

VOLUME 139 NO.3 JUNE/JULY 2009

FURNITURE WORLD



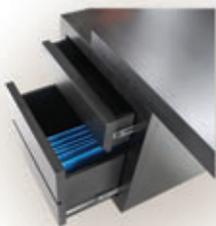
SPECIAL FEATURES

GET ADVERTISING RESULTS! THE IRRESISTIBLE OFFER
RESEARCH: THE POST RECESSION FURNITURE BUSINESS
ABSURD FAMILY BUSINESS DECISION MAKING
AVOID WAREHOUSE INJURIES & OSHA FINES
RETAIL PROFILE: NEW ZILLI CONCEPT STORE



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IN THIS ISSUE

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Cover: Featured is a selection from the *Home Office Collection from Huppé Furniture*. Home office is a new product category for Huppé, a Canadian manufacturer that distributes its contemporary designs throughout North America. Their bedroom, home theater, home office and occasional designs are crafted of in Birch with a choice of 19 different finishes and a promise of fast delivery and unequalled after-sales service. See Huppé's ads on Cover 2 and page 1 of this issue or visit www.huppe.net for more information.

FURNITURE WORLD MAGAZINE

BPA Association of Business Publishers

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

US POSTMASTER: Send address changes to:
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FURNITURE WORLD: (ISSN0738-890X) - Published every other month by Towse Publishing Co., 1333-A North Avenue, #437 New Rochelle, NY 10804. Subscription: \$19 per year; \$39.00 for 3 years, \$29 Canada, \$4/copy; Foreign \$89; (USD only). Periodical postage paid at New Rochelle, NY and additional mailing offices. US POSTMASTER: send address changes to Furniture World, PO Box 16044, St. Louis, MO 63105. Publications Mail Agreement Number 41659018. Return undeliverable Canadian addresses to: PO Box 875, STN A, Windsor ON N9A 6P2. Copyright 2009 Towse Publishing Company, all rights reserved. Reproduction in whole or in part is strictly prohibited.

06 GET ADVERTISING RESULTS: CREATE AN IRRESISTIBLE OFFER

Retail furniture store managers can maximize advertising performance by creating Powerful, Irresistible Offers. This can be done by directly addressing the emotional connection customers have that relate to your products, and by including fun offers such as incentives and premiums. This winning combination works much better than just focusing on cheap price promotion.

14 RESEARCH STUDY: WHAT WILL THE FURNITURE BUSINESS LOOK LIKE POST RECESSION?

Part 1: Research identifies three trends that were transforming the luxury home furnishings market - even before the recession hit. Researcher Pamela Danziger looks at data from Unity Marketing's Home Furnishings & Décor Report and more recent tracking studies. In the August/September issue of FURNITURE WORLD Magazine she will translate the data into information that furniture executives can use to find a pathway to future success.

22 THE ABSURDITY OF FAMILY BUSINESS DECISION MAKING

This is the first installment of a new series by David Lively that deals with family business issues of critical importance to furniture retailers. In this issue, David looks at the pitfalls of making decisions based on a consensus to avoid familial discord.

28 CAN YOU EMBRACE CHANGE?

When you do it right, the effort to embrace continuous improvement is worth it. Your company will be transformed from one where mediocrity is the norm, to one where high performance is valued and craved by everyone.

34 WAREHOUSE INJURY DATA

Fines for improper racking, lift truck problems, electrical issues, hazardous materials and equipment lockout procedures are just some of the most common that furniture retailers have received over the past year. Dan Bolger looks at these issues and provides guidance on how FURNITURE WORLD Magazine readers can reduce injuries as well as avoid running afoul of OSHA regulations.

38 RETAIL PROFILE: ZILLI

New concept store uses "zones" to reflect international trends and help consumers envision their personal fashion statements. Zilli conducted in-depth surveys that revealed that consumers were eager for new shopping experiences. They wanted something more "interesting, different, unique, even exotic, inspiring, uplifting, fun, beautiful, enticing." Zilli seeks to be all that.

48 BEST SELLING DESIGNS

Editors' picks of best selling furniture and accessory designs.

64 INDEX & DESIGN CONTACTS

Telephone and email contacts for advertisers and featured "Design" editorial.

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How To Create An IRRESISTIBLE OFFER

Irresistible offers will grab your customers' attention and have them flooding your store instead of the big box stores.

Retail Traffic by Brett Kitchen & Ethan Kap

One of the greatest marketing minds of our time, Dan Kennedy is credited with the phrase, "It's the offer, stupid". He was, of course, talking about making advertising more effective.

Indeed, as you think about why you buy anything, take any action, or move in a specific direction, you will probably find that it's for one reason and one reason only... your own self-interest.

Now that may sound a bit cynical huh? So lets look at this statement in more detail. For most people, if they stop on the side of the road and help a stranger who's car is out of gas, that's not self interest right?

Well, why do we (with the exception of saints and bodhisattvas) do such a thing in the first place? Of course we stop because we want to help, but deep down it's because helping that person is going to make us feel better, it's going to do something for us emotionally. Plus, not stopping is going to make us feel guilty.

So deep down, whether it's to make us feel good or avoid feelings of guilt, we are doing those things that will ultimately serve us.

Lets move on to an easier example to swallow, the buying process. It's pretty easy to see the self interest at work here.

Why would we spend our hard earned money if it wasn't going to benefit us in some way?

Whether I'm hungry and considering going out for dinner, tired of my crummy mattress and want a better nights sleep, or are looking to be entertained for 2 hours by the new Wolverine Movie... I'm doing it because of what's in it for me.

ATTRACTING CUSTOMERS

Now lets talk about getting people into the store. Why would someone turn off American Idol, get in the car and drive all the way to your store?

The reason is because you have something to OFFER them. You have something that will serve their self interest.

This is one of the biggest mistakes retailers make in their ads. They focus on themselves, their great products, their cheap prices, and their incredibly large selection.

The problem with this is that people don't buy because of those reasons, they buy because of their own reasons. They buy because their mother in law complained about the uncomfortable sofa, because they hate the way the old kitchen table makes the rest of the kitchen look outdated. They buy because they wake up each morning rolled into the middle of a mattress sandwich with their spouse.

I remember vividly the day that broke the camels back for me when I had finally had enough of the crummy mattress (it was only 2 years old) that was making me wake up with back pain every morning because of the grand canyon size dip in the middle of the bed.

Ian Lipton of Nathan's Furniture recently used a headline "Dirty Sexy Savings" on a successful newspaper ad (right). For humor and personality He talked about how a new comfortable mattress could improve your love life, among other "Sexy" offers he had on other furniture. Note that Ian's head was "Photoshopped" onto a more appropriate body for the purposes of this ad.

I told my wife, we're buying a new bed today. And so we did. I'd been looking at mattresses off and on for a couple months, but I wasn't moved to buy upon reading some great ad touting low price, financing or huge selection. I bought because of my own self interest.

So when you create your advertising, what's the secret to appealing to a customer's self interest? Betcha can't guess... it's the offer.

The offer is what compels people to get

Dirty, Sexy SAVINGS **FREE Grocery Certificate \$500**

The Nathan's Presidents Sale Event may be almost as good as... close your eyes and think of something really really sexy!

4 DAYS OF Super Charged Sexy Savings NOW THRU MONDAY SAVE 30% TO 73% OFF!

- OVER 50 Sexy SOFAS REDUCED!** "Sleazy" You and the "it" sofa with a plush pillow. Reg \$1,299. Now \$599.
- 25 Gorgeous ENTERTAINMENT CENTERS** "Incredible!" (Just say) Entertainment Center. 48" x 18" x 18". Reg \$399. Now \$199.
- 25 BEDROOMS absolutely priced!** Be Ready for Romance with this a plush bed. 52" with three drawers. Mattress, Bedding, Bedside Table. Reg \$1,199. Now \$999.
- MORE THAN 35 delicious DINING SETS REDUCED!** "SPECTACULAR!" You and the dining table to celebrate. 6 Piece 42" x 18" Dining Table Reg \$1,299. Now \$699.
- 35 CHAIRS TO sink into** "Spectacular!" You and the chair to celebrate. Reg \$1,299. Now \$399.
- OVER 20 desirable MATTRESS SETS REDUCED!** "INCREASE YOUR ENERGY IMPROVE YOUR LOVE LIFE." You and the mattress to celebrate. Reg \$1,299. Now \$399.

How About This YES! YES! YES!

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CARNIVAL CRUISE 5 DAYS / 4 NIGHTS BANAMAHS / CARIBBEAN / FLA

LAS VEGAS 3 DAYS / 2 NIGHTS AIRFARE AND HOTEL

The ad (left) was run by Dodd's Furniture & Mattresses, Ltd. It incorporates multiple offers including a product offer... a finance offer... a guarantee... and a travel incentive from incentive premium company Travel America (www.travelamericainc.com).

The Vacation Give Away ad (above) describes three different trips Rooms Express offered to customers as a purchase incentive, also through Travel America.

ELEMENT #1. FEEDING EMOTIONAL HUNGER

The key to Element #1, is to understand first and foremost the innermost feelings and dominant emotions that are driving the customers to want what you have.

Do you REALLY know why your customers are shopping? Do you understand the conversation going on in their own heads, and between them and their spouse? What is the emotional reason they are shopping now?

There are 6 powerful emotions to consider when advertising, selling or motivating people to do anything: Fear, Envy, Greed, Ego, Pain/Hate, Love.

Is your customer afraid of losing out on something by not buying your product? Are they afraid of having people talk about them behind their back about how ugly their home is?

One of the most attention getting headlines we've used is "Is Your Home Ugly?" followed up with a sub-headline that says "Do you know what your friends and neighbors are saying when they leave your house?" This resonates with several emotions at once, fear, greed and pride all at once.

In selling mattresses, LOVE or a better love life is a key emotion you can use to create an 'irresistible offer'. I'm amazed at how many people refuse to use this in their marketing for fear of 'offending' their customer base. The truth is that this can be done tastefully and very effectively.

Ian Lipton of Nathan's Furniture recently used a headline "Dirty Sexy Savings" on a very successful newspaper ad. In the ad for humor and personality (which are KEY to successful advertising today) he actually pasted his head on a Chippendale dancer's body using Photoshop. He

off the couch, get the 4 kids in the mini van, brave the snow or baking heat to get to your store. So how do we create an offer so good, so juicy, so exciting that it would make someone crawl on hands and knees over broken glass to get your Irresistible Offer?

Here is a simple system you can use to craft truly Irresistible offers that customers almost can't refuse. It's worked with retailers who have used this to do over 20 million dollars in sales,

There are only two elements that go into making a truly irresistible offer.

1. Feeding The Emotional Hunger.
2. Using Tangible Exciters.

Grocery and gas gift certificates make great closing tools. When considering these types of offers, make sure that the companies offering them are solid and reputable. Plus, always read the fine print. The gas rebate card shown at right are from www.thepremiumguys.com

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"There are dozens of ways to make doing business with you fun, while providing incentives to customers."



