

## Steelcase Pathways Product Marketing Plan & Implementation

### Challenge:

Develop a marketing plan and strategy to launch Steelcase's new Pathways interior office product portfolio, and develop the necessary marketing and communications support elements needed to merchandise the product line within Steelcase's national dealer network.

### Approach:

- Visit 15 Steelcase dealers; observe sales techniques, interview dealers and key dealer customers to identify SWOT's of current process
- Define Steelcase objectives/requirements regarding product marketing, design, applications, installation and sales
- Identify "fit" requirements within Steelcase distribution (corporate, regional, dealerships)
- Jointly create a marketing distribution plan that supports sales, production and installation goals
- Re-define the sales process within Steelcase and dealerships to align with Pathways product line
- Pilot the Pathways product merchandising, marketing program and new sales process within 5 dealerships and conduct research onsite (video ethnography, customer intercepts) and focus groups)
- Develop a national marketing "roll-out" plan

### Recommendations:

- Limit roll-out to top 50 dealerships nationally to focus reach Steelcase's top 100 customers
- Simplify process, message content and product line marketing materials to speak to varying customer groups (corporate, A&D, facility and real estate managers)

