

# Steelcase 100<sup>th</sup> Anniversary Planning Insights



## Michael Merk

Former, Director of Communications  
Lead for the Steelcase Centennial  
Milestone Master, Anniversary University®

Presented by:

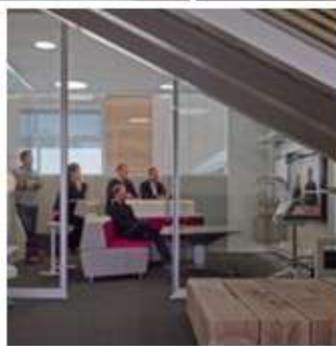


## AGENDA

- 1 How could we use this event most strategically?
- 2 How could we drive engagement around the world?
- 3 How could we align with critical audiences?



# Steelcase



## DIRECTION FROM THE CEO

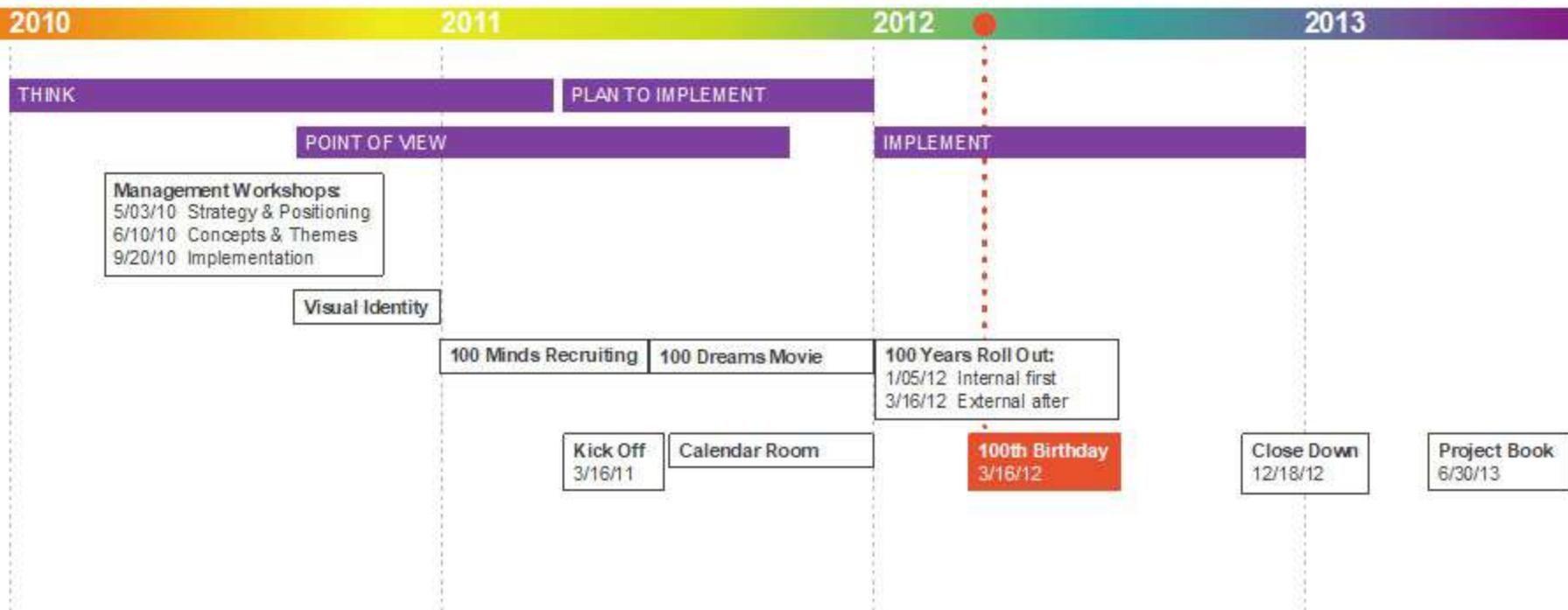


“Optimism about our future  
and position our company  
for the future.”

- JIM HACKETT  
President & CEO,  
Steelcase Inc.

# OVERALL PROJECT TIMELINE

March 2010- June 2013



# MANAGEMENT WORKSHOPS

Getting direction, alignment, and resources

## Strategy + Positioning

May 3, 2010

## Strategies, Concepts + Themes

June 10, 2010

## Implementation

September 7, 2010

### Overall Activity

- Engage our management in the anniversary initiative strategy
- Brainstorm on strategies and concepts
- Co-design / prototype a message
- Align on overall strategy, scale, and implications

### Overall Results

- Common expectations and shared commitments
- Leverage individual opportunities and responsibilities to contribute to an integrated initiative strategy
- Collect expectations and ideas
- Gain support and momentum to take off on execution
  - Resources
  - Budget
  - Organization

# MANAGEMENT WORKSHOPS

1. **Create a headline**—what's the most important message/big idea?
2. **Write a short paragraph**—what's happening and why is it important?
3. **Choose a Jim Hackett quote**—what's the major message/positioning of the anniversary?
4. **Select a media**—where would you most like to see this news appear?

