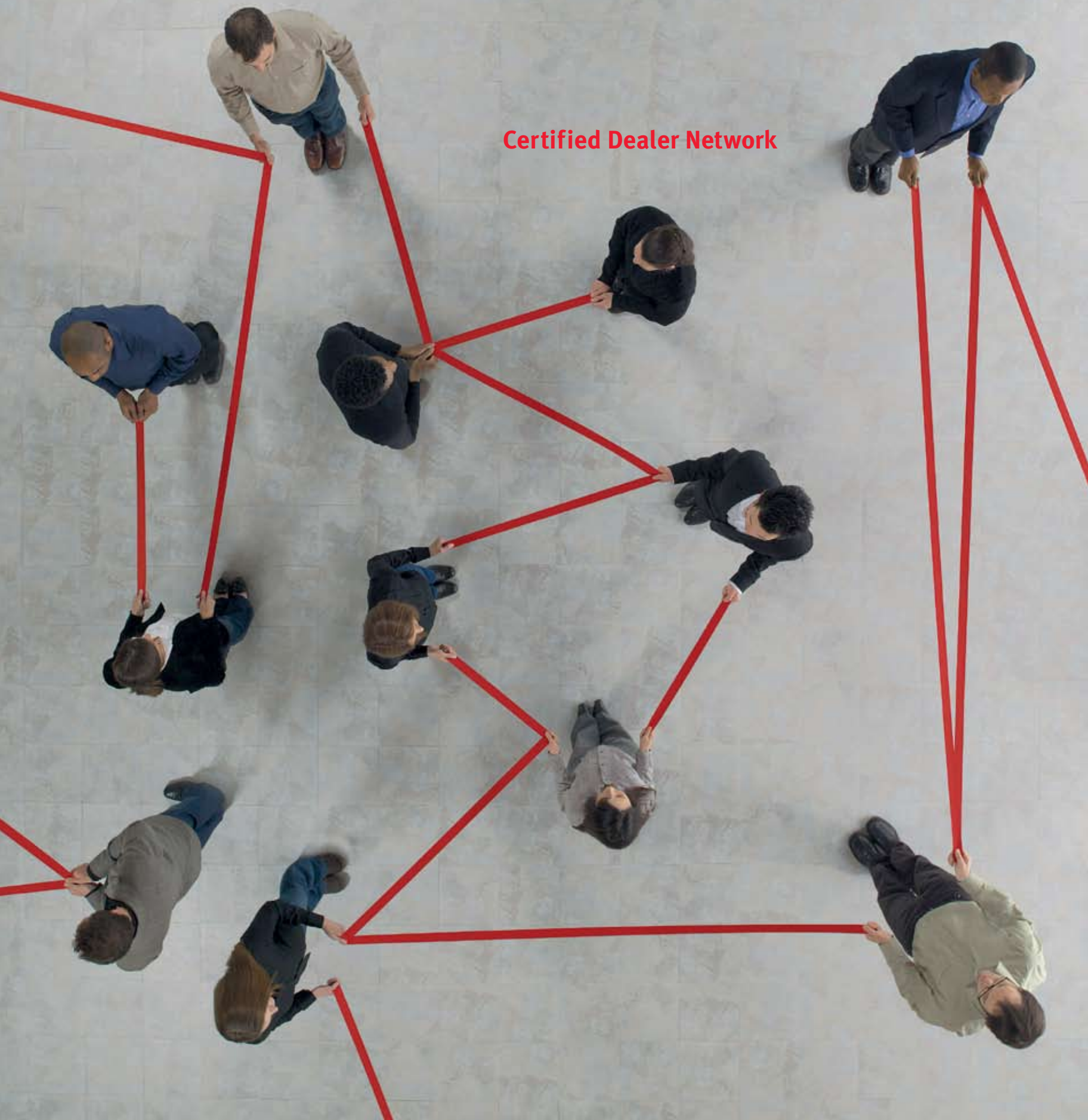


# Herman Miller

**Certified Dealer Network**



**APPROACHING THE WORKPLACE  
FROM A STRATEGIC PERSPECTIVE  
HAS A WAY OF MAKING THE  
QUESTION OF SUPPLIER VERSUS  
PARTNER VERY IMPORTANT.**

As a Herman Miller Certified Dealer Network member, we have a unique and effective answer.