Alan Morgan
FURNITURE



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Heritage Manor Cherry Panel

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IRRESISTIBLE OFFER...

talked about how a new comfortable mattress could improve your love life, among other "Sexy" offers he had on other furniture.

The first and most important element to crafting an irresistible offer is understanding that it's not about products, prices, or even promotions, it's about your PROSPECTS and their resident dominant emotions.

ELEMENT #2. USING TANGIBLE EXCITERS

This is where the offer creation process gets fun.

There are dozens of different ways to make doing business with you fun, while providing incentives to your customers to visit your store exclusively.

The #1 sin in marketing is being boring. People just won't stand being bored these days. They want fun, excitement, entertainment, engagement. Can you blame them? Most people work at the job they don't love, making a wage they aren't happy with. When they step out of that, they want a release... and you can give it to them by making doing business with you exciting and fun!

Using premiums, giveaways, prizes, and gifts is not only a great way to make shopping fun, it's a very good reason for people to come in and see you.

Here are several of the most effective offers used to boost sales.

\$500 Grocery Rebate Certificates:

With the high cost of food, these are GREAT closing tools. Use them to help

salespeople close a deal today instead of letting someone walk out the front door. This is absolutely killer for competitive situations because the customer can easily see that you are essentially saving them \$500 off the price right out of the gate! No one else can compete with that.

3 day 2 night vacation certificates.

Although many people have had bad experiences with these types of incentives there are several out there who do a good job and don't make your customers mad. Make sure you get certificates that don't require a time share presentation. Nothing will make your customers angrier than 3 hours of a sales pitch when they thought they were going on vacation!

\$50 gas rebate cards.

As summer approaches we all know what happens to gas prices, so a gas incentive can be a gold mine to get people to respond to your ad and get them into the store. Of course these were even more powerful when gas was 5 dollars a gallon, but with the economic slump people are more interested than ever to save money where they can.

8 Day 7 Night Dream Vacation.

These are great for the big ticket sales, closing tools and big promotions that you run. You can give away one per day for a week, or with any order over \$2,500.

2 for 1 Cruises or Free Cruise Offers.

Cruises carry a VERY high perceived value, plus you can tie these into "Wintertime Blues" type promotions, and "sell money at a discount." Selling

money at a discount is the concept of simply showing that what they are spending on your products is paid for by the premiums that they are getting. If the Cruise incentive is valued at \$1499 and they are buying a \$1200 sofa, then they really aren't paying for the sofa at all. That's the power of a high perceived value incentive.

\$500 Airfare Rebate.

Now if you really want a powerful promotion, combine the 8 day 7 night dream vacation, or Free Cruise with a \$500 airfare rebate and you've got a TRULY IRRESISTIBLE offer.

Not only are you paying for their accommodations... you're going to help them pay for airfare to get there! Now you've got a killer deal.

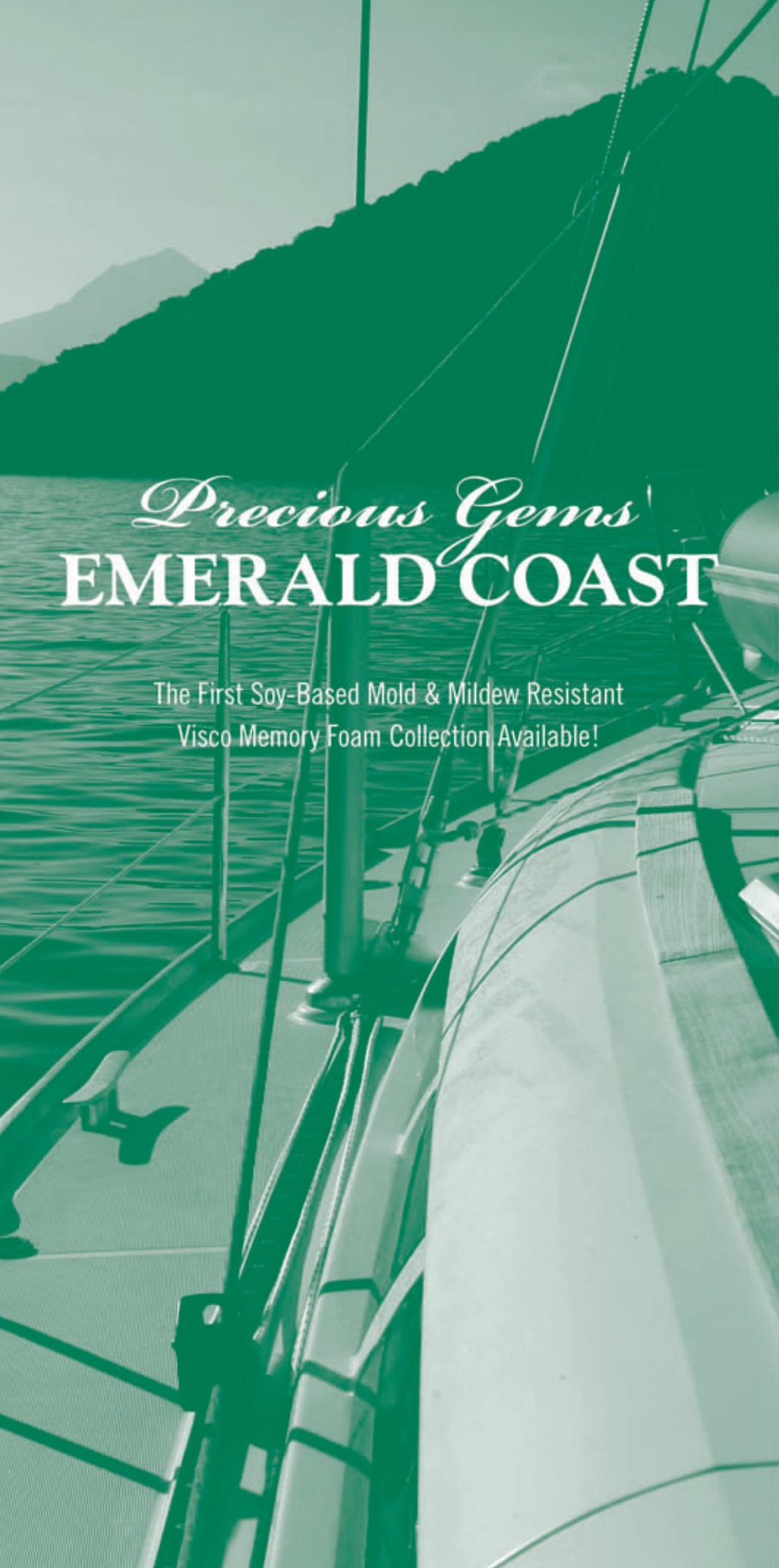
A few other fun and cheap offer ideas furniture retailers have used are:

- **Free bottle of water** (to accompany a 'gas is expensive but bottled water is even worse' promotion)
- **Gold medals** for every buyer. (An Olympics promotion)
- **Sun Glasses** for every purchase, this can be accompanied by the vacation certificate, or just a "Summer Stinks" sale.
- **A box of Oreo™ cookies** (or other food item) with every purchase. One of my clients became known as the "Oreo Man" and gave away Oreos with every purchase. Food has a powerful psychological effect on us humans, and we love people who

"Find an interesting, edgy, fun angle..."



Once the sales people at the store have exhausted all opportunities to close the sale the be-back card (outside panel of card shown) is given with the sales persons business card inserted in the slits on the back. Incentive premium provider Cruise4two.com reports that this system increases the be-back percentage significantly.



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“Make sure the companies you are working with are solid... and read the fine print.”

feed us! Why do the banks give away suckers? Cause the kids beg their moms to take them to the bank. Grand Piano & Furniture has given away small bottles of Coca Cola since 1953 and currently gives away more than 1.25 million bottles per year. The company says that this is their way of saying "Thanks for visiting our store and make yourself at home."

- **Information** can also be a powerful offer. As long as the information is interesting and exciting, it is very effective. You can use audio CD's,

DVDs, reports or website videos. Remember to feature information offers in your ads to encourage interaction with you and start the buying process.

WHERE'S THE CATCH?

Of course all of these typically have some type of redemption process. Most retailers are terrified of using these types of incentives because they are afraid of backlash of customers complaining about the process.

Here's the deal... I've found that there

are two critical things you must do to make sure you don't upset customers or turn an incentive into a disincentive.

1. Make sure the companies you are working with are solid, with good reputations (not fly by nights) and don't have hidden strings attached in their incentives. You **MUST** read the fine print before giving incentives away to customers. Understand the process they are going to go through before they go through it.

2. **TELL THEM** what is going to happen to them. As simple as this sounds, it is the real key to making your customers love you with your incentive rather than confuse you with the Grinch who stole Christmas. Just tell them the process that they need to follow to redeem the incentive. Even create a little handout for them so they don't have to read the fine print.

To recap... to maximize your ads performance you must have a Powerful, Irresistible Offer. Do this by directly addressing the emotional needs customers have that relates to your products and add fun physical offers such as incentives and premiums, instead of just focusing on cheap price constantly.

Brett Kitchen and Ethan Kaplan are cofounders of Traffic Guys Publishing, and are commonly known as the "Traffic Guys." Brett and Ethan run a Retailer Marketing Mastermind Group to help retailers increase store traffic and sales, while cutting the fat and waste from current advertising. They also provide Done-For-You ads and promotions along with other systems to help retailers consistently drive in paying customers.

Questions about traffic building ideas or to request a free hot sheet of several types of incentives and companies can be sent to Brett and Ethan care of FURNITURE WORLD Magazine at bretk@furninfo.com or call them direct at 1-800-393-2054.

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Get Ready For Business AFTER THE RECESSION

Part 1: Research identifies three trends that were transforming the luxury home furnishings market - even before the recession hit.

Luxury Marketing by Pam Danziger

I was on the phone a few days back with a prospect for Unity Marketing's Home Furnishings & Décor Report 2008, which was published in October 2008 based upon a survey conducted in July 2008. I figured this furniture executive who is feeling the pain of the recession and looking for direction would become a customer for sure. But not so fast! The sticking point: The report is too old.

While this report is an absolute 'newbie' from my perspective in the market research world, the potential client didn't see it that way. Their home business had gone from bad to worse in the six months since our consumer survey was conducted, too long ago this execu-

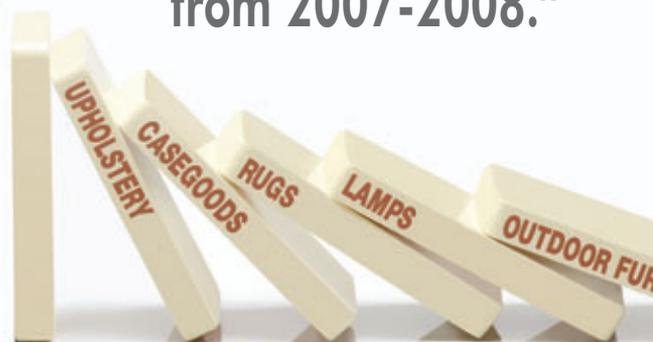
tive believed to gain an understanding about what is really happening in the home furnishings market today. I disagreed most strenuously, since our surveys focus not just on purchase behavior, but more importantly on consumer attitudes and sentiment - 'why people buy' - which gives our data a much longer shelf life in the world of market research reports than just a few months. That is because consumer attitudes changes at a much slower pace than their behavior.

