do this on my website www.social4retail.com under my Retail Rants Blog Column and download the forms on that page. Many brands have never done a brand/company audit with their stakeholders; employees, retailers, consumers. It’s one of the best ways for retailers and manufacturers to learn about a brand, and it is often not what they want or expect to learn.

3. Encourage your manufacturers to train their sales people to be knowledgeable marketing partners for your store and its customer base. Insist they arm their salespeople with the tools to help you and your sales associates sell more, because guess what,

“Look at Duncan Hines’ corporate website www.duncanhines.com.

It’s a giant Pinterest Board filled with corporate content. Talk about a refresh of an old Brand that is now more relevant with today’s consumers than it’s ever been.”

THE NEW HIGH POINT OF YOUR YEAR

The Ohio Hardwood Furniture Market

WHERE
tradition MEETS
INNOVATION



March 30–31, 2016
at the Buckeye Event Center

The next *Ohio Hardwood Furniture Market* will take place at the Buckeye Event Center in Dalton, Ohio. Dalton is located in Ohio's Amish Country, which boasts the nation's largest concentration of hardwood furniture builders.

- Exceptional, extensive collection of domestically manufactured hardwood furniture. Many builders use Ohio Certified Stains thereby simplifying color matching between manufacturers.
- Local shippers conveniently load furniture from your choice of manufacturers before shipping it in one load.
- New designs ranging from traditional to contemporary.
- Breakfast and lunch provided.

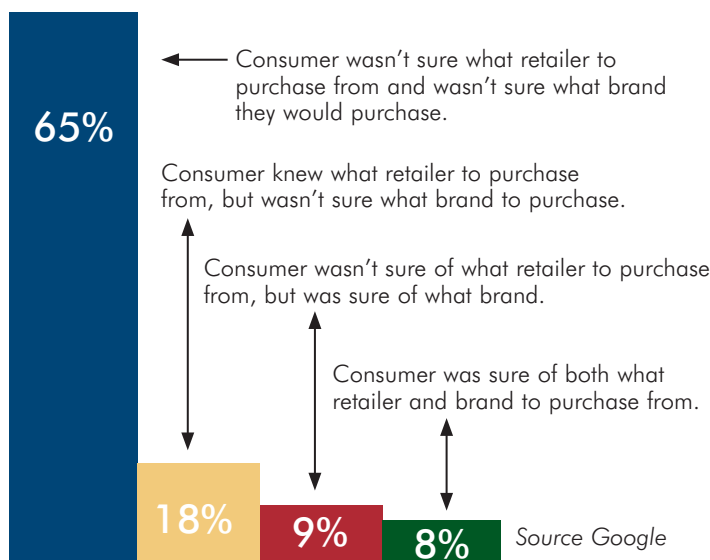
Presented By:



REGISTER NOW

at hardwoodfurnitureguild.com or by calling 877.643.8824

Zero Moment of Truth Study (ZMOT for Furniture) by Google found that only 17% of consumers surveyed were sure of what brand to buy from and only 26 percent were sure of what retailer to buy from.



you'll sell more and the manufacturers will, too. I think the term is "Win-Win"?

4. Pressure your manufacturers to load their websites with videos showing product features, benefits, options, available colors and more. I would also ask that those videos become available for your retail website and social channels. YouTube is the second largest search engine and guess what? Google owns them!

5. Encourage them to create areas on their websites to educate people about different fabrics, grades of leather, wood construction, warranty

information, design ideas, living space ideas and a lot more. An educated consumer will pick your manufacturer's brand first, and then find your store using the "where to buy" store locator. Why do this? Because virtually no one else is doing it, and because of this, The Sky is Cryin', for you, the brand and the manufacturer!

My fear is that many great manufacturers and products may disappear simply because they don't understand the psyche of today's consumer and how to connect with them. That's because they don't invest in the time and resources to get this done. I also believe that companies may be afraid to "jump in" because they don't know where to start. Like my Grandfather used to say to me: "You'll never learn younger."

It's time to quit the cryin' with these sad announcements of companies in our industry going chapter 11 or 7, both brands and their retailers...

About Bill Napier: Bill Napier is Managing Partner of Napier Marketing Group.

He has been the chief marketing officer of several small, medium and large companies throughout his career, most notably Ashley Furniture Industries Inc from 2000-2005.

Currently he is a strategic management and marketing consultant to Imagine Advertising, Englander Mattress and several other companies in the home furnishing industry.

Bill is also a featured writer and speaker in the retail industry. His vast understanding of the issues retailers and brands face to compete in the digital arena, coupled with his humorous interpretation of his knowledge of trends, facts and solutions for helping companies compete, makes for an engaging and informative session for every brand or retailer that attends his sessions.

His passion is to help retail brands & brick mortar retailers grow their business by creating, guiding and deploying successful marketing B2B/B2C solutions integrating traditional marketing with the web/social media.

Questions about this article or related topics can be directed to Bill at billnapier@napiermkt.com.

"It's time to quit the cryin' with these sad announcements of companies in our industry going chapter 11 or 7, both brands and their retailers."

The sky is crying
Can't you see the tears
roll down the street?

How sad, oh, how very sad, for these tears do not need to be shed!

Finally—a web-based,
touch navigation retail
furniture software that's
comprehensive and **easy to use.**



PointCentric™

by Myriad Software

- Flexibility to be where your customers are, and do business on your terms
- Intuitive technology, making it easy to implement and use
- Customization, to create the right solutions for your retail needs

After 25 years in business, Myriad continues to provide innovative software solutions for the retail furniture industry. Designed to meet the needs of high end, custom furniture retailers, PointCentric, Myriad's comprehensive cloud-based, touch navigation software is both intuitive and mobile.

- > **Easy to use**, image friendly user experience with touch screen navigation
- > **Web-based platform** for tablets, laptops and smartphones—no app required
- > **Custom features** to suit your retail needs and serve your bottom line

VISIT US AT

Las Vegas Market | January 24-28, 2016

Building B, 10th Floor
NAHFA Retailer Resource Center

GET A DEMO TODAY:

Call us at (800) 676-4243
or email sales@myriadsoftware.com



 **MYRIAD**
software

myriadsoftware.com

Combating

DECEPTIVE PRICING

What to do if your competitor deceptively prices their products?

by Larry Mullins

When you find yourself in a situation like this, your regular sales staff is usually at a disadvantage.

It is quite possible that in 2016 one of your competitors, even a big box competitor, may develop a deceptive pricing scheme or, more likely, bring in a hired gun to implement one for them. The tactics are effective, having been developed for stores going out of business. And, the techniques used are very effective at making customers believe that they will get great bargains, when in truth they may be getting very little off regular prices.

I should state now that there are legitimate high impact furniture promoters out there who bring in a crew to take over a troubled store. They can be helpful if an authentic liquidation or promotion is called for, if a furniture merchant needs more inventory, additional management expertise or lacks skillful, trained sales consultants. But there are also a few companies who promote in a way that only give the impression a store is going out of business. The intention is to create a buying frenzy, raise cash, and then get out of town.

Competing furniture retailers often suffer a nosedive in morale and sales volume when promotion companies come to town to run what's often called a high impact sale. If you find yourself in this situation, what can you do to compete? This is the principle

issue this article will address.

Establishing The Illusion of Value

My principle objective here is to provide you the very best legitimate tactics to effectively compete.

As I have stated, these tactics are highly effective. And they capitalize upon the fact that few shoppers are willing to consciously pay regular retail prices for home furnishings these days. I repeat: Few shoppers are willing to consciously pay regular retail prices for home furnishings these days. The operative word here is consciously. Everyone wants a "deal," especially during times of economic stress.

Most furniture sales consultants are not accustomed to negotiating prices. So, they are highly vulnerable when a competitor brings in a sales manager and sales people who are trained as "black belts" in negotiating prices. Their mantra is: "Name your own price, folks, no reasonable offer will be refused."

In a situation like this, your regular sales staff is usually at a disadvantage. You may think at this point that the regular sales manager and sales staff

NORTHEAST FURNITURE & ACCESSORY MARKET



**THE
NEW**

JANUARY 31 - FEBRUARY 2, 2016
New Jersey Convention Center, Edison, NJ

**REGISTER
TODAY**

WHERE YOU'LL FIND

- Show Only Specials
- New Product Introductions
- Expand Your Product Lines
- Meet Face-To-Face With New Suppliers
- Uncover The Latest Trends & More...

NEFurnitureMarket.com



SOME OF THE MANY COMPANIES ON DISPLAY:

Cosmos Furniture
Ashley Furniture Industries
Therapedic/Eclipse
Sleep Products
Furniture Sourcing
Furniture World Distributors
Sunset International / Istikbal
Modway Furniture
Home Source Industries
Mainline Inc.
E S F Trading
Central Furniture
Global Trading Unlimited, Inc.
Dream Well
Arkos Furniture
PJ Warehouse, Inc.
Rainbow Home Trading, Inc.
and so many more...



FOR MORE INFO & TO EXHIBIT
Call: (732) 449-4019

SPONSORED BY:



A legitimate sale price tag should plainly disclose two prices. The sale price, and either “our regular low price,” a reasonable “comparative value,” or an authentic “list price.”

would object to bringing in a team of strangers. The truth is they do object. But they also need their jobs. A few may leave, but most will simply cope, knowing the demoralizing situation will be temporary. However, the long term impact on the store’s credibility can be severe.