It goes beyond the fact that there are nearly 60 of us in over 100 locations with more than 3,000 employees ready to serve you.

It involves more than the proprietary technology that connects us so we can manage your business requirements more effectively.

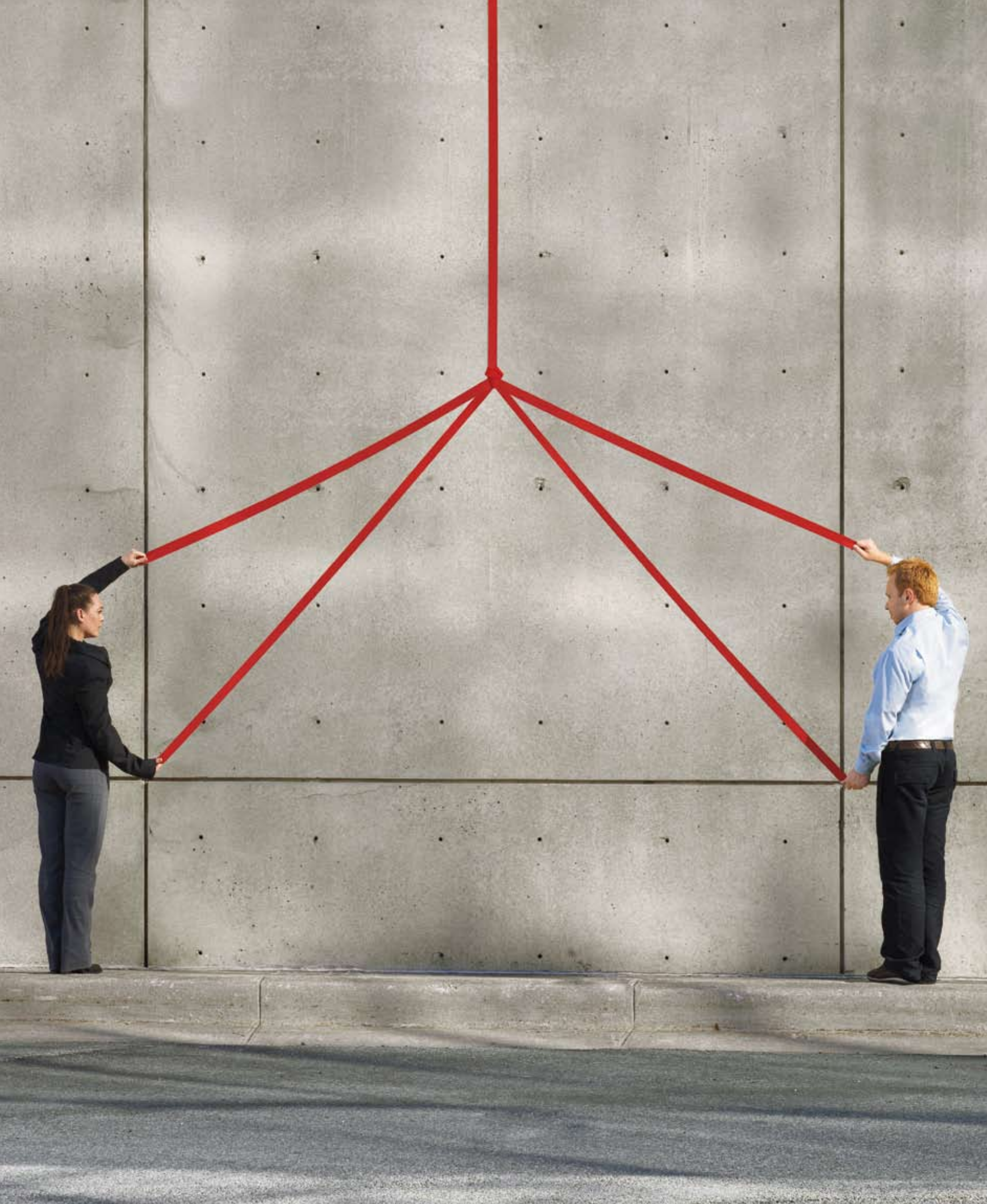
It takes into account more than an annual certification whose sole purpose is to drive continuous improvement.