Beth O'Shaughnessy



**HEADLINE**

100 years doesn't happen by accident. Steelcase Inc. celebrates its 100 year anniversary and invites you to experience its plans for the next 100 years.

**PARAGRAPH**

Every once in a while, a FORTUNE 100 global company celebrates 100 years. There's no secret formula for success, but management would like to thank you—Steelcase's customers, shareholders, community, supporters, employees, dealers and suppliers—for embracing its desire to help create great experiences—wherever work happens. Please join us at...

**JIM HACKETT QUOTE**

It takes a village... Never underestimate the power of people working together.

**MEDIA**

Wall Street Journal

Dave Sylvester



**HEADLINE**

The next 100 years...

**PARAGRAPH**

Who better than Steelcase... is positioned to be your partner, thought leader, employer of choice for the next 100 years. 100 years of innovation.

**JIM HACKETT QUOTE**

Through thick and thin, Steelcase has provided... recognition of employees and leaders.

**MEDIA**

Multiple places. See audience post 1.

Mark Baker



**HEADLINE**

Steelcase celebrates 100 years of creating great work experiences.

**PARAGRAPH**

Starting from modest beginnings to name early 20th-century offices safe by invention of a metal wastebasket, Steelcase today celebrates helping customers create great work experiences for over 100 years.

Thanks to the dedication and commitment of our employees and partners, Steelcase has been able to expand from these humble beginnings to support customers all over the world doing multiple kinds of work.

**JIM HACKETT QUOTE**

We feel privileged and blessed to reach this important milestone in our company's history. It is a tribute to the hard work and innovation of our employees to continually respond to customers' needs, understand market shifts and react.

**MEDIA**

Wall Street Journal

Sara Armbruster



**HEADLINE**

Something about who we are/who we will be, has to be our statement of what Steelcase is about.

**PARAGRAPH**

Celebrating 100 years... and looking ahead to the next 100 years (the importance is in our signaling commitment to stick around to continue see success).

**JIM HACKETT QUOTE**

It'd be fun to say something that is tied to our purpose statement. And... asks that gives how fundamental work is to most people's lives, helping make that experience better is important and touches lots of people's lives.

**MEDIA**

In some major media. Would be great to see Steelcase held up as an example to an innovative, forward-thinking company in relationship or business press... not just local or industry press.

Frank Merlotti



**HEADLINE**

Steelcase—best positioned for the next 100...

**PARAGRAPH**

Steelcase has successfully managed the very uncertain times of the last 10 years. Today we re-emerge as a fit enterprise serving customers all over the world.

**JIM HACKETT QUOTE**

Steelcase has successfully transformed its business from a local furniture manufacturer to a global expert on the topic of work.

**MEDIA**

Local sources (West Michigan)  
USA Today  
Wall Street Journal  
Wilmington Herald  
Yonkers  
Fast Company  
Local sources  
Bloomberg

Nancy Hickey



**HEADLINE**

Steelcase—100 years young and focused forward.

**PARAGRAPH**

Steelcase reached its 100th anniversary focused on the future and appreciative of the past. Starting in West Michigan with a small idea that would transform and impact the world of work globally. Driven by simple values and principles.

**JIM HACKETT QUOTE**

Celebrating the future and remembering the past values that shape our contributions to communities and companies.

**MEDIA**

Wall Street Journal  
New York Times  
Financial Times  
Asian Investment Pulse  
European Business Pulse  
Charlie Rose interview with Jim Hill

Jim Keane



**HEADLINE**

Steelcase begins its second hundred years... 10 years at a time.

**PARAGRAPH**

Steelcase may be celebrating its 100 year anniversary, but there have been many milestones of Steelcase over the years—in some ways today's Steelcase is only 10 years old. To survive the next 100 years will require many generations of future Steelcase employees to continue to reinvent the company to compete in a rapidly changing world.

**JIM HACKETT QUOTE**

We are very proud of the legacy of the company built by the many people who have worked here in the past, and honored that the company so many times as it could find new markets and new customers. We intend to continue that legacy.

**MEDIA**

10% in Grand Rapids area, 25% in rest of US states, 25% in stories about companies that last.

I could see us in stories about the cohort... companies that last a long time. Don't stop the same for very long. They are constantly reinventing.