The next step in negotiating an illusionary bargain price is to remove all the original price tags and replace them with new tags. Nothing wrong with this, it’s a sale. Legitimate promoters replace the old tags with new sale tags that show a valid regular price (or reasonable comparable value or list price) and a new sale price. However, the new tag replacements at our fictional store are very different. They have one price. The price they show is inflated. That fictitious price is crossed out with a stroke of bright red ink. There is no other price on the tag. So, how much does the item really cost? That’s where the phony negotiating comes in.

Here is how the sales sequence might unfold. Our imaginary sales person spots a couple looking at a sofa and loveseat.

Sales Person: “Hello folks. My name is Joe and I am authorized to offer you a big discount on the price of this group. The listed price is \$1200, but I can offer it at our liquidation price of only \$888. How does that sound?” [Sales person writes the new price of \$888 in black ink on a small pad and shows it to the couple. [NOTE: The everyday sale price of this item is in truth \$795.]

Prospects: “\$888 is a lot better. But we hadn’t really planned to spend that much.”

Sales Person: “I sure would like to see you get this group, folks. What price would it take to get you to make the purchase today? I am authorized to accept any reasonable offer. No rush, if you want to discuss it, I will walk away so you can have some privacy. ”

Prospects: [After brief discussion] “Will you take another \$50 off?”

Sales Person: “Wow, that adds up to a pretty big discount. I will have to check with my sales manager. Do you want the group if he agrees?” [This is known as a sharp-angle close.]

Prospects: “Well ... yes, we guess so.” [Sales person leaves briefly. He returns all smiles.]

Sales Person: “Great news, folks! He agrees to accept your offer!” [The sales person shows the pad upon which he wrote the \$888 price with black ink. That price has been marked out with a bright red marking pen and a new price of \$833 is written in red, plus a big “OK” and the initials of the Sales Manager.]

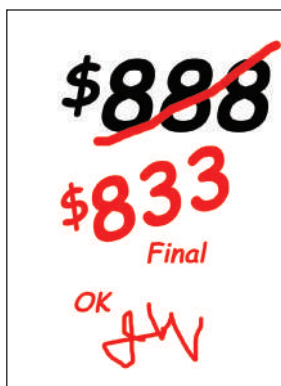
Sales Person: “Congratulations folks! You just saved yourself \$367! You are sure good negotiators!”

The sad truth is these prospects could have bought the same sofa and loveseat at the regular sale price of \$795 and saved another \$38.

How can a legitimate home furnishings entrepreneur compete with such tactics?

Great Stores Don’t Panic. They Educate.

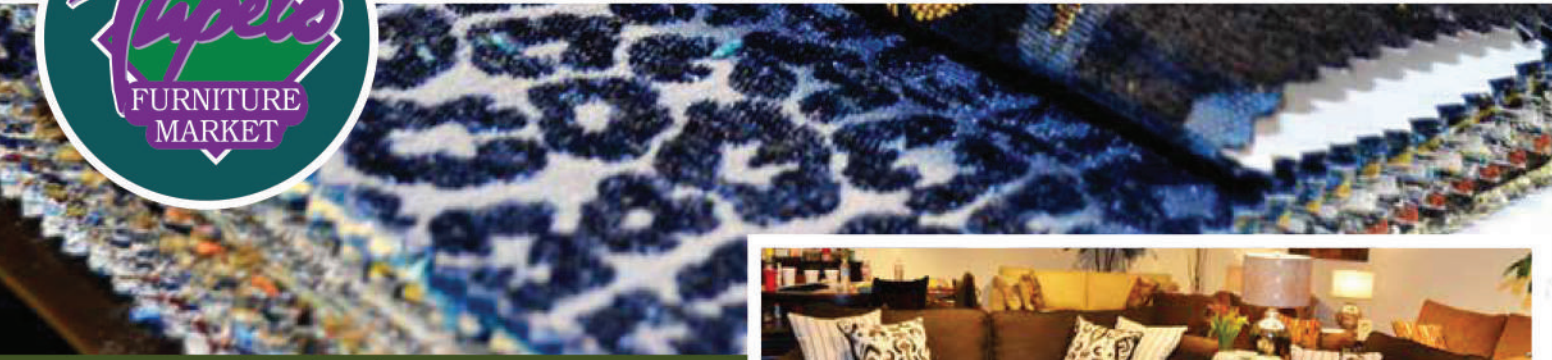
The prospects in the example above have no idea that they were duped. Eventually, however, they may learn the real value of their purchase. Will they want to return to that store for future shopping? Not likely. The damage done to the credibility and integrity of the store after the sale is over incalculable. Nothing is more precious than a store’s reputation for integrity and a sense of fairness. Once shoppers are educated about how the phony negotiation works, they will never let it happen again. It is the job of a legitimate retailer, you, to provide the education prospective customers



“Wow, that adds up to a pretty big discount. I will have to check with my sales manager. Do you want the group if he agrees?”



February 25-28, 2016



Upholstery



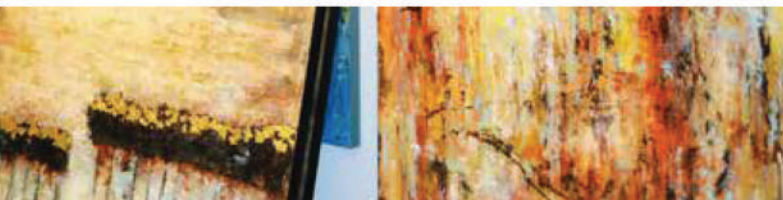
Bedding



Casegoods



Accessories



◀◀ **Register Today**

Please Follow Us On      

1879 North Coley Road • Tupelo, MS 38801 | Phone: 662-842-4442 | 1-800-844-0841 | www.tupelofurnituremarket.com



"Tags should disclose your sale price and also your regular, comparative, or list price plus show the credit cards you honor, plus..."

need in two ways:

- How to spot a deceptive pricing tactic.
- How to appreciate the "Added Value" of your products, beyond their retail price.

Spotting Deceptive Pricing

First of all, write this in stone: Deceptive pricing tactics work because everyone wants a "deal," especially during times of economic stress. Your best protection against deception is truth. For this reason I recommend "Advertorial" ads that reveal a competitor's deceptive liquidation tactics and also tell your added value story.

"Advertorial" ads look like news stories, though they are plainly labeled as advertisements. If the copy is done in an informative and credible way, research shows the public appreciates the information it provides. Small space ads can also be used to provide a "heads up" caution to the general public when unscrupulous tactics are being employed. Make sure your sales staff reads this article so they can deliver a credible follow up to your campaign.

Get Credit For The Values You Offer

To the general public, furniture and

mattress sets are a "sack of sand." The reason the illusionary process works is that prospects usually have no idea what the product they are looking at is really worth. Many cheap "look-alikes" pass for the real thing. So the price on the large fake price tag is rarely challenged.

A legitimate sale price tag should plainly disclose two prices. One price is the sale price, of course. The other price is either "our regular low price," a reasonable "comparative value," or an authentic "list price." This educates prospects along reasonably trustworthy lines and enables them to make an informed decision.

Unfortunately, in their sincere desire to establish price integrity, some legitimate merchants stick to a single price system. When they have a storewide sale, they use a tag with one price, the sale price. Thus, even when the item has been substantially reduced these merchants do not get credit for the values they are offering. There is only one price featured in their print advertising, on their website, and their point of purchase price tags. Thus, these entrepreneurs don't get acknowledgment for the actual value of their products. So, even though a "one price" store has a good selection and a service-minded staff that could help prospects find perfect solutions to their home furnishings needs, they lose many of the sales they deserve.



KEEP CALM AND KEEP ADVERTISING

See us at The Las Vegas Market

NAHFA Resource Center Building B-1050, Space 11

aca
TV & RADIO PRODUCTION

4ACA.COM | 233 NORTHEAST THIRD AVENUE FORT LAUDERDALE, FLORIDA 33301 | 800 882 8588

Rest Easy,

Capture Those Missed Sales



TIDEWATER
FINANCE COMPANY™

Secondary Retail Financing

Since 1992, Tidewater's retail finance program has been assisting customers with less than perfect credit. Revolving lines of credit let you close sales today and keep customers coming back.

- Deferred Interest Options
- No Down Payment
- Instant Approvals
- Revolving Lines of Credit
- On-site Training

***Visit us at the Las Vegas Market - Jan. 24-28, 2016
Retailer Resource Center | B1050-4***

1.866.785.0235 | tcsmarketing@twcs.com | www.tidewater.credit

© 2016 Tidewater Finance Company™ All rights reserved. Program may not be available in all states.

OUR PROMISE TO YOU:
SATISFACTION

In Price. In Value. In Service.
In Every Way. No ifs, ands, or buts.
No small print.
Your Store Name Furniture Team



Remove the risk factor from the prospect and take it on yourself with a promise of satisfaction.

Message your "Added Value" Features. Consultant Bill Napier agrees that no one consciously pays full price anymore, but he points out that this does not mean you have to join the "race to the bottom" and lower your prices. You can still receive value-added profits for your products and services. Napier discloses a few retailers who have succeeded in doing this. Best Buy, for example, changed their messaging to adapt to today's consumer as follows:

"BUY WITH CONFIDENCE"

*Expert Service – Unbeatable Prices
We make it easy to make your purchase with expert advice, our price match guarantee, free shipping on orders \$35 and up, trade-in and much more.*

Also consider the tactics of Sheely's Furniture and Appliances, who have made an investment to educate, inspire and motivate consumers to do business with them. Napier discloses that Google's new research tells them that 83% of moms search the internet for answers to their questions. They simply do not have time to scour fashion magazines for the latest trends in home furnishings fashions. Is your website a rich resource for them?

Or consider Sherman's Furniture and Appliance who state clearly on their website video: "If you don't like it, bring it back in 30 days, no questions asked."