What's most important is that we understand your need to **create** facilities that enable people to work at their best; **use** all your organization's resources wisely across all your locations; **reduce** costs and risks while never losing sight of strategic goals; and **make** sustainability as natural as breathing.

**We invite you to learn more about how we can become true partners.**

**WHEN DOES A SUPPLIER  
BECOME A PARTNER?**





## WHEN VALUES ARE WOVEN INTO THE RELATIONSHIP

We come by our understanding of the strategic role of facilities honestly. It's a focus we share with each other and with Herman Miller.

We believe in solving problems in a purposeful way that enriches the human experience in all kinds of places.

The Certified Dealer Network is unique in its relationship to Herman Miller. Each member signs a Declaration of Interdependence that joins us together in serving our customers across markets.

Getting our commitments down on paper is just the start. We build a mutually beneficial relationship through regular face-to-face interactions. Our Steering Council brings together Herman Miller executives and 16 of our largest and most successful dealer principals from around the country. This deep, ongoing connection at leadership and ownership levels is basic to how we operate, and it's unique in our industry.

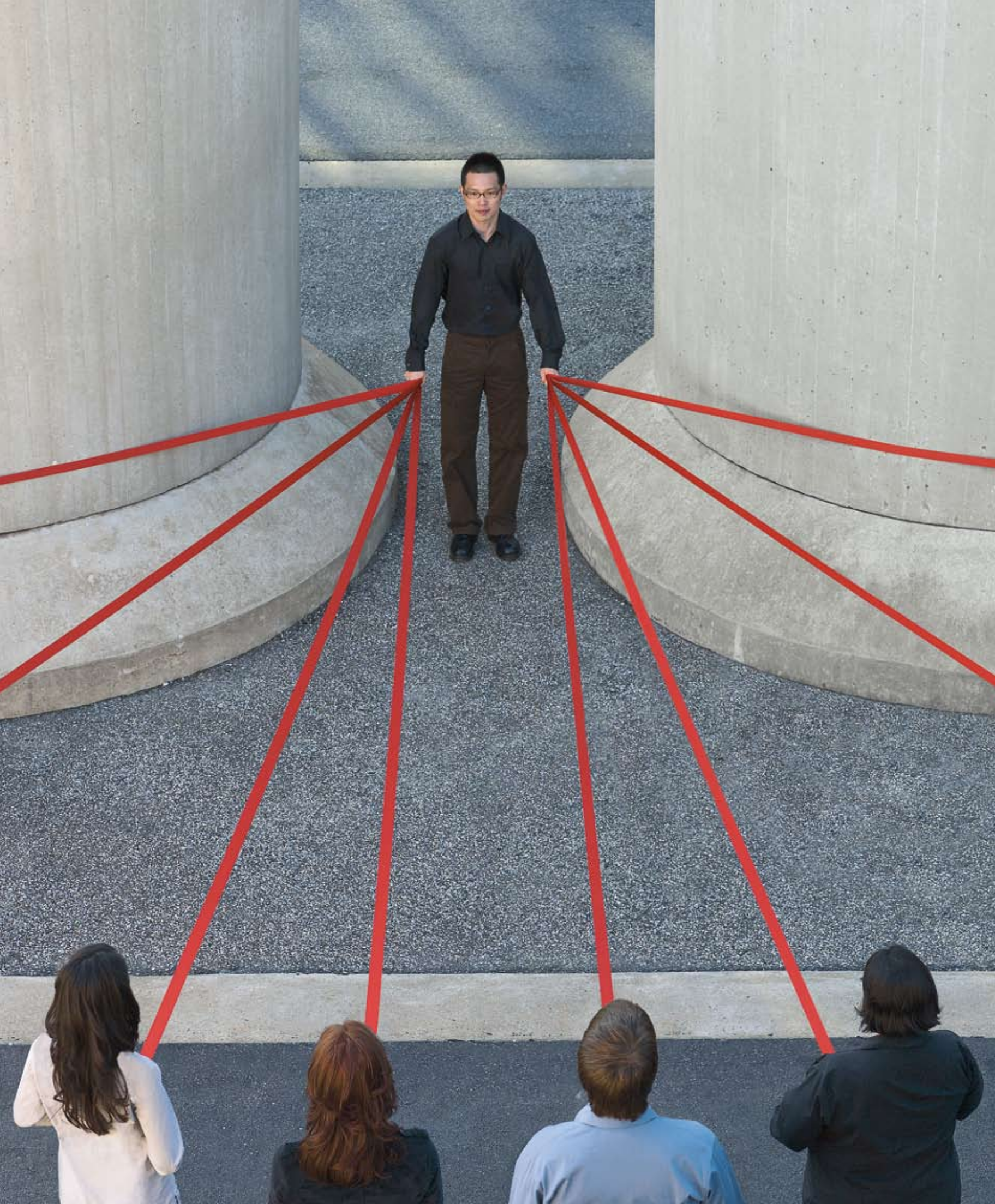
This partnership works precisely because of the values we share with Herman Miller—a spirit that is energetic, vital, inspiring, and passionate. We strive to solve problems and improve work life. We build trusting relationships in which reliability and responsiveness are essential to our performance.

