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divine

# Turnstone and divine

Strategic Document

*turnstonefurniture.com Web Site*

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# I. Understanding of turnstone

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## A. Core business strategy

Turnstone furniture is a wholly-owned subsidiary of Steelcase furniture. The purpose of the subsidiary is to expand the Steelcase market to include the EPV (Ease, Price, Value) market segment. The turnstone brand has been developed to target EPV but because of the brand's low cost and high design quality, many traditional Steelcase customers purchase turnstone furniture as well. However, the strategy remains the same, continue to market and sell to the EPV market segment. The Steelcase dealer network is the manner by which turnstone sales are conducted.

## B. turnstone Brand Strategy

Brand Positioning Statement:

Turnstone's purpose is to help people work effectively while enjoying their daily work life, through affordable, well designed, user-focused solutions no matter where they work.

Smart Design. Good Value. Simple Solutions.

Core Brand Attributes:

- Speed
- Attitude (irreverent)
- Fun!
- Smart Design
- Focus on the end-user
- Be a pleasure to do business with
- Design unity
- Real people

## C. Market Position and Aspirations

Turnstone's focus is on the quality of their products and in servicing their customers to the fullest. They believe market share comes from delivering on this focus.

Some of the competition in the EPV market:

- Hermanmiller Red ([www.hermanmillerred.com](http://www.hermanmillerred.com))
- Izzy Design ([www.izzydesign.com](http://www.izzydesign.com))
- Inscape ([www.inscapesolutions.com](http://www.inscapesolutions.com))
- Hon ([www.hon.com](http://www.hon.com)) – *they set benchmark for low price*
- (specific product lines of large furniture manufacturers)

#### *D. Customer process*

Because turnstone is a manufacturer and marketer, it is generally assumed that a key aspect of their business model is to appropriately address customer needs from acquisition to post-sale. The internet enables organizations to automate many business processes including the “customer process.”

Divine defines the customer process to be as follows:

- 1) Customer Service
- 2) Pre-sales
- 3) Configuration
- 4) Order entry
- 5) Inventory and availability
- 6) Status of order
- 7) Delivery and Fulfillment
- 8) Billing

In the case of turnstone, the internet is being used to handle some, but not all, of the steps in the customer process. For instance, a limited number of turnstone products are planned to be made available for direct online purchase with the Leap chair. This initiative will be handled separately from [turnstonefurniture.com](http://turnstonefurniture.com). As a result, no direct purchasing will be offered on the redesigned [turnstonefurniture.com](http://turnstonefurniture.com) site. Similarly, customer accessible account information, i.e., order entry, status of order and billing, may be web-ized but is not one of turnstone’s current internet initiatives.

The focus of [turnstonefurniture.com](http://turnstonefurniture.com) is on pre-sales (approx. 80%) and post-sales support (approx. 20%). Pre-sales involves the dissemination of information about turnstone products and services to potential customers for the purpose of educating and enticing. Post-sales involves providing material that customers will want or need to maintain and care for their products. Because of the nature of pre-sales, [turnstonefurniture.com](http://turnstonefurniture.com) is primarily a marketing and communications vehicle.

#### *E. Customer Profile (Strategic User of site)*

Turnstone’s target in the EPV market is comprised of the following Small Business titles:

- Office manager
- Purchasing person
- Owner
- End user

Small business owners often cannot afford to hire a facilities manager, therefore, they will make decisions and purchases themselves. They will often use the input of their staff to determine which furniture is right for their business. They are concerned with price, quality and ease (high-level interest) and are not intimately familiar with the office furniture business. They will work directly with a dealer to ask questions and make purchases; the dealer will do the majority of the educating and selling.

Customers will have come to turnstonefurniture.com from three origins:

- Word of mouth from the Dealer or linking from a Dealer site.
- Steelcase.com (with some knowledge of turnstone, but it is assumed minimal.)
- On their own.

#### *F. Marketing/Communications*

Marketing and Communications at turnstone plays a key role in pre-sales. To successfully forward the business overall, Mar/Comm works to achieve the following core goals for turnstone:

- Simple messages
- Help people have a complete and positive experience
- Communicate turnstone passion

Some current, extended goals for the Mar/Comm department are as follows:

- Create Mar/Comm materials that appeal and convince the market segment
- Reduce cost of delivering information
- Decrease latency of information dissemination
- Decrease calls with questions from customers

To achieve Mar/Comm's goals, several vehicles for communication are used, including:

- turnstonefurniture.com
- PDF sell sheets
- Traditional print
- Video

Due to the ability of internet technology to achieve Mar/Comm's goals more so than other media, the predominant vehicle for Marketing and Communications will be the turnstonefurniture.com site.

## II. turnstonefurniture.com Strategy Statement

In order to best meet the goals of Mar/Comm and above all turnstone, the following strategic statements have been outlined. These statements are intended to act as guidelines for developing content, functionality and presentation for turnstonefurniture.com now and in the foreseeable future.

### *A. .com site purpose*

Be the main information and branding vehicle for all Mar/Comm activities relating to pre-sales and post-sales support.

### *B. .com site goal*

Create a great user-experience for the targeted user audience.

### *C. .com site objectives*

- 1) Target strategic users (buyers)
- 2) Allow easy access to product information
- 3) Produce rich and valuable product and use information
- 4) Point customers to the dealers to facilitate the buying process
- 5) Be at the forefront of the evolving turnstone brand i.d.
- 6) Enable customer dialogue

### *D. .com site development strategy*

- Cost-conscious, time-conscious development effort
- Build a flexible site that can be added to over time
- First release will, at least, minimally achieve the site objectives
- Leverage existing Steelcase functionality where appropriate

### III. Critical Success Factors

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In order to ensure the success of the Turnstone Site Re-Design Project, the following critical success factors must be considered:

- Timely participation of Client personnel, as defined in the finalized Project Plan.
- Issues that may cause a delay in the project must be resolved within 24 hours.
- Timely review of all deliverables associated with the project, as defined in the finalized Project Charter.
- One member of the Senior Management team, typically the Project Sponsor, must serve as the “tiebreaker” or ultimate decision-maker if conflicts arise among Client team members regarding project direction or scope.
- Timely access to application and infrastructure information, as indicated in the finalized Project Charter.
- Continuous focus on defined project scope and objectives. Integration with broader strategy issues such as market and brand strategy, integration with Steelcase Inc initiatives, etc. are important issues which must be explored but only as additional project work.

## **IV. Constraints**

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The Turnstone Site Re-Design project will be developed within the following initial constraints:

- Target browser of 4.x IE and Netscape with optimization for IE 5.0.
- Develop on the Microsoft platform in place at turnstone.