Now, how can you develop a compelling appeal that can boost you to new levels of performance?

Beyond Price—The Magic Of Added Value

Jay Abraham tells an unforgettable allegory about the power of added value. I told this story to Furniture World readers several years ago, but it is worth retelling. "Make 'em an offer they can't refuse" says Jay. To do this successfully, you must educate your sales consultants so they are able to educate your prospects about your company's added value features. Jay illustrates this principle with a story of a farmer who wants to buy a pony for his young daughter. The farmer is considering two offers. In each case the ponies are equal in merit. One of the pony owners tell the farmer that the deal is \$500 for the pony, take it or leave it.

But the second owner has a different deal. It is an "added value" offer that was more expensive, \$750. Yet it was "an offer the prospect can't refuse."

He told the farmer that, before he made a buying decision, he wanted his daughter to try out his pony for a month. He offered to deliver the pony to the farmer's home along with a month's supply of hay to feed the pony. He will send out his own stableman once a week to show his daughter how to groom and care for the pony. He suggested that, although the pony was kind and gentle it would be wise if the farmer had his daughter ride the pony each day to make sure they got along. Finally, he said he would drive out to the farmer's house after a month and either take back the pony and clean up the stall—or pick up his \$750. Of course, the farmer took the second, but much more value-rich deal. A no-brainer, right?

Now, consider what would have happened if the second pony owner had not educated the farmer by disclosing all the added value in his offer.

Now contemplate your own promotional efforts. Are you telling your added-value story in all phases of your media?

1. Beginning with your point of purchase tags, are you getting credit for your added value features? These tags should disclose your sale price and also your regular, comparative, or list price plus show the credit cards you honor, plus "Free professional local delivery and set-up, etc."

2. Does your advertising, including print media, including direct mail, and air media, tell your added value story in a compelling way?

3. Are you removing the risk factor from the prospect and taking it on yourself with a promise of satisfaction?

4. Removal of an old mattress is not unusual, but the removal and donation of old furniture is welcomed, especially by seniors.



China International Furniture Fair

March in
Guangzhou
Pazhou



September in
Shanghai
Hongqiao



Fantastic Furniture Fair in Guangzhou & Shanghai



The 37th China International Furniture Fair (Guangzhou)

18-21 March 2016

home / homedecor / hometextile / outdoor

28-31 March 2016

office / hotel / commercial / materials&machines

China Import and Export Fair Complex & PWTC Expo

The 38th China International Furniture Fair (Shanghai)

7-10 September 2016

home / homedecor / hometextile / outdoor
/ office / hotel / commercial
/ materials&machines

National Exhibition and Convention Center (Shanghai) in Hongqiao



ciff.fairwindow.com

Deceptive PRICING

5. Are your sales consultants telling your story with clarity and passion so prospects know why you deserve their business?

6. Is your website up to date and informative? Are you on Facebook, and do you update your presence often with news and information?

7. Are you making a personal follow up call [or at least delegating this task to a manager] to customers who have made a recent purchase? Are you asking them for a referral? [See: "Retail Enterprise Thinking" www.furninfo.com/Furniture%20World%20Articles/3574

8. Does every prospect who leaves your store carry a promotion piece, a silent sales person, that tells your story in a compelling way?

These are a few of the essential added value possibilities for a retail furniture store. Brainstorm with your staff and also garner ideas from books and articles. I suggest you get a copy of Jay's original book: *Getting Everything You Can Out of All You've Got ... 21 Ways You Can Out-Think, Out-Perform, and Out-Earn the Competition*. This book is my personal favorite by Jay. In it he gives practical, useful advice for leveraging your current assets toward maximum productivity. The promo stated: "You can consult marketing genius Jay Abraham for \$5000 an hour—or get his best ideas in this book for under \$25." Actually, you can download a copy of the first chapter of the book in .pdf format for free.



Finally, if unscrupulous competition has you down, here is advice from the classic book, *"The Once and Future King"* by T. H. White:

"The best thing for being sad," replied Merlin, beginning to puff and blow, "is to learn something. That's the only thing that never fails. You may grow old and trembling in your anatomies, you may lie awake at night listening to the disorder of your veins, you may miss your only love, you may see the world about you devastated by evil lunatics, or know your honor trampled in the sewers of baser minds. There is only one thing for it then — to learn. Learn why the world wags and what wags it. That is the only thing which the mind can never exhaust, never alienate, never be tortured by, never fear or distrust, and never dream of regretting. Learning is the only thing for you. Look what a lot of things there are to learn."

About Larry Mullins: Larry Mullins is a contributing editor for *Furniture World*. He has acquired 30+ years of experience on the front lines of furniture marketing. Larry's mainstream executive experience, his creative work with promotion specialists, and mastery of timeless advertising principles have established him as one of the foremost experts in furniture marketing. Larry's

CONSUMER ALERT

Beware the Phony "Negotiated" Price.

IT HAS BEEN SAID THAT "IF IT SOUNDS TOO GOOD TO BE true, it's probably not true." So beware if a furniture or mattress sales person shows you a price tag with an outrageously high price on it and says: "Name your price, folks. During this liquidation I am authorized to accept any reasonable offer." Ask this sales person if the item ever sold at that high price. If he is evasive, head for the exit. He is likely to be what is known as a "hired gun," someone from out of town who is trained in deceptive negotiating tactics. For more information, check our website at www.nonamefurniture.com.

[Owner or Manager Name]

YOUR LOGO HERE
HOURS
ADDRESS

PHOTO

turnkey Mega-Impact programs produce legendary results for everything from cash raising events to profitable exit strategies. His newest, innovative *Internet Leverage Strategies* have produced record-breaking increases in sales and profits in recent months. Larry is founder and CEO of UltraSales, Inc. Call for a free, no-obligation consultation. He can be reached directly at 904.794.9212.

See more articles by Larry at www.furninfo.com

"Does Every
prospect who leaves
your store carry a
promotion piece, a
silent sales person,
that tells your story in
a compelling way?"

DESIGN CONNECTS INSPIRATION TO TRADE

Come March 2016, be prepared to be awed by a new IFFS 2016 as the show unveils an exciting experience that celebrates inspiring stories which made IFFS the premier Asia show it is today.

Let's celebrate inspiration together!



INTERNATIONAL
FURNITURE
FAIR
SINGAPORE

10 - 13 MARCH 2016 | SINGAPORE EXPO



Co-locating show:
The Décor Show

In conjunction with:
ASEAN Furniture Show

Register today at
www.IFFS.com.sg

Trade Admission Only
10 - 12 Mar 0900h - 1800h
13 Mar 0900h - 1700h

Photo credit: Ethnicraft, Belgium

Co-locating show:



In conjunction with:



SingaPlural Celebrating Design 2016

A partner event of:



Organiser:



A subsidiary of:



In association with



Supported by:



Endorsed by:



Collaborative partner:



Held in:



Design & DESIGNER

Richard & Catherine Frinier: Inside or Outside You Decide!

by Russell Bienenstock

Award winning design team

Richard and Catherine Frinier discuss the past present and future of outdoor furniture design and retailing.

For this installment in Furniture World's Design and Designer series, we speak with Catherine and Richard Frinier, the award-winning furniture and textile design team who design with an emphasis on resort-at-home and ultra luxe resort environments. Richard, originally a sculptor and lighting designer, holds a Master of Arts degree and has traveled to more than 40 countries across five continents serving as inspiration for his authentic, relevant and memorable designs. In 2002, he launched his own design firm in California along with his wife and partner, Catherine. Today, Richard Frinier's designs are licensed as exclusive and co-branded designs to lifestyle and legacy brands and manufacturers, including Glen Raven/Sunbrella, Brown Jordan, Century Furniture, Dedon, and others. His body of work encompasses hundreds of collections and thousands of individual product designs across furniture, textiles, lighting and accessories ranging from soft modern and contemporary to transitional, traditional and exotic forms with an unmistakable essence of understated modernity blended with neoclassicism.

Due to the extraordinary passion for

and dedication to his work, Richard Frinier has garnered over 90 design excellence and career achievement awards. He is regarded as one of the premier designers of indoor/outdoor furniture and textiles in the world for his design innovation and longstanding commitment to the design trade and home furnishings industries.

Inside or Outside

We asked Richard about, "Inside or outside, you decide", a saying he's known for creating. "It's a phrase," he said, "meant to give power to furniture consumers to decide where they want to place furniture, as opposed to having a manufacturer or retailer tell them that a particular item can only be used outdoors or indoors."

"Our designs tend to blur the lines between inside and out. To make this idea work, we create performance furniture. Performance furniture doesn't fade, has finishes that hold up to sun, salt and rain. By creating quality, durable furnishings with a substantive design aesthetic, they may then be used successfully indoors and no longer just for exteriors."

NEW Seasonal Signs!

5% OFF ALL SALE TAGS & SIGNS

View more tags: www.signs4retail.com

- ✓ Proven-effective messages! ✓ Bright, vivid colors!
- ✓ Sturdy 10-pt card stock! ✓ 3 sizes available! ✓ In stock for 24-hour shipping!



#T-H01



#T-H02



#T-HHS



#T-BOW



#T-YEC



#T-NYS



#T-WW



#T-FLOW



T-SSAV



#T-SALE



#T-SALE2



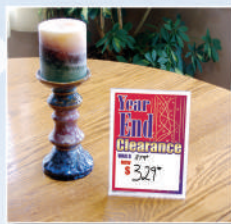
#T-SALE3



Tag Gun Kits are the quickest and least expensive way to tag upholstery! Kit includes: 1 sturdy HAWK™ Gun Kit, 5 Needles and 5,000 Barbs. \$59



Vinyl Envelopes protect your tags. Heavy-duty 10-mil vinyl. Reinforced hole. As low as 47¢ each!