Our connection to Herman Miller aligns us with a leader in exploring the discipline of facility management. That's not surprising given that Herman Miller founded the profession in 1983.

Together, we know the power of making places that help people perform at a higher level. We see how the creative use of place can help people's work lives be more intelligent, productive, and rewarding so they are more likely to remain engaged. These values form the foundation of every relationship we pursue.

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TO SHARE VALUES, YOU HAVE TO GET TOGETHER — LITERALLY. WE MAKE THAT HAPPEN THROUGH THE STEERING COUNCIL. IT MEETS SEVERAL TIMES A YEAR. ITS SEVEN SUBCOMMITTEES — FROM FINANCE TO SALES — EACH CREATE AND COMPLETE THEIR OWN CHART OF WORK, ALL AIMED AT MEETING CUSTOMERS' NEEDS.



## WHEN FOLLOW-THROUGH CAN BE DEPENDED ON

Managing facilities in multiple locations is difficult; it gets more challenging as your budgets shrink and staff is overloaded.

We have the tools, the people, and the processes that ensure consistently reliable service across dispersed locations.

Our ServiceNet™ program is a key tool for delivering consistent, high-quality, furniture-related services at all customer locations throughout North America. Beyond the convenience of a single point of contact for the customer, this tool lets us reliably serve every customer every time.

All members use ServiceNet Web-based software to connect and collaborate in real-time with other Certified Dealer Network members. It lets certified dealers request and approve service and cost estimates and authorize work to be performed—all online. And it gives certified dealers project-tracking capability and accurate and timely status reports.

Other tools, such as our real-time Asset Inventory Management (AIM) software, let our professional team use its expertise to track and manage assets no matter where they're located. The customer always knows what is where so assets can be used most effectively. The real-time nature of AIM and ServiceNet makes them particularly outstanding for increasing efficiency in order to control costs for our customers.

While technology joins Certified Dealer Network members virtually, they also connect face to face. It's another way of building trust that ensures follow-through.