But, as I regularly remind my clients: "In marketing, perception is reality," so I had to take my own advice and recognize that this prospect's perception had to be my reality. That being the case, I set about doing research to find out just

how much, if any, the home furnishings market had changed from the middle of last year to this. To do this I tapped into Unity Marketing's Luxury Tracking study, where we survey 1,000-1,200 affluent consumers every three months about their purchases. Because of our frequent surveys, I could bridge the gap between the time the home survey was done in July 2008 through the end of the year. The results of my efforts are of vital interest to the FURNITURE WORLD Magazine readers as well.

Home furnishings retailers are dropping like flies and it feels like the bottom has dropped out of the home furnishings market. Within just a few miles of my home in Lancaster county, PA, two furni-

"Sales of high-end furniture to affluents dropped some \$2 billion from 2007-2008."



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Ryan Murphy
Designer's Showroom



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“What is going to happen to retailers' and marketers' business six to nine months down the line?”

ture stores that are veritable institutions in our local market are folding , Good's Furniture and Griffith & Bixler. The same thing is happening all across the country. Furniture stores and home furnishings specialty stores are closing up shop in record numbers since the recession has taken hold.

Things do seem to have gone bad in the home market virtually overnight, but that is only a perception, not the reality . Admittedly the recession has hit American businesses with a ferocity not

seen in recent memory , but consumer sentiment which cased them to turn turn away from buying more stuff , long preceded the pain businesses see in current declining revenues and profits.

Changes in consumer sentiment precede shifts in the corporate bottom line.

Unity Marketing measured a dramatic restructuring of affluent consumers' priorities back in the middle of 2007. That

allowed us to predict a sharp downturn in sales coming for luxury marketers in the months ahead. Our early read on the economic downturn was a full two quarters ahead of the declines businesses started to see in their revenues at the close of 2007. It takes two quarters, sometimes three, before a change in consumer sentiment plays out in less cash in retailers' drawers; then another 1-2 quarters before manufacturers and wholesalers measure the drop in their own orders and cash accounts. In other

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Type of Luxury or High-End Furniture, Lamps, Floor Coverings Bought 2007 & 2008

	Spending Avg. 2008	Spending Avg. 2007	Percent Change
Rugs and carpets, including wall-to-wall and area rugs	3,206	3,759	-14.7%
Wooden Furniture (such as tables, bureaus, cabinets, book cases, armoire, bed frames, etc.)	3,128	3,584	-12.7%
Upholstered Furniture (such as sofas, chairs, ottomans, etc.)	3,077	2,880	6.8%
Lamps and lighting accents (including track lighting, spot lights, etc.)	2,994	3,012	-0.6%
Other floor coverings (such as wood, tile, stone, etc.)	1,549	1,605	-3.5%
Other furniture, lamps and floor coverings	780	1,055	-26.0%
Total	14,735	15,895	-7.3%

Data also shows that fewer affluent consumers made multiple furniture purchases. They are being more selective, so rather than buying a new sofa, chair, coffee table and area rug, they are picking just one of those items, which the research indicates is the one they needed the most, and the focal point in their redecorating project.

words, a domino effect occurs that starts first with the consumer, then moves on to hit retailers next, then progresses back up the food chain to the manufacturers and marketers that produce the retailers' goods. Given the lag time from consumer sentiment to economic downturn, Unity Marketing's home survey conducted in July 2008 was the absolutely perfect time to tell home furnishings marketers what was going to happen in their business at the end of the year and into early 2009.

That said, what does the latest survey of luxury home consumers tell us about what is going to happen to retailers' and marketers' business six to nine months down the line?

Fewer affluent consumers bought furniture at the beginning of 2009 and those who did spent less.

In 2008, significantly fewer affluent consumers bought furniture, lamps and floor coverings, and those who did, spent less on their purchases than they did in 2007. The percentage of affluent consumers that bought luxury furniture and furnishings retreated steadily quarter-by-quarter throughout 2008. In the last quarter only 12 percent of affluent consumers bought in the category, as compared with 16 percent who made

purchases in 2007. That four-point decline in purchase incidence translates into about 1 million fewer affluent households buying high-end furniture in the period, out of a total of some 23 million affluent households in the country overall.

Exacerbating the pain from the drop in share of affluent households making furniture purchases is the fact that the amount the typical customer spent in the category declined as well. The average affluent furniture buyer spent \$15,895 on their purchases in 2007, as compared with \$14,735 in 2008, down 7.3 percent. Further, in the last two quarters of 2008 luxury consumers' spending on furniture took an even bigger drop, down a startling 21 percent.

By my rough desktop calculations, the sales of high-end furniture to affluent consumers dropped some \$2 billion from 2007 to 2008. That may not sound like a lot in today's news cycle where discussion of trillions of dollars has become commonplace, but that is a whole lot of cash that is no longer going to the nation's furniture retailers. Further, those stores at the high-end that are dependent upon affluent shoppers are feeling the pain most severely.

More affluent consumers are shopping at hardware stores, warehouse clubs, outlets and discounters

The nation's affluent consumers are also turning to different retailers to make their luxury furniture, lamps and floor covering purchases. The share of affluent consumers who bought at specialty home furnishings or furniture stores declined from 59 percent in the first quarter of 2008 to 52 percent at the beginning of 2009. Department stores experienced even a steeper decline, from a purchase incidence of 21 percent first quarter to 12 percent.

On the other hand, home improvement and hardware stores are one of the retail channels gaining patronage among affluent furniture shoppers, used by 16 percent of affluent shoppers at the beginning of 2008 and rising to 23 percent at the beginning of 2009. Also gaining more traction with affluent consumers are the discounters, notably warehouse clubs and outlet stores, rising from 9 percent to 11 percent.

This means that furniture stores are facing stiff and growing competition for the share of the affluent shopper's wallet from stores they never had to think seriously about before. While mid to higher

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end independent furniture retailers have tended to focus their attention on the competing furniture store down the street or across town, they missed the growing threat presented by Home Depot and Lowe's, as well as Costco, IKEA and Target. These upstarts in the furniture world are getting better, and offering up a combination of quality, style and price that represents a significant value to affluent shoppers. High-end furniture stores can't ignore them anymore.

Affluents are spending less on rugs and wooden furniture.

When we dig down to look more closely at the different types of products affluents are buying, there is some good news among the gloom. Specifically, high-end furniture shoppers spent about 7 percent more on upholstered furniture in 2008 as compared with 2007. But they spent less when it came to buying rugs and floor coverings, down 14 percent and wooden case furniture, down 13 percent. Likely these are the products affluents are turning to home improvement stores and discounters to source.

Grim prospects for spending

Everybody knows, 2008 was a bad

year in the furniture business and 2009 is expected to be even worse. In our survey nearly 60 percent of affluents expect to spend less on luxuries or high-end purchases this year. With so many data points in Unity Marketing's luxury tracking study showing a marked decline from the first through fourth quarter of 2008, we expect to see a continued downward slide in key market metrics until the economy starts to turn around. So in the words of Bette Davis as Margo Channing in *All About Eve*, "Fasten your seat belts; it's going to be a bumpy night," but in our case, it will be a bumpy year.

NEXT ISSUE

Now that you've been briefed on the latest research, the next issue of *FURNITURE WORLD Magazine*, will translate the data into information that furniture executives can use to find a pathway to success.

Pamela N. Danziger is an internationally-recognized expert specializing in consumer insights, especially for marketers and retailers that sell luxury goods and experiences to the masses or the 'classes.' She is president of Unity Marketing, a marketing consulting firm

she founded in 1992.

Advising such clients as PPR -Gucci, Diageo, Google, Stearns & Foster, Tempur-Pedic, Waterford/Wedgwood, Lenox, Prudential Fine Homes, Moen, Orient-Express Hotels, Marie Claire magazine, Meredith, The World Gold Council and The Conference Board, Danziger taps consumer psychology to help clients navigate and master the changing luxury consumer marketplace.

In recognition of her work in the luxury consumer market, Pam received the Global Luxury Award presented by Harper's Bazaar for top luxury industry achievers in 2007.

Her latest book is "Shopping: Why We Love It and How Retailers Can Create the Ultimate Customer Experience," published by Kaplan Publishing in October 2006. Her other books include "Let Them Eat Cake: Marketing Luxury to the Masses—as well as the Classes," (Dearborn Trade Publishing, \$27, hardcover) and "Why People Buy Things They Don't Need: Understanding and Predicting Consumer Behavior" (Chicago: Dearborn Trade Publishing, 2004). She is currently working on a new book about the changing luxury market.

"Home improvement and hardware stores are gaining patronage among affluent furniture shoppers, up 7% in just one year."



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The Absurdity Of Family Business DECISION MAKING

If you are making business decisions based on a consensus to avoid familial discord, you may be setting the stage for trouble.

The Family Business Series by David Lively

Do you think your family business has advantages over your larger competitors because you're more nimble and therefore capable of making faster, better business decisions?

After spending over twenty years working in, managing, owning, buying, and observing family businesses, I respectfully challenge this conventional wisdom.

When it comes to operations, family businesses typically do have first-rate decision making skills. Because of their experience in their particular area of the furniture industry and the fact that they've specialized in furniture for one or more generations, they are capable of making speedy decisions when it comes to operations. When it comes to other areas – particularly strategy and long-term direction for the family business – decision making abilities erode considerably.