Unbreakable Plastic Tag Holders stand tags up and get your low prices noticed! As low as \$2.50 ea!



#T-FURN2



#T-WSAV

Sale Tag Prices (packs of 100).

Size	1 pack	6 packs	12 packs	24+ packs	MIX AND MATCH by size for quantity discounts.
5" x 7"	\$21 ea.	\$19 ea.	\$16 ea.	\$15 ea.	
3.5" x 5"	\$16 ea.	\$14 ea.	\$12 ea.	\$11 ea.	
8.5" x 11"	\$31 ea.	\$28 ea.	\$27 ea.	\$26 ea.	

5" x 7" tags have drilled hole and slit for easy hanging. 3.5" x 5" and 8.5" x 11" tags have drilled hole only. UPS shipping additional. 99% of all tag orders ship within 24 hours.

Re-useable, Plastic Window Signs Draw Holiday Traffic Season After Season!

- ✓ Non-rip! ✓ Non-fade! ✓ Bright, vivid colors!

Over 100 home furnishings messages ready for 48-hr shipping include:

- Furniture Sale
- Black Friday Sale
- Christmas Sale
- Holiday Sale
- Holiday Home Sale
- Year End Clearance
- New Year's Sale
- Winter Savings
- Presidents Day Sale

AS LOW AS \$29 EA!



furniture WORLD

SIGNS4RETAIL

To order call 1.800.346.8116 or visit www.signs4retail.com

Enter promo code FWORLD-5 for 5% off your order!

"We always hear people talk about performance fabrics, but rarely do we hear the industry talk about performance furniture," adds Catherine.

"Richard has always said," she observes, "that retailers leave money on the table because they view furniture placed in the outdoor category as a seasonal product. If a product is designed, manufactured and executed so that it can be used indoors as well as out, there's no reason why it can't be marketed as such. Furniture made to be placed outdoors can take a lot more abuse, and be enjoyed much more than typical furniture designed for indoor-only use.

"For retailers who do a trade

Quantum is the first design Richard did for Brown Jordan when he started working for them back in the early 1980s. This was his first 'outdoor' furniture design. It is still in the line today and they created this special Anniversary Edition to celebrate over 30 years in production. The image below shows the newer, anniversary edition featuring a unique parabolic fabric in the sling surface which makes the seating extremely comfortable.

business as well as serving retail consumers who walk through their doors, there's also an opportunity to change how they display this kind of furniture on showroom floors.

"Today, more interior designers are looking at outdoor furniture and asking, 'How do I make my client's outdoor areas, balcony, rooftop, or screened-in room look more eclectic and more curated like the rest of the house? How do we mix this up and still make it look attractive?'

"This idea of mixing it up is a huge opportunity, but retailers really have to think about how to do that, and manufacturers have to think about how they're going to present this idea to retailers. It's typical for manufacturers to show retailers a broad range of collections. However, this does not mean that these styles will automatically go together.

"Change needs to start with manufacturers and how they put their showrooms together so retailers can visualize how their collections can be used

"When a design is refined to the point that its personality comes through, **that is the point when customers will make an emotional connection with it.**"

together to create more interesting spaces. Retailers need to take these ideas, be inspired, and challenge themselves to look at collections differently, then with confidence and relevancy present them to their customers."

Richard Frinier told Furniture World that he thinks this change can also be initiated by retailers.



Quantum | Photo courtesy of Brown Jordan



Your Gateway to Southeast Asia Furniture Market



1-5 March
2016

Putra World Trade Centre
Matrade Exhibition & Convention Centre
Kuala Lumpur, Malaysia



MIFF is the largest meeting place in Southeast Asia for furniture professionals to do real business, develop valuable relationships and strengthen their global network. Come discover why thousands of furniture buyers from across the globe visit us every year in March.

21
years impeccable
trade record

500
international
exhibitors across
80,000 sqm

Extensive
Choices

Warm
Hospitality

20,000 attendees from
countries and
140 regions

Organised by
UBM Malaysia
Tel: +603-2176 8788
Fax: +603-2164 8786
Email: info@miff.com.my

www.miff.com.my



When the retractable and removable canopy (pictured below) is removed from Orbit by Dedon, a refined design for indoor living is revealed. A larger version, called the DEDON ORBIT XXL daybed/lounger, was recently named the "Best Outdoor Furniture Design" over the last 10 years by Interior Design magazine. Dedon, Richard Frinier and Orbit received the magazine's "Best of Year - Best in 10" Award in the outdoor furniture category for the Orbit XXL.

Orbit | Photo courtesy of Dedon



"With the old model," He observes, "Outdoor furniture manufacturers knew that new introductions needed to include a table and chairs with matching loveseat, sofa and lounge. Every retailer pretty much had the same shopping list. That worked for a long time, but now at the retail level there is an opportunity for the category to evolve. This might be done by mixing collections to create settings that reflect a lifestyle, and perhaps also blurring the distinction between designs that were previously considered for indoor or outdoor use only."

But how to do this? Catherine suggests that, "Many retailers already have the in-house talent to do this, but if they don't, there are other ways. They might consider hiring one or more of their interior design customers to help them set up the floor. The very best retailers make sure that their showrooms don't look like a warehouse, but others still have a way to go."

Richard agrees that bringing in an interior designer is an excellent idea, and says that this idea might successfully be expanded by a retailer into a consumer showcase or meet the designer event to bring in customers.

Catherine elaborates, "Consumers could be invited to learn how they can have as much fun with their outdoor furnishings as they do with indoor areas. There's always a new and fresh

way to look at things. And, even if a retailer has its own interior designer staff, on most retail floors there's still lots of room for exploration to kick store merchandising and display up a notch."

Design leadership

Switching gears, we asked Richard to comment on design leadership. "To be a design leader today," he says, "you have to be focused on making a design happen not only for its form and function, materials or price point. You have to make a cultural and emotional connection with the end user. Think Apple. Tesla. Each design has to have its own personality and offer an experience. Too often today, creative vision and process management can intersect in a way that requires shortcuts to save time, costs or both. Designers can lose their way trying to design a way out of a box that has yet to be built – rather than creating something original, authentic and memorable – something that demonstrates design leadership. Design lead-

"At the retail level there is an opportunity for the category to evolve. This might be done at retail by **mixing collections to create settings that reflect a lifestyle, and perhaps also blurring the distinction between designs that were previously considered for indoor or outdoor use only.**"

ership for designers, manufacturers and retailers is most compelling when it involves knowledge, talent, vision, intuition, core skills, passion, ambition, and the desire to make something relevant for not only today, but also tomorrow. It takes creativity, focus, motivation and even bravery to not sell out when talking about true design leadership. Brands in touch with their



When Every Delivery Counts

Cory is your brand ambassador

Cory knows that your reputation and profitability are on the line with every home delivery. That's why for 81 years, the Cory family has built a business based on long-term relationships, mutual trust, and shared goals.

We invite you to call Cory at 201-795-1000 today to find out what it's like to have family on your side down to the very last mile!



Serving Top 100 Stores , Independent Home Furnishings Retailers & The Design Trade



Performance furniture for interiors or exteriors in a rooftop and vertical living setting.

“It is important that the home furnishings industry attends to trends in vertical living and smaller spaces that will become more and more the norm.”

design leadership are really on a journey toward building their brand's legacy. When you think about design in these terms, you start thinking differently in a good way. You start looking at what's missing, and become a steward to help take a brand to where you want it to be – not just for the next furniture market, but for the next five, 10, 20 years and beyond.

What do consumers want?

“Consumers,” he notes, “are very design conscious due to social media and have a strong desire for design that is functional and relevant to their

lives. They also like to follow and buy brands that demonstrate a clear and authentic sense of community locally, regionally and globally.

Design Trends

Commenting on trends, Richard says, “Once a designer recognizes a trend, it's too late. They need to be a step and a half ahead, otherwise by the time their next new product is launched 18 months later, it will be passé!

Adds Catherine, “Retailers can not afford to be in a safe zone with regard to trends. Instead, they need to be in a zone with where they convey relevancy.”

It's obvious to anyone who has been in the industry for more than a few years that furniture styles that were the mainstay of furniture stores 20 or 40 years ago are no longer present at retail.

“It's true,” says Richard, “that some of the reverence for truly authentic architectural styles has evaporated. This is due in part to the intentional

crossovers in styling and mixed-use materials created by manufacturers wishing to appeal to the broadest of audiences possible. Modern is becoming more important, capturing a larger portion of the market. Today, furniture design is closely linked to not only fashion but also lifestyle and socioeconomic trends. When you look at trends in general, it is easy to see what may be interpreted to become part of the design lexicon, whether form, function, texture or color.” Some of the general trends he mentions are:

- Expansion to the resort-at-home lifestyle
- Interiors moving outside, and exteriors coming inside
- Vertical living
- Smart technology. Social responsibility
- Home businesses/offices
- Sustainable design.
- Green living.
- Vegan and organic foods for home gardens.
- Care and personal products and services for quality
- at-home living for aging sector

Design TRENDS

"So easy to use, it's brainless!"
Best Furniture Point of Sale Software

Everything!