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MANAGING MULTI-LOCATION PROJECTS TAKES TALK. LAST YEAR, MEMBERS COMMUNICATED 270,479 TIMES USING OUR REAL-TIME, WEB-BASED SOFTWARE. THAT ENSURED THE SUCCESS OF THESE PROJECTS AND GAVE CUSTOMERS THE CONVENIENCE OF A SINGLE POINT OF CONTACT.



## **WHEN REGULAR REVIEW DRIVES CONTINUOUS IMPROVEMENT**

Metrics and measures are essential to assessing how well an organization performs and continues to improve.

For us, measurement plays a vital role. Each Certified Dealer Network member gains—and maintains—certification only after satisfactory evaluation.

Participation in the Certified Dealer Network begins with an assessment of the dealer's overall capabilities. This evaluation yields the dealer's initial scores against a series of performance criteria.

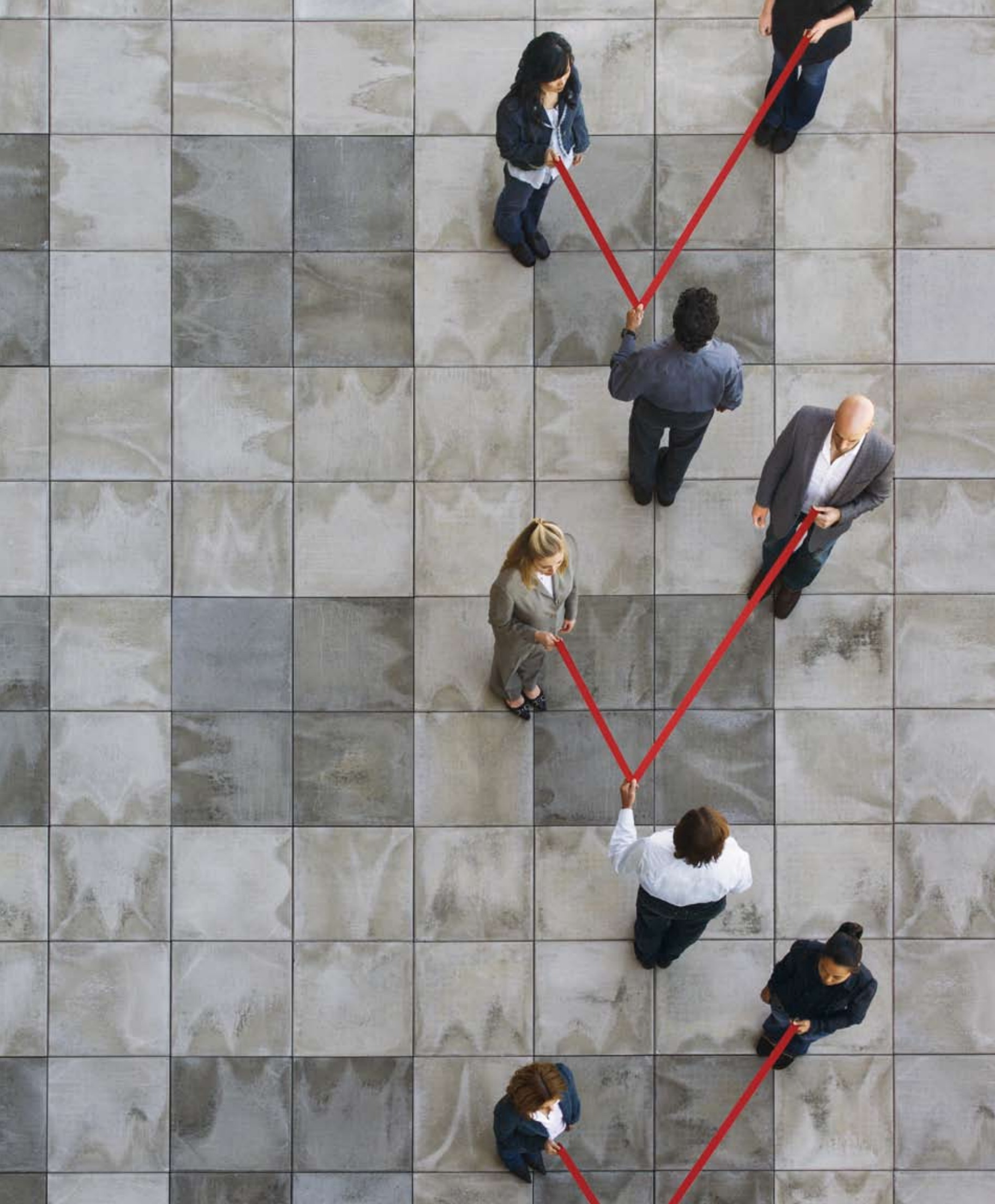
Each year thereafter, Herman Miller evaluates these scores against established benchmarks in leadership, sales, operations, and finance. The dealer must show continuous improvement to maintain certification.