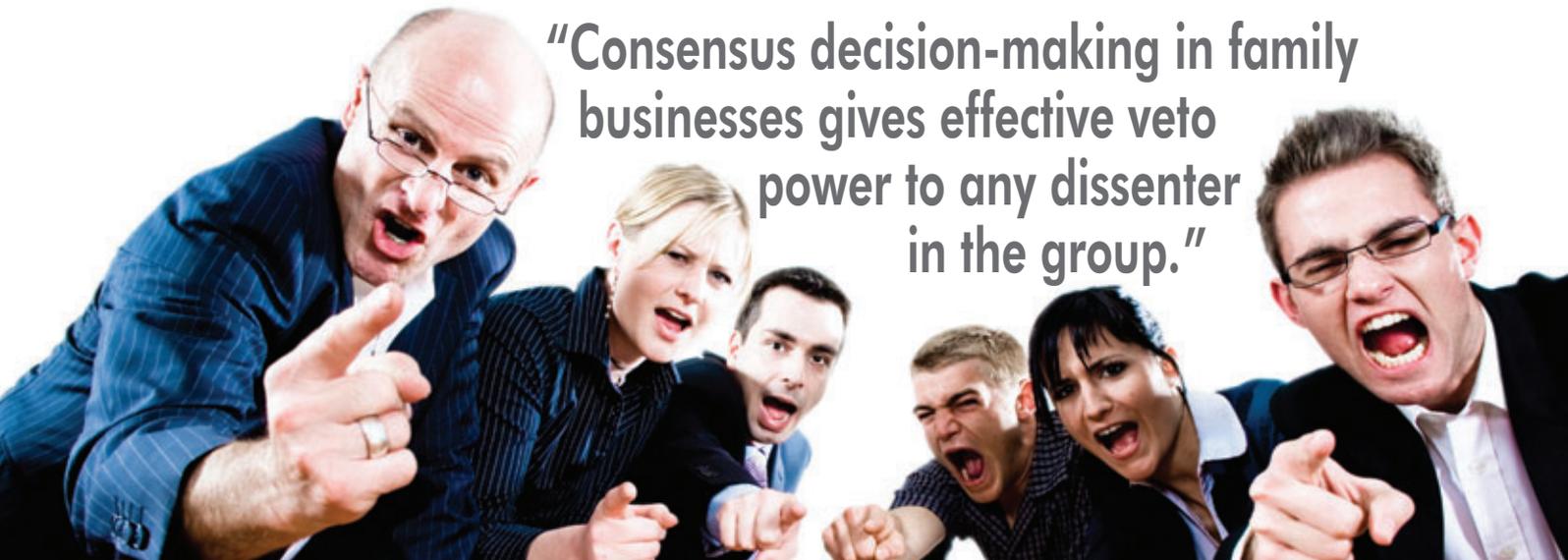
Most family businesses in the first generation have one primary decision maker who functions as both owner and general manager of the enterprise. First generation family business owners are often like player coaches issuing directives left and right and watching lower employees execute their decisions. However, when the founder has aged and the successor generation enters the business in a significant management role, big picture decision-making gets bogged down. As the senior generation ages, it grinds almost to a halt. Why does this happen?

Most family businesses which are beyond the peak earning years of the founding generation make strategic family business decisions by "consensus." Remember what Abba Eban said, "Consensus is what many people say in chorus but do not believe as individuals." After all these years, I am still not certain

what consensus means in the context of family companies. Best I can tell is that consensus decision-making in family businesses means unanimous decision-making. This desire for unanimity gives effective veto power to any dissenter in the group. This destructive decision making often bottlenecks important, strategic, long term decisions that relate to the health and vitality of the future of the company.

Here's an example. A furniture company is run by six family members: Dad, the founder, age 80; Mom, age 77; the oldest son, age 57, who is the president of the company; the next son, age 54, who is the vice president; another son, age 51, who is director of operations; and the youngest child, a daughter, age 46, who is also vice president. The family has been considering for several years some strategic decisions that could modernize

"Consensus decision-making in family businesses gives effective veto power to any dissenter in the group."



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*- Meagan and Alexander Julian,
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Family Business Decision Making

the business and allow them to resume the growth that stagnated in the last several years. Most of the six family business members are enthusiastic about the idea. The difficulty is that the third son, the vice president of operations, is not enthusiastic about the proposed changes at all, and has made his displeasure known through several heated exchanges.

Given the fact that more than 80% of the family members are on board for the proposed changes, what is this business family likely to do?

The answer seems simple. Most outside, objective observers would say since five of the six stakeholders have made it clear that the project should be a go, the decision is a no brainer. However, when it comes to the absurdity of family business decision making, it's likely the family will NOT move forward with any strategic initiative, at least in the short run.

Why is this experience so widespread in family businesses? Why do people of good minds and common sense give any one person in a group of six effective veto powers over

decisions that the group would likely make?

They won't move forward with their strategic plans because they don't want to upset the family unity. In their pursuit of family business harmony, families often determine that it's better to live with things as they are in an uneasy equilibrium rather than undertake a project that one or more family stakeholders oppose. This seems short sighted, but it's common behavior. People will put their dreams and aspirations on hold in order to avoid stepping on the toes of the lone dissenter. Veto power is arbitrarily handed out to anyone who moves away from the wishes of the larger group.

If this dissenter continues to veto family business initiatives, he will create much greater conflict. As the dissenter's power grows, and he becomes the de facto leader of the company through his willingness to use his veto power, resentment and frustration builds in the other members of the group. Ultimately, this convoluted effort to preserve short-term family harmony actually serves to undermine good relations over time by allowing an imbalance of power.

Perfect harmony is an unrealistic goal.

A shortsighted strategy of preserving peace and will ultimately result in increased family business conflict

and disharmony over time. Consensus is only a strategy for deferring conflict, not dealing with it constructively.

What should families in business together do when faced with group decisions and an absence of unanimous agreement?

There are several steps they should take:

1. *Recognize that not making a decision is, in fact, a decision.*
2. *Embrace change. It's inevitable, it cannot be halted. Once people accept that change is simply a fact of life, it somehow ceases to be as threatening and problematic.*
3. *Take steps to better understand yourself and your other family members (and other key family business employees). There are many instruments available to help you assess your own personality as well as the personalities of those you work and live with. (The Lively Merchant recommends the MBTI, and the FIRO-b. Go to www.cpp.com or email DavidL@furninfo.com for more information about these tests.) Use them to learn about effective communication. When we fully understand how others wish to be treated, we can speak to them in a way they'll appreciate.*



"The family has been considering strategic decisions that could modernize the business and allow them to resume the growth that stagnated in the last several years."

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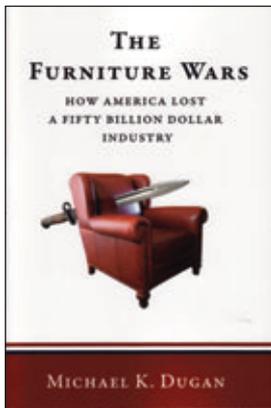
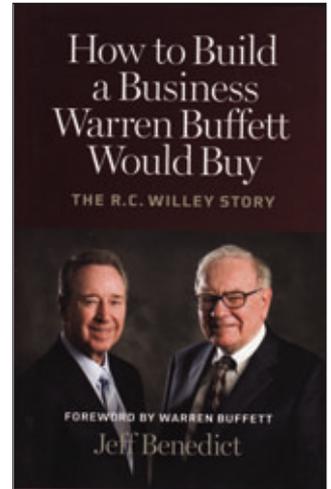
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The Furniture Wars

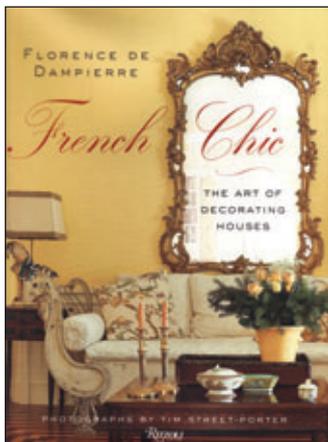
How America lost a fifty billion dollar industry.
By Mike Dugan, 450 pages.
Soft cover. \$20.99.

How To Build A Business Warren Buffet Would Buy: The RC Willey Story

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168 pages. \$19.95

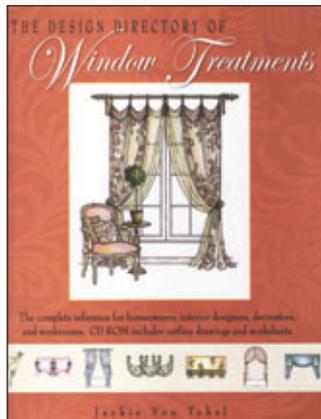
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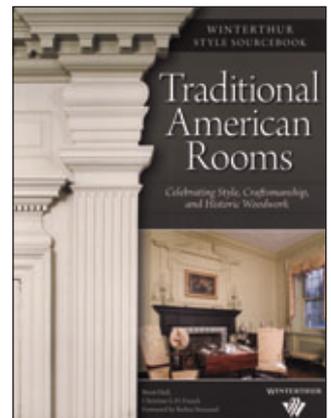
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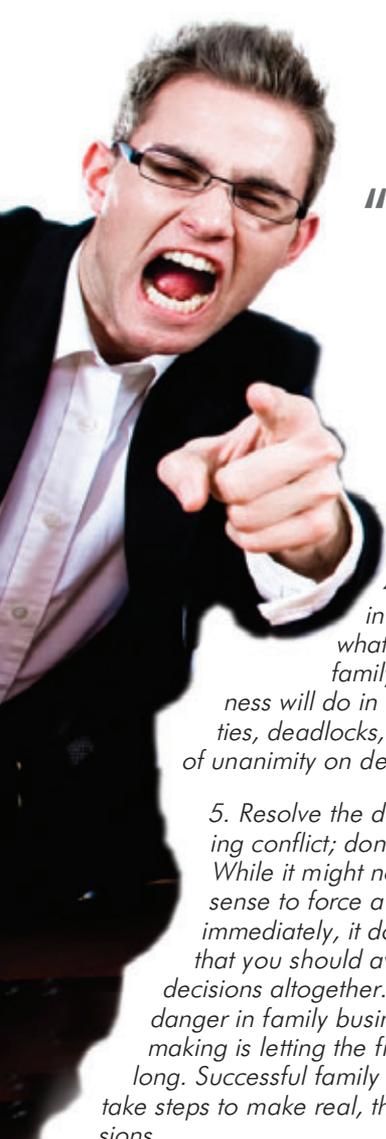


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"The third son, the vice president of operations, is not enthusiastic about the proposed changes at all, and has made his displeasure known through several heated exchanges."

4. Determine in advance what you as a family and a business will do in the event of ties, deadlocks, or absence of unanimity on decisions.

5. Resolve the decision-making conflict; don't avoid it! While it might not make sense to force a decision immediately, it doesn't mean that you should avoid making decisions altogether. The biggest danger in family business decision-making is letting the fire burn too long. Successful family businesses take steps to make real, thoughtful decisions.

A lack of determination and transparency will destroy your family business in the long run.

UPCOMING TOPICS

- The dangers of inheritance.
- Which hat today?
- How do you compensate your children?
- The latest in family business research.
- Some just don't get it.

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

100" list of independent retailers and 1997 "Ohio Retailer of the Year," David's wisdom was won on the front lines of a furniture store and his battle scars have given him compassion for counseling today's retail warrior. David's unique perspective and experience has led him to the forefront of a new phenomenon that will soon rock the home furnishings industry like nothing that has ever come before: the transfer of authority, responsibility and wealth from one generation to

the next. Four out of five family-owned furniture stores are still led by the founder, and 40% of them will change hands in the next five years. The surviving legacy of your family business depends on your plan for transition, and David has developed a proprietary and unparalleled system for helping to identify goals, strengths and opportunities during this crucial time. You can reach David by calling 740.415.3192 or e-mail him at davidL@furninfo.com.