Your Store Needs To Run Flawlessly



Don't Compromise. This Full Featured System Features All The Best Bells & Whistles

- Point of Sale, Order Entry.
- Automatic Inventory Reduction.
- Automatic Purchase Orders.
- Special Orders / Lay-A-Ways.
- Customer Service Module.
- Email Blaster & Mailing List.
- Credit Card Processing.
- In House Financing Module.
- Ashley Integration Partner.
- Web Site Development.
- Sell From Your Own Website.
- QuickBooks Integration.
- Auto Bar Coding & Tags.
- Real Time Multi-Store Integration
- Automatic Delivery Routes & Mapping
- Integrated Accounting
- Ipad Remote Integration
- Much, Much More!

**See Us In Las Vegas
Retail Resource Center
Building B1050**

Ask About Our In House Financing Module!

**Love Your POS Software!
Call 800.884.0806 - Free Demo**

Since 1991
**Custom Design
SOFTWARE**

We love AMS & Easy Chair Customers!

Complete Furniture Software Package

1731 Treyborne Circle, Commerce, MI 48390
www.CustomDesignSoftware.net • Jerryk@CustomDesignSoftware.net

Frinier

of the population.

- Natural and alternative approaches for wellness and healing.
- Balanced living.
- Community.
- Charity.

"The population is growing, so it is especially important that the home furnishings industry attends to trends in vertical living that will become more the norm. Smaller living spaces will continue to trend, and especially small vertical living spaces that will require manufacturers to think about the products they bring to market for this growing sector of the marketplace."

Opportunities for design collaboration

"The best design collaboration partnerships are rooted in manufacturers who are true to their DNA yet remain

open to what's next," Richard explains. "Those with a great reputation for well designed and executed product, plus superior sales and customer service, who work with the best designers possible, are those who will have the greatest rates of success. When a manufacturer and a designer successfully work together, everyone else involved also succeeds – designers, manufacturers, suppliers, retailers, interior designers, architects and the end users. The most important benefit of a good design collaboration is that the customers will receive the very best designs, created by the very best manufacturers, offered through some of the finest distributors, furniture stores and retailers. Getting the design right is about the customer. Manufacturers and designers must take care to not lose sight of this along the way. Additionally, to get the design right, manufacturers need to be willing to take the design far enough along in the development process to ensure superior execution, so that products will meet or exceed customer expect-

"I highly recommend that more home furnishings retailers and manufacturers attend international markets abroad."

tations. When a design is refined to the point that its personality comes through, that is the point when customers will make an emotional connection with it. The end product will always be more resolved, elevated and successful when the design is not rushed to get it to market. Some designs can be created on a short product development schedule while others will take longer to create something truly authentic, relevant and memorable."



Archipelago | Photo courtesy of Century Furniture



Service Lamp Corp.

the accent is on service

Your complete lighting source

We bring life to your showroom! Service Lamp specializes in serving home furnishings retailers with store-wide lighting services. Our fixtures and leading edge lamps enhance the beauty of showrooms while providing maximum energy efficiency. Service lamp is your complete lighting source for new construction, remodeling, maintenance and operations offering the best products for every application at very competitive prices.

FREE lighting consultation and design.

See Us At Las Vegas and High Point
Ask about the latest Cost Saving LED's

Las Vegas NAHFA Retail Resource Center
Building B, 10th Floor

Call us today at 800-222-LAMP

www.servicelamp.com



Philips Evokit
LED linear luminaire

New!
Update Your
T8 Fluorescent
Bulbs To LED



Philips Capri
Downlight CRL5K



Philips Lightolier
Spot LED



Philips Chloride
LED Exit Sign



Philips LED PAR38
with AirFlux Technology



Philips
LED PAR38
in Black with
AirFlux Technology



Philips
LED PAR30





Photos above of the same group designed by Richard Frinier positioned in indoor and outdoor settings.

"Designers can lose their way trying to design a way out of a box that has yet to be built – rather than creating something original, authentic and memorable."

How did you become a furniture designer?

Asked about how he got into the design business, Frinier recalled, "I started my design career as a freelance artist and designer working in the mediums of wood, lighting, pottery, sculpture, and jewelry, making one-of-a-kind and commissioned art pieces. I also earned a Master of Arts Degree and taught advanced furniture manufacturing and crafts at the college level for many years. This teaching experience deepened my passion and understanding of people, materials and challenges, while gaining

experience in the design process from concept, research and development to manufacturing and production.

"During my college years, I took two trips to Europe. On one of these sojourns, I drove a vintage Triumph motorcycle from London to Marrakesh and back again. It was an experience of a lifetime. All of the diverse influences across so many regions and cultures remain with me, and may be seen across my body of work today. While working on my Master's degree here in the States, I became friends with a fellow student who also managed a furniture factory. Rather unexpectedly, he challenged me to come up with what I would like to see in a bedroom collection. After some thought, I developed some ideas. One of the designs caught his eye and we quickly found ourselves making it happen. Over the next five years of production, this case goods collection sold 9,000 sets, which peaked my interest in the direction of furniture design.

"Though I started my furniture design career with case goods for interiors, in the early 1980s, I discovered a picture of a chaise lounge on

the cover of the Los Angeles Times Magazine. It was a design by Brown Jordan, where I ended up going to work as an entry level designer and then stayed with the Company for over 20 years becoming Chief Creative Officer and lead designer overseeing all product design, brand creative, marketing, advertising, and public relations for Brown Jordan and its sister companies at that time. In 2002, I formed my own design consultancy based in California, where I design and license co-branded and exclusive collections to a select and international clientele for interiors and exteriors across residential, contract and hospitality segments. Over the years, I have been fortunate to design thousands of individual pieces across hundreds of collections with multiple designs still in production and selling after 20, and in some cases, over 30 years since they were originally launched.

"Over the course of my career, I have approached design as an art historian, always looking for what came before and what is missing, including indigenous cultures that had not yet been influenced by international style."

Design &
DESIGNER

35 WINTERS

A reason to celebrate

XXXV EDITION
MEXICO
INTERNATIONAL
FURNITURE
MARKET
WINTER EDITION

17 to 20
february 2016



México diseña
EMPRESAS DE ALTO DISEÑO CONTEMPORÁNEO

VISIT:

expoficina
mobiliary 2016



afamjal



AT EXPO GUADALAJARA



EXPOMUEBLEINVIERNO.COM.MX

Guadalajara
FASHION IN FURNITURE MEXICO

If you are an importer, contact us to participate in our international buyers' program. Some restrictions apply. buyersprogram@afamjal.com.mx

T.+52 (33) 3343 3400 expos@afamjal.com.mx OPEN REGISTRATION ONLINE IN **JANUARY 4TH, 2016**

Lamp and sofa by Sofi's Home, table by Rich Muebles



Shown above are examples of the level of execution and detail which can be achieved when you have a long enough product development lead time which allows you to get the design right before going to market.

Design presentation

"Our industry is constantly evolving and getting better," says Richard, "yet there is always room for improvement, innovation and for a desire to evolve and elevate. I highly recommend that more home furnishings retailers and manufacturers attend international markets, such as the Milan Furniture Fair and Maison et Objet in Paris to see how designs are presented at these events. Once there, they should also take time to visit retail showrooms." Catherine Frinier adds, "I agree with Richard that more retailers should visit international home furnishings shows. For example, Maison&Objet is a wonderful place for display inspiration. It's just spectacular. They can take a 4-by-6-foot exhibition space and turn it into something that's just absolutely magical. From a merchandising point of view, that is a great show and Paris is a great city."

In addition, Catherine and Richard suggest that Furniture World readers Subscribe to and view online the digital versions of the many international trade and consumer magazines to see an often unique and artistic approach to visual merchandising, display and advertising. Says Richard, "There is still a difference between Europe and North America in these areas, and as these differences begin to crossover and disappear, we will see a much more refined and uniquely creative approach in the future. I will say that there are many manufacturers, furniture stores and retailers who do an amazing job and I am fortunate to work with some of them, but they are the few not the many, and I applaud them."

know," concludes Richard Frinier, "work tirelessly to identify, invite, welcome, inspire, cultivate and nurture a strong base and following of loyal customers who spread the gospel about their stores to their families, friends and colleagues. Most successful retailers that I know have:

1. beautiful stores in prime locations.
2. well trained and accomplished sales staff and superior customer service.
3. excellent product selection, services and in-store programs and events.
4. Well designed and functional web sites.
5. Informative and interesting blogs and/or newsletters.
6. Social media pages which inspire and inform.
7. Creative events for the design trade including Continuing Education Unit-authorized presentations for designers.
8. A strong sense of community and charity.

"Think Apple. Tesla.

Each design has to have its own personality and offer an experience."

Advice to retailers - 2016

"The most successful retailers I

Las Vegas Market

Furniture | Home Décor | Gift

**BIGGER.
BETTER.
BEYOND
EXPECTATIONS.**

MR. BROWN LONDON

- Over 2,700 Cross-Category Brands
- The West's Only Major Home Furnishings Market
- The National Bedding Market
- Newly Launched Casual/Outdoor Floors
- World-Class Amenities & Affordable Travel



DOVETAIL

JANUARY 24-28, 2016
LAS VEGAS MARKET

JANUARY 24-27, 2016
THE PAVILIONS AT LAS VEGAS MARKET

     **#LVMkt**

REGISTER TODAY!
LasVegasMarket.com/Register

LEAN

Inventory

By David McMahon, CMA, CSCP

In the fourth installment on LEAN retailing, we continue our discussion with a look at how to use LEAN techniques to make your inventory more efficient and productive.

LEAN is the art and science of continuously examining and improving a business' processes, people and products so that the customer experience flourishes, allowing a business to realize its full potential.

LEAN is about developing an organization. It is NOT about making broad cuts in expenses or people. It is about making cuts in areas of organizational waste so that business productivity accelerates.