We define continuous improvement as a year-to-year increase in performance against an established set of best practices. Contrary to other dealer associations that merely share best practices among members, these benchmarks are the yardstick used to measure each dealer's annual performance. These measures are comprehensive and include everything from financial benchmarking to certification for installers.

Herman Miller's active role in administering the Certified Dealer Network ensures objectivity. Performance criteria are meaningful in a way that goes well beyond those of self-regulated dealer groups.

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**WE MEASURE HOW WELL NETWORK MEMBERS PERFORM AGAINST OBJECTIVE MEASURES FOR LEADERSHIP, SALES, OPERATIONS, AND FINANCE. MEMBERS' TOTAL PERFORMANCE CONTINUES TO CLIMB.**



## WHEN SATISFACTION IS THERE FOR EVERYONE TO SEE

Satisfaction, yours and that of the people who work in your facilities, begins with an ability to listen.

We hear and understand the people we serve. To gauge how well they are served, we measure customer satisfaction on every project and share the results with the customer.

The way we assess network members is transparent. That's a clear advantage for our customers.

Herman Miller regularly measures how accurately members understand customers' needs. We track how responsive they are to customers' requirements. We make sure members consistently gather information and use it to drive continuous improvement.

As a requirement for continued membership in the network, certified dealers must administer our Customer Satisfaction Survey at the completion of all projects. They must also complete a member-to-member survey to rate the performance of all dealers who participate in the project.

Customers enter their feedback directly into a Web-based program so that the data is accurate, timely, and confidential. We use this information to **analyze** a member's performance trends from accumulated data; **identify** opportunities for improving performance and adding value; **administer** performance-improvement programs; and **recognize** and reward performance excellence and improvement.

Network members can access this information on a secure site. This lets them monitor feedback, track progress toward improvement, and compare performance to other network members. They can also make this information available to prospective clients to use in evaluating a member's performance.

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EVERY YEAR WE ASK CUSTOMERS HOW SATISFIED THEY ARE WITH THE SERVICE NETWORK MEMBERS GAVE THEM. IN 2006, OVER 97 PERCENT OF THE 11,373 CUSTOMERS WE SURVEYED RATED MEMBERS' OVERALL PERFORMANCE GOOD OR EXCELLENT.

## **WHEN DOES A SUPPLIER BECOME A PARTNER?**

Asking questions like these can help you determine whether a dealer will be a true partner.

- How is a single point of dealer contact maintained for multiple-location projects?
- What real-time technology tools do dealers use to ensure accuracy and efficiency?
- How do dealers track, report, and share customer satisfaction on each project?
- Who annually reviews each dealer's performance and monitors improvements?
- Who defines dealer performance metrics and the standards each dealer must meet?
- Is there a documented process for continuous improvement that can be shared?
- How do dealers verify that installers are factory trained and annually reviewed?

**We are ready to answer these questions and to discuss what we can do to become your partner. For more information, please visit [www.hmcn.com](http://www.hmcn.com).**