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Can You Embrace MEANINGFUL CHANGE?

A commitment to change is necessary for home furnishings retailers that hope to relate to consumers in the post recession period.

Sales Management Magic by Joe Capillo

Have you ever paid for sales training or sales manager training only to have things return to the way they were in a few weeks or months after the “training” event ended?

The bigger the company, and the more stores there are, the more difficult it is to bring real long-lasting change to the organization. It doesn't matter how important you thought the “new ideas” were, or how much you believed in them, there seems to be a force of organizational gravity that works in the background to maintain the status quo and return the organization to the state of balance – meaning mediocrity.

High performing organizations, those that thrive on continuous improvement, are not for everyone. You've heard, and observed that most people hate change, and resist it at all costs, to them and to you. And, because in our business, which is a one-to-one, personal selling

business, people want to do things their own way. Many salespeople seek and live in their personal comfort zone for everything they do. From how they greet and engage with your customers, to how they handle maintaining critical customer relationships, they do it their way. And, as long as the door keeps opening and the next new customer comes in, they'll keep doing it their way. How's that working for you now?

Consider sketching rooms as a needs analysis tool. I think every sales trainer in our business teaches this, and maybe you paid for this kind of training. But, what happens on the floor, at the point of engagement? I see and hear this all the time: “They were taught to sketch, but not many of them are doing it.” This, from people who own the businesses where “they” work, who pay for the real estate, the building, the interior fit-out, the advertising that brings customers in, the trucks to deliver the merchandise,

and the warehouse to keep it in. It's almost as though the salespeople are working in some alternate universe over which the owner has no control.

Why doesn't change stick? Why don't people do what they're taught to do, or told to do, even when it's in their best interest to do so? Why don't sales managers make it happen? Why don't your people see that they have to change to keep pace with the changing world? Why don't they see that they'll make more money doing it the new way?

One word explains this: complacency, the killer of all change initiatives. The reason for complacency is a lack of a sense of urgency to change, and the reason for there being no urgency is usually that there is no compelling change vision that everyone shares. Leadership doesn't walk their talk. Let's face it, if you and your managers didn't let organizational gravity take over, it wouldn't.

So, as far as salespeople are con-

“Why don't people do what they're taught to do, or told to do, even when it's in their best interest to do so?”



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"In most stores salespeople work almost completely on their own when dealing with shoppers."

cerned, it's not their fault. It's just the way things are in human organizations. People find ways to work together. A social equilibrium is established. Some people perform better, some not so well, and have you noticed that the great performers are always great, and the weaker ones are always weak? That, too, is part of the equilibrium, sort of like maintaining the pecking order.

There are a lot more reasons why people and organizations resist change than just a lack of vision and complacency. These include: failing to create a strong leadership coalition, failing to create

short term wins, declaring victory too soon, and others, all of which have to be addressed continually to make the new ways become "the way we do things here."

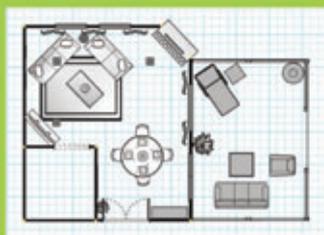
The gravitational pull in personal selling is partly generated by the outcomes of the large majority of customer contacts. If close rates average 20% in your store this means that, depending on the size of your selling staff, you will have some people (your best) at around 30%, while your worst might perform as low as 15%. Remember, "Average" is the best of the worst. With such high failure rates

ranging from 70% to 85% it's no wonder a feeling of drudgery sets in for some people and causes them to feel there is no way they can control their outcomes, that it's all up to the quality of the opportunities they get.

In most stores I know – and that's a lot of stores – salespeople work almost completely on their own when dealing with shoppers. There is no interactive coaching, and no after-the-encounter review by management. The game just goes on with no effective way for owners to know what's really going on out there on the floor. T/O (Turn Over) systems

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“Management has to change as well.”

merely serve to annoy customers, and are usually employed too far into the customer engagement for the salesperson to learn anything useful.

This means that management has to change as well as salespeople, but we know that there, too, change initiatives don't take hold. This is due to the same causes as all other change initiative failure – no sense of urgency and too much complacency throughout the organization. Sometimes, this is understandable when we give a manager who already has a full-time job keeping things going another full time job called coaching and performance management.

So, there's another foundation principle of successful change initiatives – removing counter-productive roadblocks.

Our business, selling retail home furnishings, is facing a time of enormous

change as our entire society changes in fundamental ways. The crushing wake-up call provided by the economic crash of 2008-2009 will have long term, far-reaching affects on how consumers think and feel about all purchases. More important will be the changes around how they seek information, use online methods for research and purchasing, and communicate with each other and with you. You cannot ignore these things, but you'll have to change the ways you think about, feel about, and act toward your customers and prospects. You'll have to implement new systems and processes, new levels of accountability. Managing change is a discipline you'll have to master, and you're going to have to do it around how your market, your customers, will change in the future.

When you do it right, the effort is worth it, and your company will be transformed

from one where mediocrity is the norm, to one where high performance is valued and craved by everyone. Where new and better ways are sought continually by everyone. Where people love to work, and where they accept a high degree of accountability for performance – both theirs and the company's.

Joe Capillo is a furniture industry veteran with 35 years combined experience as a retail consultant and retail industry executive. He is a contributing editor to FURNITURE WORLD Magazine and a frequent speaker at industry functions.

Joe makes himself available for private consultations on any aspect of retail sales management and retail sales education. He can be reached at joecapillo@furninfo.com or call him directly at 267-374-9127. See all of Joe's articles on the information packed FURNITURE WORLD website furninfo.com.



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ef·fi·cient (ĭ-fĭsh'ənt) *adjective.*

- ¹ Performing or functioning in the best possible manner with the least waste of time and effort**
- ² Able to accomplish a purpose; functioning effectively**

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WAREHOUSE INJURY & OSHA DATA

Fines for racking, lift trucks, electrical issues, hazardous materials and equipment lockout procedures are just some of the most common.

Operations by Dan Bolger, P.E.

A workplace injury has ramifications for the employee involved, associates and the storeowner. There was a Workers Compensation injury that occurred in a furniture store in mid January. The employee slipped and broke his ankle. The injury required surgery with metal plates and the recuperation time was three months before returning to light duty. In addition to personal pain, the employee was unable to drive, which put a burden on his family and friends who drove him to rehabilitation therapy, helped with the shopping and family chores. It was challenging for his employer to cover the employee's job duties during his absence, and even more difficult for his family because of the lost income. Worse yet, an accident may result in liti-

gation and can also affect the employer's longer-term experience rating under the Workers Comp system, not to mention inevitable business liability insurance increases.

To provide FURNITURE WORLD Magazine readers with information relevant to warehouse accidents, the latest available OSHA 2008 data for General Warehousing was reviewed. Furniture warehousing is represented within this category. The table on page 36 shows relevant data about the most frequent OSHA citations. The top ten list is similar to prior years.

The data clearly shows that lift trucks (powered lift trucks) are the most frequent and costly citation category. Forty eight percent of the inspections resulted in OSHA citations. Ninety-four inspec-

tions resulted in 155 citations. The most frequent violations were for lack of training, lack of maintenance records, unauthorized use of equipment and injuries to pedestrians in the warehouse. Seat belts or safety harnesses are required, based on the operation. When cited on an inspection, the average penalty was \$1,735. Averages can be deceptive, as a serious injury or fatality may result in a very large penalty.

The next two on the top-ten frequency list are both related to electrical issues for equipment and building infrastructure. Some citations were as simple as taped electrical cords while others related to problems in the building electrical circuits. The average fine for equipment violations was \$688 and \$588 for building violations.

Hazardous Materials Communications violations are relatively easy to correct. Commonly referred to as Employee Right to Know, employees must have awareness training about hazardous materials in the workplace. You must be able to document the training, provide necessary protective equipment and appropriate access to the Material Safety Data sheets. Despite the simplicity of this item, when cited, the average cost was \$531 per inspection.

Blocked exit routes or deficiencies in marking exit routes had an average cost of \$615 per inspection. While not an accident in our industry, I'm reminded of multiple deaths of employees and firefighters trapped in a fire where the emer-

GENERAL DUTY STANDARD: CITATION 312522535

Section 5(a)(1) of the Occupational Safety and Health Act of 1970: The employer did not furnish employment and a place of employment which were free from recognized hazards that were causing or likely to cause death or serious physical harm to employees in that employees were exposed to struck by hazards, while performing warehousing work: On or about 10/21/08 at Covington, GA: Employees were exposed to struck by hazards, while performing work in a warehouse. The employer failed to ensure that storage rack structural components were maintained properly and that columns were anchored to the floor. (recommendations for correction followed).



A, Mezzanine with railings and toeboards. Note aisle marking on floor .
Photo compliments of Steel King.

B. Yellow guard protects against costly rack repair, warehouse downtime, productivity losses and possible fines. Photo compliments of Steel King .

C. Sure to get a housekeeping violation.

gency exits were blocked or locked.

Requirements for portable fire extinguishers apply to the placement, use, maintenance, and testing of units provid-

ed for the use of employees. There are exemptions where detailed plans exist for all employees to immediately evacuate the facility. Average penalty was \$189.

Mezzanines or platforms are frequently used over offices or shipping docks for storage. Standard railings and toe boards are required to prevent falls and

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Chart lists frequently cited OSHA standards violations. OSHA 4225 General Warehousing and Storage, October 2007 through September 2008. 201 Inspections resulted in the above citations.

STANDARD	#CITED	#INSP	PENALTY	DESCRIPTION	AVERAGE PER INSPECTION
19100178	155	94	\$163,133	Powered industrial trucks.	\$1,735
19100176	23	20	\$26,015	Aisles, Secure Storage, Housekeeping	\$1,301
19100147	25	16	\$17,144	Machinery Lockout/Tagout	\$1,072
19100023	25	21	\$20,508	Railings and Toe Boards, floor openings	\$977
19100303	67	49	\$33,697	Equipment Electrical: General requirements	\$688
19100037	38	28	\$17,207	Exit Routes: Means of emergency egress	\$615
19100305	64	44	\$25,867	Building Electrical	\$588
19101200	59	33	\$17,534	Hazardous Materials Communication.	\$531
19040029	24	24	\$8,110	Posting & Recording Injuries.	\$338
19100157	35	30	\$5,680	Portable fire extinguishers.	\$189
Other	275	250	\$143,667	General Duty Clause and all other s	\$575
Total	790	609	\$478,562		\$786



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items from falling. Platform gates must be closed when not in use. Stairways need standard railings. Railings must be placed around open manholes. The average penalty was \$977.

Lockout/Tagout procedures must be followed for equipment under maintenance or repair. For example, a lift truck with bad brakes must be tagged "Out of Service". If operated, there is a risk of injury to the operator or a warehouse pedestrian. Typical 2008 penalty was \$1,072.