LEAN inventory is a balancing act between holding too much inventory and not enough. To be successful, retailers must find their LEAN-ZONE of efficiency. This is where the inventory investment is appropriate, and sales growth is supported. It is commonly expressed with the metric: Average Inventory to Annual Sales Percent.

Look at Three Businesses

To illustrate, let's look at three businesses that carry similar merchandise lines and have the same retail footprint: Operations Charlie, Delta, and Bravo.

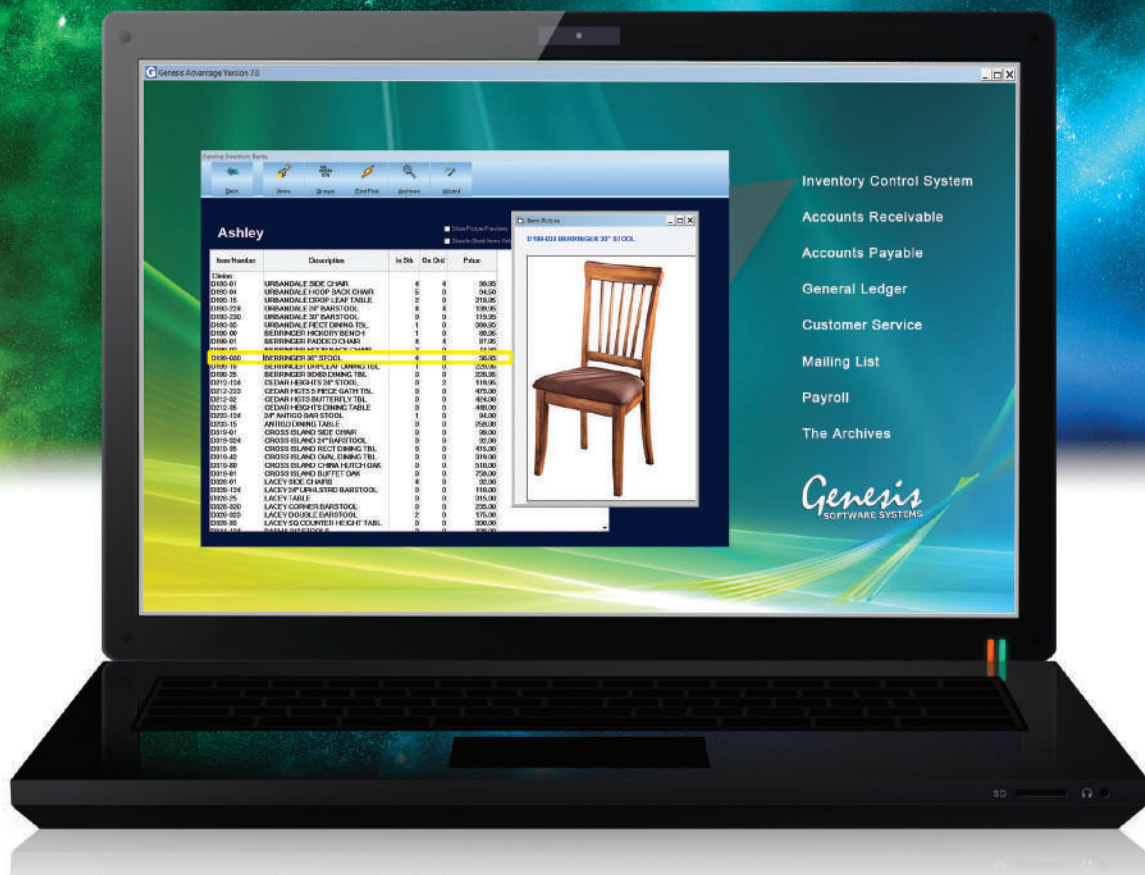
For this comparison, I will use a target inventory to sales percent LEAN-ZONE of between 16-18%.

Operation Charlie: Too High

First, Operation Charlie has 22% inventory to sales. They are well above their LEAN-ZONE. They carry too much inventory for their particular operation. This results in the following issues:

- Higher payable levels
- Tighter warehousing causing more damages
- Higher inventory carrying costs
- Tighter cash flow
- Slower re-buying of best sellers due to tighter cash flow
- Greater best seller stock-outs

"The LEAN-ZONE of efficiency is where the inventory investment is commonly expressed with the metric: Average Inventory to Annual Sales Percent."



Tools to bring simple and powerful
inventory management to your store

COME SEE OUR NEW FEATURE INTRODUCTIONS AT LAS VEGAS MARKET

Building B 1050 Retailer Resource Center

*Genesis Advantage 7.0 is complete and easy-to-use software for furniture retailers.
Contact us to request a free information packet or schedule a personal demonstration.*

509-536-4739

info@genesisadvantage.com

Genesis
SOFTWARE SYSTEMS

WWW.GENESISADVANTAGE.COM

THAILAND INTERNATIONAL FURNITURE FAIR 2016

If you are seeking revolutionary design furniture,
Thailand can certainly provide a complete range of furnishing solutions!
Thailand International Furniture Fair (TIFF) offers you a great opportunity
to choose “smarter” choices of innovatively designed



Nowadays, **Thailand** is regarded as one of the most distinguished countries manufactures excellent furniture in Asia, which consistently develop new and innovative products and exceptional designs. Every year, there is an international furniture exhibition titled **"Thailand International Furniture Fair: TIFF"**, which is organized to promote outstanding furniture products by accomplished local designers and entrepreneurs. The event will provide everyone an excellent opportunity to share innovative ideas and new solutions for the furniture industry, while serving as a business forum for trade negotiations among manufacturers, exporters, procurement representatives, architectural designers, interior designers, project owners, and international business partners



Mr. Jirawat Tangkijngamwong

Vice President of the Thai Furniture Industries Association

"If you are looking for a greater opportunity to possess innovatively designed furniture, there is no need to depend solely on your current partner countries."

Thai furniture products are strategically developed under the "Smart Choice" concept. It unveils a perfect combination of supreme quality and exquisite designs passionately inspired by the uniqueness of Thai culture, while remaining firm in promoting environmental awareness and sustainability. Considered as products of contemporary design, the "Smart Living" concept has been progressed to perfectly satisfy the appetites of urban lifestyle.



Mr. Montien Amornlertviman

Vice President of the Thai Furniture Industries Club, the Federation of Thai Industries

"Thailand is destined to be the new design capital of Asia, with high production quality and various revolutionary designs developed by local furniture makers."

Thai furniture is renowned for having original design with a genuine identity reflected through the advancement of contemporary and modern designs, particularly wooden furniture that elicits the feelings of natural warmth and comfort. Both indoor and outdoor furniture products are manufactured with high-quality workmanship. Consequently, the TIFF is proud to launch some of the latest collections of innovative furniture that are evolved from the inimitable skills of Thai designers and entrepreneurs across the country.

The TIFF 2016

is the international trade exhibition that cannot be missed.

Trade : March 9-11, 2016 (10:00 - 18:00 hrs.)

Public : March 12-13, 2016 (10:00 - 21:00 hrs.)

Venue : Challenger Hall 2-3, IMPACT, Muang Thong Thani

For further information, please visit us at
www.thailandfurniturefair.com,
www.thaitradefair.com, www.ditp.go.th



VISIT OUR FAIRS

Organizer



Partners



"Operation Bravo consistently operates at 17% inventory to sales. They are in their LEAN-ZONE."

causing sub-optimal sales

- Greater percent of "Dog" merchandise causing downward pressure on margins
- Less than optimal merchandise mix

Operation Delta: Too Low

Next, Operation Delta has 13% inventory to sales. They are well below their LEAN-ZONE. They carry too little inventory for their business model. Some may think this would not be an issue, however, if their business model dictates that they must carry back-up stock for their customers, the following issues result:

- Supply shortage for products that customers want now.
- Sub-optimal sales due to best-seller stock-outs of back up merchandise.
- Greater customer order lead times and back-orders.
- Increased reliance on customer deposit financing due to back-orders.
- Best-seller stock-outs due to selling hot items off the floor.
- Less than optimal merchandise mix.

Operation Bravo: Just Right

Lastly, Operation Bravo consistently operates at 17% inventory to sales. They are in their LEAN-ZONE, carrying the appropriate amount of inventory for their sales volume as dictated by their business model. As a result Bravo:

- Maximizes best-seller in stock days.
- Minimizes "Dog" merchandise.
- Carries a good retail merchandise mix.
- Backs up best-sellers appropriately.
- Fulfills their customers' needs fast.
- Minimizes inventory carrying cost.
- Generates higher return on inventory investment and profitability.
- Maximizes their cash flow.

Obviously everyone wants their inventory to be at optimal levels like Operation Bravo. The burning question: What must a retail operation do to enable itself to produce results day-in day-out like Operation Bravo?

LEAN Strategy

The answer is to follow a LEAN strategy. I'll explain this using my strategy for implanting LEAN:

- Establish benchmarks based on performance metrics.
- Measure performance using 80/20 thinking.
- Find solutions.
- Execute to conclusion.
- Continue improving.

Establish benchmarks based on performance metrics: The first step is setting measures that will guide your organization toward improvement. Every functional area in your business should have metrics that guide its purpose (Typically fewer than six metrics for focus). Examples of great inventory metrics include Inventory to Sales, GMROI, Gross Margin, Turns, and sales per square foot.

To illustrate this point, let's use the metric mentioned above: Inventory to Sales %. Let's suppose an Operation has annualized sales of \$10 million. If an average inventory of 17% is desired, that means that it should focus operations around keeping inventory close to \$1.7 million.

Understandably it will be impossible to keep inventory cost at exactly this level. There are always fluctuations in receiving and delivered sales. Thus, a responsible range or LEAN-ZONE should be established. This may be, for example, 1% of sales on either side of 17%. So, that's 16-18% inventory to sales, in dollar terms it's a range between \$1.6 million and 1.8 million provided sales are targeted at \$10 million and there is little seasonality. If sales levels show a trend toward increasing or decreasing, inventory should follow suit as quickly as possible. It is not a perfect science, but it is far better than the alternative of not having or tracking the LEAN-ZONE.

When establishing your LEAN-

**How To Win
the Battle for
Mattress Sales**

The Bed Seller's Manual



**"The Best Overall Resource For
Mattress Sales Professionals!"**

by David Benbow.

291 pages of sales boosting power.

<http://www.bedsellersmanual.com>

LEAN *Inventory*

ZONE it is important to note that your individual business model must be factored in. The range I used in my example would be totally inappropriate for some companies. It may be far too high or too low. An Ashley Homestore for example has a model of value-priced, fast-turning inventory that is pulled from corporate distribution centers. They would operate with a lower LEAN-ZONE of inventory to sales. Alternatively, a customizable contemporary operation selling premium products with a true interior design focus may require a higher LEAN-ZONE to operate efficiently. Whatever your business model, seek to establish metrics around your most productive

inventory level.

Measure performance using 80/20 thinking: 80 / 20 thinking focuses on identifying the minority of inputs that are producing the majority of outputs. With respect to merchandise, it can be used in a variety of ways including:

- Determining the minority of vendors that produce the majority of return on investment.
- Determining the minority of categories that produce the highest returns.
- Determining the minority of SKU's that produce the majority of gross margin dollars.
- Determining the minority of SKU's that produce the majority of customer service issues.

For example, in the case of SKU's that produce the greatest gross margin dollars, you can rank your inventory top down by margin dollars produced for a given time period, say 3 months. This will let you easily see which products are your cash earners and which are your cash burners.

You can then establish an inventory class ranking system assigning a numeric or alpha rating to highlight the importance levels within your lineup. This allows you to focus on the big picture and then execute ongoing

More EYES = More BUYS!!



See us at the Las Vegas Furniture Market in the Retailer Resource Center 10th Floor-Bldg. B for BIG SAVINGS!

- Delivery Truck Graphics
- Vehicle Wraps
- Window Graphics
- Wall Graphics
- Floor Graphics



Serving the Furniture Industry
Since 2000

TruckSkin.com

Serving the USA and Canada

877-866-7546

LEAN *Inventory*

tactics to keep inventory flowing.

Find solutions: After deciding what your top performance metrics will be and analyzing merchandise performance, you can focus on solutions and systems to help you improve.

Here are a few common practices and solutions that businesses perform to enable a LEAN inventory:

- To avoid overstock situations and keep inventory in your LEAN-ZONE: Create an open-to-buy for new merchandise that revolves around inventory to sales percent.
- To maximize vendor performance: Set a minimum standard for vendor GMROI in each category.
- To push the "fat" out: Use a routine item aging system to identify slow merchandise so you can take appropriate action sooner.
- To keep your top inventory items producing: routinely check their gross margin, display status, merchandising, current availability, price point, and sales person awareness.

Some solutions you implement deal

"Rank your inventory top down by margin dollars produced for a given time period, say 3 months. Then you can easily see which products are your cash earners and which are your cash burners."

with an obvious opportunity that you might have. Other solutions may be ongoing functions you perform to enable the profitable growth of your business.

Execute to conclusion: It is important to repeat the same mantra you've hopefully read in the three previous Furniture World Magazine installments on LEAN retailing: After you put your LEAN strategy into motion, keep moving! Don't drop the ball. Follow through on your LEAN inventory way of life. If you decide that you must keep inventory at approximately \$1.7 million for your sales volume, then focus your team on actions to accomplish this, don't assume that it will be done perfectly. Manage your processes and constantly fine tune operations to suit your unique

situation. As a manager, ensure that your team flows best sellers at a rate that optimizes sales, and deal with that stagnant inventory immediately. Check the health of your merchandise often and expect results.

Continue Improving: Your inventory is LEAN and your mix is good. Provided you have LEAN marketing practices to pull in decent customer traffic, and LEAN sales operations to service and sell at high levels, your business is ripe for growth in volume, profit and cash flow.

LEAN is a continuous process. If you find that you have become exceptional in one area of inventory management, keep tracking that metric, but move your attention on to another area of inventory management that needs improvement. Then set tracking metrics, analyze, find solutions, and execute to conclusion for that metric as well. Business managers who are students of their operations and are never 100% satisfied, are those that excel. This is the heart of LEAN.

About David McMahon: At the bottom: David McMahon, CMA, CSCP is a Certified Management Accountant and Certified Supply Chain Professional. He is VP of Consulting and Performance Groups for PROFITsystems, a HighJump Product. David can be reached at david.mcmahon@highjump.com.

REVERSIBLE TWO-TONE FURNITURE COVERS

AVAILABLE IN FOUR COLORS!



Olive/Sage - Navy Blue/Light Blue
Burgundy/Taupe & Chocolate/Tan

MASSIVE PRICE CUT!

CHAIR (75" X 65")	LOVESEAT (75" X 88")	SOFA (75" X 110")
\$8	\$15	\$19

ONE COLOR & ONE SIZE PER BOX
4PCS. PER BOX - Min Order 72pcs.

MORRY DICKTER & ASSOCIATES, INC.

300 Cedar Blvd. • Suite 203
Pittsburgh, PA 15228
412-531-5274
FAX 412-531-5270

1-800-521-9935
www.giveawaysandpremiums.com
EMAIL - mdaassoc@aol.com

Sitting Pretty or Sitting Duck?

Without print advertising, your company is...



... a target for the competition!

To clearly define your company's brand and impress qualified prospects, you want the full depth of your message to hit home with an audience that is relaxed, attentive and receptive to what you have to say. For this, nothing surpasses the impact of print advertising.

Digital has its uses, but a bold, innovative print ad concept, surrounded by respected editorial content, is a powerful and economical way to convert thoughtful, actively engaged readers into loyal customers.

Furniture World Magazine's broad reach to furniture and bedding retail executives, plus its unique, in-depth and helpful business-focused editorial content, will get your message noticed!

furniture
WORLD
since 1870

Discover the power of print!™

For a customized market analysis and information on advertising opportunities, contact Barton Bienenstock, Publisher at 914-235-3095 or sales@furninfo.com.



Furniture, Décor & More



Brownstone

FIRST FLOOR

Art Addiction
GuildMaster
Soicher-Marín Gallery
Solaria Lighting
Spicher and Company

SECOND FLOOR

Ralph Lauren Home Lighting
Trowbridge Gallery
Visual Comfort

THIRD FLOOR

Sarreid Ltd.
Encore IHF
Sarried Replica Collection

FOURTH FLOOR

Bethel International
Distinctive Designs
International, Inc.
Lester Furniture Mfg., Inc.
nuLOOM Area Rugs
Tenango, Inc.
Touchwood UK

FIFTH FLOOR

Brownstone Furniture, Inc.
Butler Specialty Company
Conrad Grebel
Emerywood Fine Foods
Lighting Fix
Motif Furniture
Urbia Imports

SIXTH FLOOR

Alliyah Rugs, Inc.
NCA Design
Scandinavian Design
Spectra Home

SEVENTH FLOOR

South Shore Furniture

EIGHTH FLOOR

Brentwood Classics Ltd.
Elite Living
O'Palier
Berg Furniture

NINTH FLOOR

Ameriwood Industries, Inc.
Cosco
Dorel Aria
Dorel Canada
Dorel Industries, Inc.



GuildMaster



Featuring over 200 product lines of home furnishings, accessories and much more, the Commerce & Design building offers a one-of-a-kind shopping experience throughout 9 floors of showroom space at High Point Market.

HPMKT
HIGH POINT MARKET
APRIL 16-20, 2016



#DesignOnHPMkt

IMCHighPointMarket.com



INTERNATIONAL
MARKET CENTERS

THE TEMPS

Suites at Market Square



Greenbox/
Art Oopsy Daisy & Wheatpaste

Katy Skelton

MARKET
SQUARE
AND SUITES
Where design begins.

The Suites at Market Square is the ONLY temporary exhibit destination at High Point Market featuring 340+ exhibitors with multiple product categories encompassing 3 floors.

HPMKT
HIGH POINT MARKET
APRIL 16-20, 2016

design
HPMKT



#DesignOnHPMkt
IMCHighPointMarket.com



INTERNATIONAL
MARKET CENTERS

Visit us at: Las Vegas Market

January 24-28, 2016

Bldg B 10th. Floor #1050
Retail Resource Center



FURNITURE WIZARD

It's all about Integration

Barcoding, tagging, reports, Ashley, Coaster, Quickbooks, Apple Pay and EMV integration.

All in an easy to use Software Package.

Get ready for some serious inventory processing power.



**Awesome Price Tags
and Labels Customized
for your Store!**

Includes your Logo, Photos,
and Barcode



**Powerful Barcode
Solutions for Point of
Sale and Warehouse
Functions**



**Google Maps powered
Delivery Routing**

Easily schedule and load your
deliveries. Complete features for use
with new delivery slips, delivery
labels, pick lists and one step end of
day processing.

Call Toll Free 855-387-6949 (855-FURNWIZ) to arrange a Live Demo!
sales@furniturewizard.com
furniturewizard.com



The Jobs you do everyday made Fast and Easy

FURNITURE WIZARD

On the App Store, on the Windows Store

How about your Store?