Furniture retailers must keep records of occupational related injuries and illness on specific forms and post them annually. The forms are available on OSHA.gov. When cited, the average penalty was \$338.

Failure to maintain and mark permanent aisles, stacking merchandise in unstable piles and poor housekeeping were the second highest penalty at \$1,301. Aisle designation can be challenged in flexible bulk storage situations and racked areas. Settlements have to be negotiated on a case-by-case basis.

The General Duty Standard to provide a safe workplace noted in the boxed citation (on page 34) is included in the Other Standards Summary. OSHA Section 5(a)(1) requires employers to provide "a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees." This section also requires employees to comply with safety regulations. Racks are frequently cited as shown in the actual citation shown in the box on page 34. Rack failures can result in catastrophic damage and injury. It is important that all racks, new or used, be designed and installed by qualified people. Appropriate bracing and anchoring are required. Racks must not be overloaded. If rack uprights or beams are damaged they must be properly repaired or replaced. Rack guards provide additional protection for systems. Penalties for General Duty Standard violations can be modest or thousands of dollars.



D



E

“Failure to maintain and mark permanent aisles, merchandise stacked in unstable piles and poor housekeeping were in the second highest penalty category...”

D, Falling racks.

E, Did you catch the OSHA electrical violations on the right side?

This article is intended to provide an overview of the most significant issues affecting warehouses. It cannot cover all aspects of OSHA compliance, but provides summary information about the most significant warehouse findings during OSHA inspections. Additional information

can be found at OSHA.com.

Remember that a safe workplace with good housekeeping is a major motivator for every worker and also improves your bottom line.

Daniel Bolger P.E. provides operations

consulting services to clients throughout North America. FURNITURE WORLD Magazine readers can contact him at bolger@furninfo.com. For more information on transportation, logistics and furniture warehousing topics, go to furninfo.com to read all of Dan's articles.

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ZILLI

New concept store uses “zones” to reflect international trends and help consumers envision their personal fashion statements.

Retail Trends by Janet Holt-Johnstone

Early April, a brisk and sunny morning. “The red carpet marking the Grand Opening, handsome men opening the doors in their black suits and white gloves, the valet service, the jazz trio, champagne, the scarlet ribbon at the top of the stairs, the room filling with animated people and they just kept piling in, more than 150 of them!” For Natalie Papia, President and CEO of Zilli Home Interiors, that morning was her “personal dream come true.

“From childhood and throughout my university and business life, I envisioned a beautiful, fresh yet sophisticated retail destination store. I wanted to share my passion for home interiors and the good life with others, a place where people would love to shop and be inspired! I’m an entrepreneur, a wife, mother of three, a multi-tasking careerist, like many of my target demographic... and I’m a dedicated shopper!”

On Zilli’s website and in pre-opening media releases, Natalie asks the consumer “to imagine your favourite spa, then recreate that vision as an extraordinary new home furnishings shopping experience that delights every one of your five senses! Fun, exciting, interactive, Zilli embodies lifestyle beauty, fashion and excellence!”

After speeches and ribbon cutting, the crowd toured the facility. Zilli’s slogan, “Rooms to Inspire. Indulgences to Love.” integral to Natalie’s concept, comes to life in the strikingly fenestrated, lofty spaces of the elegant three-storey structure. Sunlight invades every corner, illuminating warm pomegranate and off-white walls, sparkling silver, pewter and chrome metalwork and accessories. There’s the sight and sound of water everywhere, from the pond and cascading

waterfalls behind the central staircase to many interesting wall and floor units. (Several of the dazzled guests insisted on buying them on the spot!)

There are more than 50 coordinated, fully accessorized “Rooms to Inspire”. Cleverly, Natalie has created “zones” to reflect international trends and help consumers envision their personal fashion statements. Each zone is announced by a short, bang-on descriptive statement, wall-inscribed. The Zen Zone, “Cool minimalism, hot contrast. Be bodacious!” The Cozy Zone offers inviting “Down-to-earth. Lazy luxe.” Eazy Living, “celebrates family. Fun, fashion and function.” Zilli Classics, “for our time. Elegant sophistication.” KIDZ Corner,



Natalie Papia, President and CEO



"it's a small world after all!" (Contains some of the most enchanting, colourful children's furniture imaginable, guarded by huge stuffed animals. And this is also play space for visiting kids.) The Z-Market, "One-of-a-kind affordables. Irresistible!" And there's Zilli's Theatre, a retreat furnished with lush scarlet leather seating for husbands or others accompanying avid shoppers to relax and watch "the game" on big screen TV. It's dubbed, "Front row centre. Best seat in the house!" (Free cappuccino and Zilli water, of course.)

There are other surprises. The "Zest Zone", perhaps one of the most advanced, yet friendly, twenty-first century demonstration kitchens in existence, dominates a magical area large enough to accommodate informative workshops for groups of consumers seeking culinary enlightenment. In this same space, seminars on design, colour and fashion will be held on a regular basis.

Close to the Zest Zone is the stunning Jane Lockhart Studio. Jane, a celebrity TV host and interior designer, captivated by Natalie's vision, signed on to showcase at Zilli "wonderful furniture pieces I have personally selected and coordinated to create a unique and elegant style. Just some of my favourites from quality companies around the globe."

Jane is an award-winning Ryerson University Interior Design graduate. An ARIDO member, she teaches part time, has successfully created remarkable retail, theatrical and residential environments, and received awards from IDEX (International Interior Design Exposition). She collaborated with Benjamin Moore in the production of two best selling books, "Paint a Great Impression" and "Room Recipes - Cooking Up Style with Colour". After establishing her own design firm, Jane Lockhart Design Communications, she took to the airwaves with "One House - Two Looks", and now "Colour Confidential" on W (Women's) Network.

Said Natalie, "Jane acted as visual merchandiser for Zilli and with beautiful results. I've gained a lot of knowledge from her and really enjoy working with her and her team."

Zilli's slogan,
 "Rooms to Inspire.
 Indulgences to Love."

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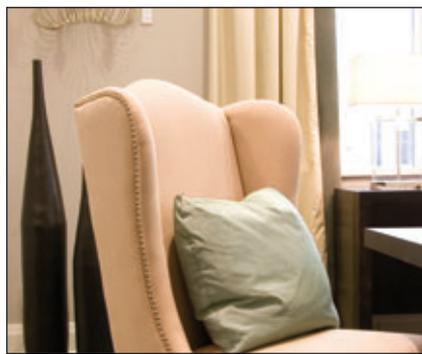
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Pictured is the stunning Jane Lockhart Studio. Jane, a celebrity TV host and interior designer, signed on to showcase at Zilli "wonderful furniture pieces I have personally selected and coordinated to create a unique and elegant style. She spoke at the grand opening and has scheduled an in-store workshop/lecture seminar.

Jane was one of the presenters at the glamorous Grand Opening. She commented, "It's really interesting that Natalie is opening in a recession. It says a lot about her. She is presenting good product, and it's never a bad time for good design. Also, Zilli is a solely owned Canadian entity, and Natalie is offering a lot of Canadian products. Zilli and Natalie can both be identified by their spirit of energy, excitement and fun, and this communicates with the consumer."

"Zilli's interior features a fresh, bright open staircase, beautiful chandeliers for architectural emphasis; a respectful place, grand, but not intimidating. A cool space, and Natalie herself is cool, cool but graceful. A lovely, ethical person!"

There's a special event upcoming. Jane will present an evening workshop/lecture at Zilli, designed for consumers to "Learn secrets of how to coordinate furniture pieces, put together a floor plan, coordinate colours and select must-have accessories". The first of many such events. (For more about Jane, see www.janelockhart.com.)

Deborah Bonk Greenwood, President and CEO of the Vaughan Chamber of Commerce, addressed the gathering. In part, "I am not only impressed with the

surroundings but with Natalie herself. She is a bright, articulate, young entrepreneur, dedicated mother and wife with a passion for not only her business, but how her business relates to life. She has incorporated many elements that you don't find in most retail businesses, the kids and spouse zones, and, what attracted me the most, the Zest Zone. The name automatically invigorates life. It incorporates culinary delights, design features and fashion events, creating a unique experience that reflects Natalie's approach and philosophy to both her business and life. In my opinion, this formula is bound to create success!"

The community's leadership took notice of Zilli. Representatives from the City of Vaughan came and presented certificates from Mayor Lorna Jackson and Councilor Bernie DiVona, and another from the office of Joyce Frustaglio, "second to the Mayor".

A three-day soft opening was staged almost a month prior to April's brilliant affair. The facility is located in Woodbridge, part of the City of Vaughan, a prosperous and highly populated area north of multicultural Toronto. Zilli is perched very noticeably in the midst of a busy industrial and commercial district with hundreds of

potential customers in the immediate area. All were invited, hand distributed invitations for the most part. An inflatable in Zilli colours soared above the building. Lunch was sold from The Zest Zone, two chef-trained ladies preparing "vast quantities of sandwiches and salads, the excitement in the air, music throughout the store, a projector showing Jane's TV shows, the place was alive!" Sales were good, too. "Excellent response on indulgences, the gourmet food, jewelry, CDs, Zilli's own private label soaps and lotions, books and, in the near future, much, much more." (There are plans for a "scent line, stemware and dinnerware, martini glasses, wine glasses, purses, entertaining trays, fondue sets, pillows, throws, candles, candelabras, vases!") There will be ongoing promotions for "neighbours and friends", invitations to events, greater use of e-mail, special incentives that will make regular visits to Zilli natural and rewarding happenings.

The "Indulgences to Love" were part of Natalie's original inspiration. There is an area devoted to them, and pleasant "surprises" dotted around the store. One is reminded that Zilli is not "just a home furnishings store", it is "an innovative new home décor concept" with the ambience of a fine spa... customers are told, "Don't resist pampering yourself."

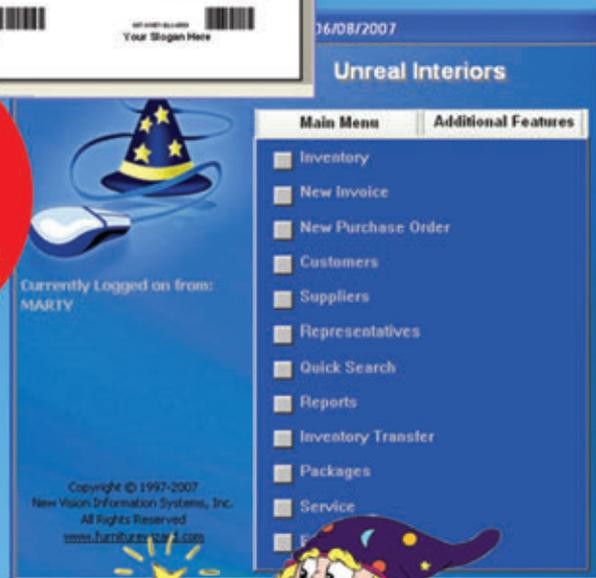
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Another event coup, this staged as a promotion for Mother's Day. Yet another TV host, (TLN and The Food Network), a celebrity chef! Publicity reads, "ZILLI HOME presents DAVID ROCCO. Cucinando per la Mamma, a treat for Mothers Day, Saturday, 11 a.m. to 2 p.m., admission free!" Handsome David will sign and sell his most recent book, "David Rocco's Dolce Vita", and customers can have their pictures taken with the star! Added attraction, he will prepare his famous Risotto in Zilli's demonstration kitchen".