Our Ashley Integration has been greatly enhanced

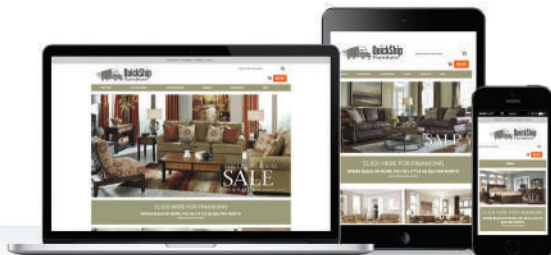
Sales made either from our e-commerce web sites or desktop application can be instantly sent to Ashley for drop shipping directly to your customer's home.

Requires proper account authorization.



ExpressDelivery drop-ship e-commerce

- Includes entire product lineup
- Handles Adds, Drops & Changes
- Product Images
- Instantly send Purchase Orders via EDI
- UPC barcode compatibility
- Instant availability from desktop or iPad app
- Order Acknowledgements



eCommerce Website Integration

Our Beautiful websites can easily be merchandised with the flexibility retailers need. Advanced controls for trading areas, multiple freight and shipping options plus intelligent sales tax calculations are just some of the features. And they're responsive, meaning your store's products will look good across all browsers and devices.



Our windows 8 touch-screen large format digital super catalog can easily be set up to intelligently suggest add-on items as a shopping cart is being reviewed. A powerful silent salesperson for your store.



Available on the Windows Store



Includes catalog data and images



QuickBooks Integration

- Newly Improved Integration
- Single Click Synchronization
- Complete Customer Data
- Automated Accounts Receivable
- Enhanced Accounting Control
- Less Steps / More Information



ChargeItPro Integration

One-step payment processing

Furniture Wizard and ChargeItPro will prepare you for EMV and NFC payment methods - including Apple Pay and Google Wallet - and other emerging technologies. Furniture Wizard and ChargeItPro have teamed up to provide you with a one-step solution for processing payments so you're free to focus on your core business - not your payment processing technology.



iFurniture iPad POS App

Using our iFurniture Point-of-Sale iPad App on the showroom floor lets your sales associates work faster, more efficiently and handle multiple customers while closing more sales.



iFurniture Inventory App

Take physical inventory and add new inventory on the fly.



Call Toll Free 855-387-6949 (855-FURNWIZ) to arrange a Live Demo!
sales@furniturewizard.com
furniturewizard.com



FURNITURE WIZARD
SOFTWARE

The Jobs you do everyday made Fast and Easy

INDEX

COMPANY	TELEPHONE	EMAIL	PAGE#	COMPANY	TELEPHONE	EMAIL	PAGE#
ACA	800-882-8588	bob@4aca.com	80	Loloi Rugs	972-503-5656	cloloi@loloirugs.com	66
Alden Parkes	904-279-1617	lynn@aldenparkes.com	62	Maxwood	203-683-4895	info@maxwoodfurniture.com	47
AMP	888-688-1974	jeff@gardnersmattressandmore.com	45	Mega Group USA	888-332-3344	brookef@megagroupusa.com	25
Arthur W. Brown	631 243 5594	anthony@arthurwbrown.com	65	Mexico Int'l Furniture Mkt	+ 52(33)3343 3400	expos@afamjal.com.mx	97
BedFax	559-868-4187	info@bedfax.com	41	MIFF Furniture Fair	+ 603-9282-2888	info@miff.com.my	89
Borkholder	574-773-4083	thomas.halvorsen@borkholderfurniture.com	64	Momeni	201-549-7220	reza@momeni.com	49
Canadian Furniture Show	514-866-3631	info@tchfm.com	43	Morry Dickter	1-800-521-9935	mdaassoc@aol.com	106
Capel Rugs	800-382-6574	CCapel@capel.net	59	Myriad Software	800-676-4243	sales@myriadsoftware.com	75
Chromcraft	662-562-8203	rhalsten@hotmail.com	57	NIWA Furniture Expo.	260-768-7878 ext.2	niwa@furninfo.com	69
Cliff	+ 86-20-89128026	cliff@fairwindow.com.cn	83	NFAM (Edison)	732-449-4019	Kevin@mkmexpos.com	77
Classy Art	800-372-8007	Gabe@classyart.net	61	Nourison	201-368-6900	Giovanni.Marra@nourison.com	19
Connie Post	304-634-1450	conniepost@conniepost.com	18	Nouveau Concept	800-465-0716	info@nouveauconcept.com	40
Constantretail	844-373-8245	Chris.c@cymax.com	15	Ohio Hardwood Furn.	877-643-8824	www.ohiohardwoodfurnituremarket.com	73
Cory Home Delivery	201-795-1000	patrickcory@corycompanies.com	91	Omnia Leather	909-393-4400	anthony@omnialeather.com	4-5
Country View	330-674-1390	rmiller@cvwld.com	63	Peters Revington	909-930-9891	rhalsten@hotmail.com	74
Custom Design Software	800-884-0806	jerryk@customdesignsoftware.net	93	PROFITsystems	866-325-0015	info@profitsystems.com	39
Diamond Sofa	323-888-1679	marketing@diamondsofa.com	66	PureCare	800-758-8563	sbergman07@gmail.com	34-35
Dimplex	519-667-7026	jbradley@dimplex.com	Back Cover	Reverie	800-456-7383	lisa@reverie.com	31
Donco Trading Company	800-934-3881	don@doncotradingco.com	21	RM Innovations	888-488-9517	www.rminno.com	22-23
Douglas	909-930-9891	rhalsten@hotmail.com	74	Store Sale Tags	800-346.8116	sales@signs4retail.com	87
Fashion Bed Group	800-876-2641	http://fashionbedgroup.com/contact.asp	3	Sears Hometown Store	847-286-1863	www.OwnASearsStore.com	51
Furniture Of America	866-923-8500	rockyy.ca@foagroup.com	27	Selva	336-885-2239	selva@selva.com	64
Furniture Wizard	619-869-7200	marty@furniturewizard.com	110-111	Service Lamp	800-222-5267	jeana@servicelamp.com	95
Genesis Software	509-536-4739	crystal@genesissadvantage.com	101	Spring Air	617-884-2300	rrobinson@springair.com	37
High Point Market		www.highpointmarket.org	108-109	STORIS	888-478-6747	sales@storis.com	9
IFFS (Singapore Show)	(65) 6569 6988	juliana@iffs.com.sg	85	Sunset International	973-357-1115	mbilici@sunsetfurniture.us	10-11
International Rug Group	860-651-4447	mbannon@irrug.com	55	Surya	706-625-4823	info@surya.com	1, 6-7
Jaipur Home	479-273-1525	nsoni@jaipurllc.com	70	Tayse Rugs	770-769-4215	laila@tayse.com	28
Jaipur Rugs	404-351-2360	info@jaipurrgs.com	64	TD Retail Card Services	866-729-7072 ext 3603	TDRC.com/furnitureworld	13
KAS Oriental Rugs	732-545-1900	hari@kasrugs.com	60	Thomasville	800-327-6944	www.heritagehome.com	62
Kincaid	800-438-8207	www.kincaidfurniture.com	63	Tidewater Finance	866-785-0235	tcsmarketing@twcs.com	81
Klaussner	888-732-5948	lburke@klaussner.com	16	TIFF		www.thaitradefair.com	103
Las Vegas Market		www.lasvegasmarket.com	99	TruckSkin	877-866-7546	joe@truckskin.com	105
Lazzaro	336-884-0184	lauri@lazzaroleather.com	60	Tupelo Furniture Market	662-842-4442	http://www.tupelofurnituremarket.com	79
Legends Furniture	623-931-6500	cs@buylegends.info	Inside Back Cover	UltraSales	303-530-5366	lmullins@ultrasales.com	112
Leggett & Platt	800-876-2641	jay.thompson@leggett.com	33	West Point Woodworking	260-768-4750	westpointtables@gmail.com	65

"Every Salesperson Set Records During Larry's Event!"



"Our Slumberland Furniture store underwent an extensive renovation last summer. The entire front of the building was being re-done and it looked like we were closed and had gone out of business. During that time, Larry Mullins developed a massive 9-week renovation event for us. The instructions were easy to follow and he had everything mapped out to the last detail. I was skeptical because I had never worked an event like this. I can't believe how well it went. Our store set sales records working out of a building that didn't even look open. Every salesperson set personal sales records during this sale. Larry's program brought in customers who had never been in our store before. It was a great opportunity for us to broaden our customer base, and we did! Thank you Larry!"

Andy Howell, Assistant Manager, Slumberland Furniture, Davenport, IA

Why Use an on-site Hired Gun and Pay Three or Four Times More?

**With a Larry Mullins Turn-Key program (Customized to Your Store)
YOU will be in Charge and You'll Net LOTS More Profit!**

**For a Free, No-Obligation Consultation, Call Larry Mullins Direct: 904.794.9212
(Be sure to read Larry's timely articles in *Furniture World*! See more articles at www.ultrasales.com.)**

STAY ON **TOP** OF IT

INDUSTRIAL



CITY LIGHTS

LEGENDS
FURNITURE

Visit Us At The Las Vegas Market! A646

- Stay on top with Legends Furniture -

Current trends
Super competitive pricing
Award winning designs
World class customer service
Superior quality
Exceptional delivery

www.LegendsFurniture.com




ROCKPORT



BRISTOL



EVO



Beauty and Value are Always in Style.

Our new 2016 mantel and media designs deliver outstanding value while providing the exceptional style that you expect from Dimplex.

Visit our High Point Showplace 2308 to see what the best-dressed fireplaces will be wearing in 2016!

 **Dimplex**[®]



To view the NEW 2016 line
or to order visit Dimplex.com