After three seasons of his popular television series, David is one of Canada's most popular celebrity cooks. Chosen as one of Flare magazine's "most stylish Canadians", his popularity goes well beyond Canada, his show airing in 100 countries around the world. A proud Italian-Canadian, David's love for food, cooking and preparing meals for friends and family is "part of his DNA". Learn more about David and his adventures at www.davidrocco.com.

His traditions are close to Natalie's

heart. Her parents and grandparents are highly creative, hard working Italian-Canadians. Christina and Angelo Marzilli founded Décor-Rest Furniture, an international fabric and leather upholstery manufacture. Natalie and her younger brother, Angelo Junior, grew up in home furnishings' immersion, aware of colour, texture, fabrics, leathers and the history and practice of design from infancy. And also the discipline necessary to grow a long-lasting business.

Natalie holds a Bachelor of Business Administration (BBA) degree, is fluent in English and Italian and functional in French. Her first job after graduation was as Territory Manager for Adams Brands, Warner-Lambert.

After a year, she returned to the fold as Décor-Rest's Director of Sales. Natalie married Joe Papia, her high school sweetheart, now a vascular surgeon, and the couple have three children, Salvatore, age six, and the twins, Alessandra and Gian Franco, now four years old.

"Other than my parents, my guiding mentors were my grandparents. They

were an important part of my life and in raising me, since my parents were often busy working. Their biggest teachings: the importance of tradition, culture, language and good ethics. And, of course, a love for Italy and all that it offers! At the same time, love of life and the appreciation of little things. To have a meal together, surrounded by family and love! I cherish those memories and aim to create new memories with my family. I'm fortunate to still have my maternal grandparents and continue to live these traditions with them"

Early in 2007, Natalie was ready to begin intensive research into consumer wants and needs, to consolidate her instincts with facts drawn from the marketplace. During preliminary discussion, it was remembered the word "Zilli" had been heard on a recent trip to the Far East. Part of the family name (Marzilli), the Chinese translation of "Zilli" was discovered to be "bold, enterprising, courageous". Besides, it had a whimsical ring to it. And a final plus factor, there were no other "Zillis" in the North American or international home furnishings industry.

In-depth surveys revealed that consumers were eager for new shopping experiences. They wanted something more, "interesting, different, unique, even exotic, inspiring, uplifting, fun, beautiful, enticing". They wanted to be "surprised", to "escape, like going on vacation". Price was a consideration but, in Natalie's targeted demographic, not truly significant. A high proportion of respondents said environmental issues were very important to them, and they would pay more for eco-friendly products. And they would be "very impressed" with a store that expressed such values, "It's where we have to go in the future!"

They universally loved the concept of a spa ambience, the workshops, the opportunity to learn more, the demonstration kitchen and opportunities to see and meet celebrities in design, fashion and the culinary arts.

Ad brands Zilly as a destination far removed from the ordinary furniture store experience.



(l-r) Two City of Vaughan officials/representatives; Deborah Bonk Greenwood, CEO/President City of Vaughan Chamber of Commerce; Tim McWilliams, Sales Manager; Jane Lockhart, TV Host/Designer; Natalie Papia; and Mina Patano, Store Manager.

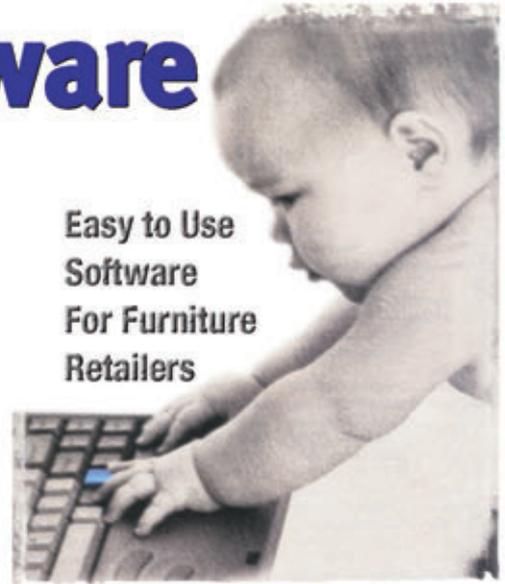


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“An advanced demonstration kitchen dominates an area large enough to accommodate informative consumer workshops.”

Just the right building was found in the requisite busy location. Once a winery, the space was ample, but needed much renovation. Zilli required approximately 22,500 square feet and three floors were available. Architects waved magic wands, staircases, elevators, enormous windows, new walls, new flooring, accommodation for water features, exterior and interior signage, landscaping, and an extraordinary marketing strategy evolved. All of this hectic activity was steered and controlled by Natalie, the inexhaustible entrepreneur, holding tight to her vision!

It was during this period that Zilli's environmental commitment was established. There's a promise to "growing greener, stretching beyond accepted green parameters. Learning together how to execute green design principals, recognizing economic, ecological, aesthetic and social values." Right now, a line of upholstery is available in recycled cotton, organic hems or cottons with corn or soy based foams, as are tables and units of recycled woods or woods from sustainable forests, accessories of

bamboo and similar green resources. In packaging, shopping bags are reusable canvas. Only recycled paper bears the Zilli logo, and deliveries are all blanket wrapped. In the Zest Zone, the demonstration kitchen, food composting and green bins are the order of the day. All paper, cardboard, plastic bottles and cans will be recycled, and a compactor unit in the receiving department will prepare all plastic wrap and cardboard for the recycling plant for processing. Motion sensor lighting is installed in Zilli's lavish bathrooms, offices and kitchen, all compact fluorescent lamps. And 24-watt metal halide halogen lights instead of 100-watt incandescents.

Ceramic flooring was used wherever possible and appropriate. In the offices, Interface, 20 inch square carpeting has been installed. When replacement time rolls around, Interface recycles and reuses the material to make new flooring.

There's a touch of Feng Shui. The pond and waterfalls "will energize the flow of chi, the yin and yang of calm and energy, and the promise of wealth and

prosperity". Traffic patterns are carefully orchestrated according to the Feng Shui "heart flow" path, and invigorate one's trip through Zilli! Said Natalie, "Our vision is to incorporate environmental awareness and potentially full procedure in every element of the business. As we grow, so will our carbon footprint diminish, an ongoing process. And doesn't it make you feel good to know you're doing your best to preserve planet Earth for your children, grandchildren and yourself?!"

Zilli is a member of the SFC (Sustainable Furniture Council). And throughout the store, green signage and posters discuss environmentally friendly content of product lines.

Natalie's first buying trip to High Point as a retailer was an eye-opener. Ideas and concepts developed over years of working within the industry, travelling all over the world, fell into place.

In preparation for the Grand Opening, media lists were researched, invitations, kits, releases, photography were designed and produced. Ads were devised for several appropriate magazines, a flyer to be inserted in The Toronto Star was assembled and distributed, 100,000 two Saturdays in a row following the Grand Opening.

A good gathering of media covered the Opening, television, radio, shelter magazines, local newspapers and publications, each individual receiving personal notes of thanks from Natalie. Those who could not attend were followed with post-opening releases. Remote radio was used effectively. All media will get updates and announcements of high profile events regularly.

A Newsletter is under construction to be used on Zilli's website, for distribution at the store, to selected media, to local and provincial government offices and other important contacts. Shelter magazines have been approached for exposure of both Natalie as an up-and-com-

ENVIRONMENT MATTERS AT ZILLI

Our mandate for the environment is heightened awareness and positive action. It's an on-going process of self-improvement, learning together how to execute green design principals, recognizing economic, ecological, aesthetic and social values.

UPHOLSTERY: Zilli is proud to present select upholstery that is made by members of the Sustainable Furniture Council. These upholstery manufacturers use lumber that is harvested from domestic forests which are replenished.

See also our selection of recycled cotton, organic hems or organic cottons. Plus, select foam cores are partially plant-based, reducing the use of petroleum by 20%. This foam is produced with a virtually emission-free manufacturing process.

DINING: Select tables and units are constructed lead free.

PACKAGING: Your choice of reusable canvas shopping bags or our recycled Zilli paper bags. Deliveries are blanket wrapped — no packaging needed!

LIGHTING: Efficient lighting alternatives help us conserve energy! Our bathrooms and kitchen have motion sensor lighting. We also use compact fluorescent lamps, which are four times more efficient than incandescent lamps and have a reduced mercury content that is safer for our environment.

Like Family.

(L to R) Billy, Leonard, Roberta
and Randy Baer
- Owners, Kline's Furniture,
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- Leonard Baer
President, Kline's Furniture

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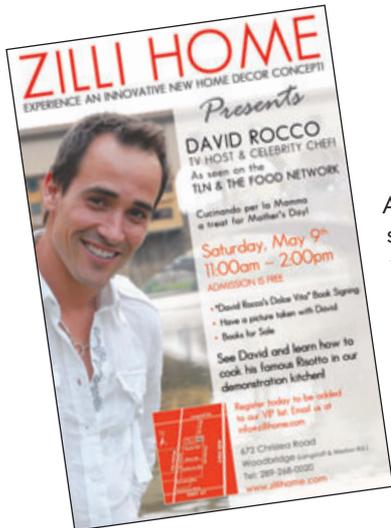


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Another event coup, this staged as a promotion for Mother's Day. Yet another TV host, (TLN and The Food Network), a celebrity chef! Publicity reads, "ZILLI HOME presents DAVID ROCCO.

ing entrepreneur and the facility as "the place to go" (Great feature coverage already in Style at Home magazine, July issue.)

Leading up to the Opening , work began on Zilli's website. An ongoing process, it will offer substance and surprises to the hugely growing population of active Internet users. Content includes "The Zilli Story", lots of colourful visuals of collections, indulgences and accessories, and action shots of Natalie's delightful children! There's updated environmental commentary, the opportunity to join the interactive "Inner Circle" inviting consumer commentary in addition to Zilli's suggestion boxes and surveys. Incentives and promotions will be announced. The "newsletter" will offer hints and tips on design, news and trends, profiles of designers, artisans and chefs, ideas for entertaining and care of fine home furnishings. Soon a user -friendly room planner will be added to the mix. See for yourself at www.zillihome.com.

In-home and store consultations are offered by Zilli's designer sales associates who work on "a combination of salary and commission". There are special incentives for interior designers.

Natalie's paternal grandfather , the original Angelo, was very precious to her and, on his death, she made the decision to dedicate her community philanthropic work to his memory. She will support children through donations of books to local schools; seniors, working with retirement and nursing homes, and health with the Vaughan Health Centre. Later, she will extend Zilli's reach to international environmental concerns, women's rights with micro -banking enterprises and, from this, feel-good products for Zilli's customers.

"When we began formulating the Zilli plan, we certainly didn't realize what type of economy we would be opening in. We had many great plans and were not going to let the economy stop us. Businesses that open in a bad economy usually do well; it will make us strong! We're not afraid of a little bit of hard work!"

The culmination of a dream? Or the beginning of a new era? We promise an update, April 2019!



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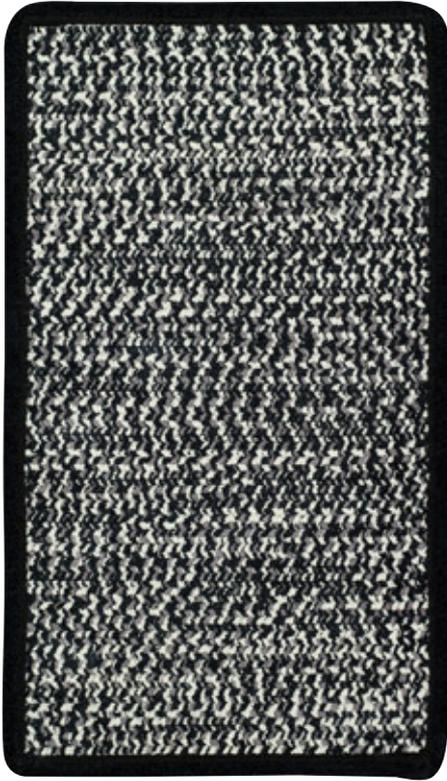
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Design



Capel

Safari Zebra is from Safari, a collection is patterned to achieve the look of exotic animal skins. The exclusive double chenille construction combines texture with a great hand. Creative use of an additional outside border adds a tailored finish. Made in the USA, these reversible rugs are available in the colorways zebra, giraffe and bengal. A 5' x 8' rectangular rug may retail for \$399...Contact information on index page 64.



Magis

Flower is an injection molded low chair made of transparent polycarbonate. This modern chair is available in clear, smoke grey or brown with choice of seat cushion colors. The plastic shell weighs 22.7lbs...Contact information on index page 64.

Camlen

The "Elegance" Entertainment sideboard and hutch is shown here in a distressed Caramel finish. The TV unit is complimented by the "Sugar Hill" occasional table set which includes coffee table, base console and end table. Made in Canada entirely of solid wood. Contact information on index page 64.



Canadel

The Champlain Collection features solid birch, marked by time, with an eleven step antiquing process, sealed with a durable catalyzed lacquer finish. The Lawrence table, 54" round, is a show piece, and a stand-out in the collection. The upholstered parsons chairs update the style and make this set versatile for casual or formal dining.

Contact information on index page 64.



Huppé

This entertainment unit is contemporary in design and available in 19 finishes. Shown here in Soft Sand finish. Contact information on index page 64.



Dynamic

The 277 series - Fiji features clean lines and a sophisticated finish in a rich dark chocolate with beautifully matching Marble laminate tops. Elegantly styled copper hardware complements the subtle gloss of these promotionally priced case pieces.

Contact information on index page 64.



Design



Samuelson

Manufacturer of handcrafted bedroom, dining room, living room and occasional furniture. Shown is the Fusion Red Chest, ideal for storage or as a side table. Chest measures 39"wide, 18.5"deep and 30"high and is shown in Espresso base with fusion Red cabinet finish...Contact information on index page 64.



aspenhome

Writing desk with low hutch has a pullout shelf for laptop and plenty of storage sections. Desk is crafted with veneers made from sustainable bamboo. From the Origin Collection is sized to fit into today's smaller scale homes...Contact information on index page 64.



Bertanie

The latest BDM + Furniture Inc., specializing in the design, manufacturing and finishing of higher end solid wood casual and formal dining furniture. This Contemporary styled group, is made of solid North American birch...Contact information on index page 64

Schwartz Woodworking

This entertainment unit is made of solid hardwood and has ample media storage. It comes in eight different wood species with over forty stain options. Also available in other sizes and styles. Contact information on index page 64.



Veneman

Fashionable outdoor furniture line styled from Disney's first non-character, lifestyle brand. "Griffith", is one of four collections in this new line...Contact information on index page 64.



AP Industries

From the Elevation Collection, the 2400 adult bedroom is made of solid birch and birch veneers. Available in 35 finishes. Contact information on index page 64.



Design



F & N Furniture

The new 48" x 48" Artesa dining table and chair group has a strong clean design. This American made set is available in oak, quarter-sawn oak, cherry and maple with a choice of over 25 color finishes.

Contact information on index page 64.



Classy Art

Venetian Patchwork from the Fine Art collection, is an ornate traditional patchwork designed print, gracefully double matted and framed in a 4.5 inch deep brown polystyrene frame. Retail \$179.

Contact information on index page 64.

Simply Amish

The East Village Collection features full overlay fronts and is available in 7 woods, over 75 finishes and many options including custom. English dovetail Hardwood drawers are a special feature of this fine furniture...Contact information on index page 64.





BDI

Home theater takes on a whole new shape with the curved lines of the uniquely engineered Revo collection. Unit rotates on its swivel base, providing a view from anywhere in the room...Contact information on index page 64.



Dutailier

The Crescendo is part of the Comfort Recliner Collection available in 3 versions (glider, glider recliner & glider recliner with an integrated footrest), 5 wood finishes, 26 leathers and more than 125 fabrics.

Contact information on index page 64.

South Shore

The Cakao Collection is contemporary in style with an abundance of storage space. The absence of a kickplate affords the cabinets a distinctive air with drawers that seemingly float above L-shaped metal legs. The angled metal handles accentuate the collection's modern design.

Contact information on index page 64.



Design



Harden

The new winged club chair with panel arms and high kick pleat skirt has a soft and rounded back shape that is accentuated by a contrasting welt. Shown with matching ottoman...Contact information on index page 64.



Hooker

Revolving Chest from Kingston, a 70 piece collection of bedroom, dining room, accents, home office and home entertainment furnishings..Contact information on index page 64..



Shadow Mountain

With an emphasis on artistic details such as bas-relief panels, rustic styling, and a beautiful two-toned mahogany and cherry finish, the Montana Reflections collection of bedroom, dining room and occasional pieces is characterized by authentic northwest-inspired embellishments including distressed leather and nailhead trim. Contact information on index page 64.



Conrad Grebel

Dining group from the Simply Dining program features 38" x 54" gathering height table with one 18" leaf (38" x 72").
Contact information on index page 64.



Groovystuff

The Wall Table is among a vast collection designed for today's lifestyle. The rich colors and tight grains of this re-claimed teakwood combine to form the unique character and patina of this furniture, suited for both indoor and outdoor use. Contact information on index page 64.

Stanley

The new Classics, is a mix-and match bedroom collection comprised of more than 65 pieces, and designed to bring together a style that is both old and new, subtle and bold. Each piece is available in five different finishes: Colonial Cherry, American Cherry, Heritage Cherry, Antiqued Pearl and Weathered Ebony. Contact information on index page 64.



Bauer International

Unique pieces from the Roosevelt Collection are hand-crafted of solid mahogany, accented with crocodile embossed leather and campaign style brass accents...Contact information on index page 64.

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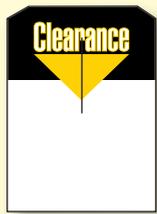
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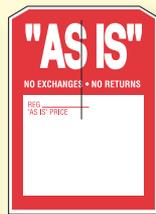
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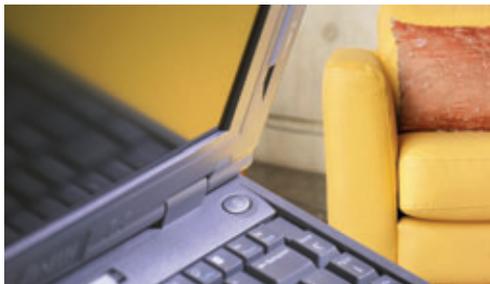
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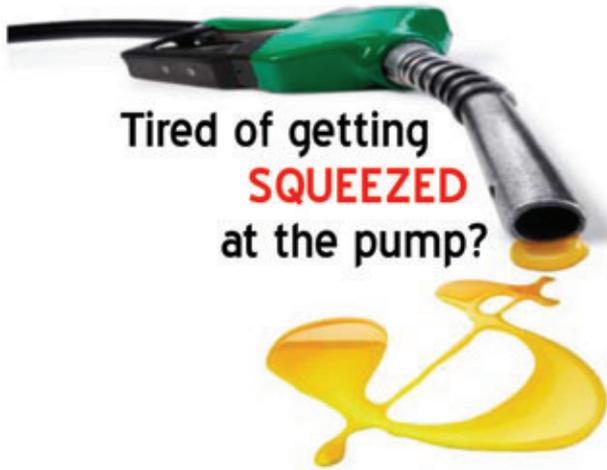
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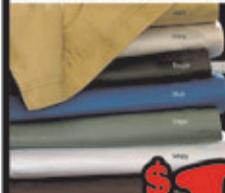
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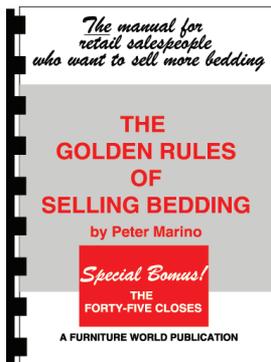
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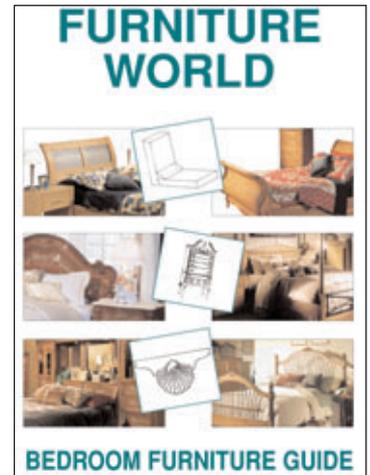
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If you are thinking of going out of business and want to achieve the highest and best result without giving away "the store", **give me a call**.

DON'T PAY BIG LIQUIDATION COMMISSIONS. DON'T PAY FOR A SALES MANAGER. DON'T PAY FOR TRAVEL AND LODGING FOR SALESPeOPLE OR OFFICE PeOPLE. DON'T PAY BIG ADVERTISING BILLS TO GET THE JOB DONE. THE LIQUIDATION COMPANY or PROMOTER IS NOT YOUR PARTNER. Why should they trade on your name, your reputation, use your premises and make all the money?

Please, if what you have read makes sense... give me a call. There is no cost or obligation. All inquiries are in strict confidence. I look forward to hearing from you. Thank you.

Sincerely,

 Martin Goodman
 PROFIT RESULTS, INC.

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