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# FINALIZING THE CONCEPT

Tactical Framework

Design Principles

Image the future	Tell stories	Springboard event	From inside out	Anybody, anyplace
Celebrate insights and ideas	Build community	Lives in all events	Locally relevant + diverse to connect us globally	Moment to speak up—live our purpose



# CONVERSATION FLOW



## Set up JPH

Unlocking  
Human Promise



## 100 Dreams

Capturing 6  
Children's Dreams  
Around the World



## 100 Minds

Sharing Smart Ideas



## 100 Years

Presenting Ideas  
During Events

**Position the anniversary** and our belief in insights to unlock human promise.

**Show the future workforce** and their dreams and ideas around the world.

Provoke a dialogue about how can we unlock the promise those kids will have in the future.

**Invite leaders** in a range of enterprises to share their ideas, thereby creating and nurturing a platform for future solutions.

**Facilitate a dialogue** around the world with various audiences, inviting them to express their thoughts and become part of this initiative.

# 100 MINDS – ACTIVATING YOUR NETWORK...



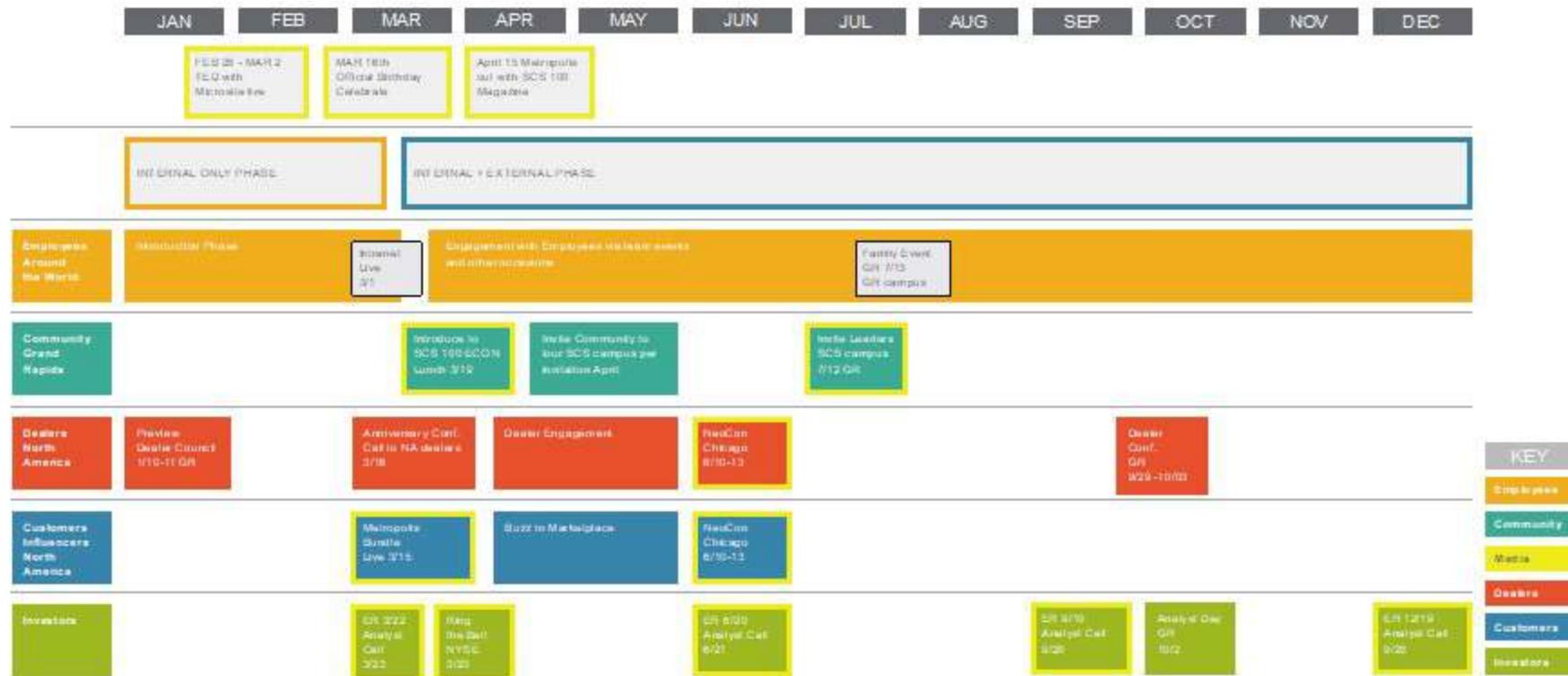


# LAUNCH STRATEGY

	January 5 – March 14	Mar 16 – Birthday	March 19 – End of Year
PHASE	<b>Introduction Phase</b> Looking backward to look forward	<b>Celebration Phase</b> Recognizing the actual anniversary on March 16	<b>Engagement Phase</b> Events allowing locations and functions to celebrate their own history and how they have contributed to the company's heritage and success.
ACTIVITY	Introductory Events a la Town Hall for employees	<ul style="list-style-type: none"> <li>All locations acknowledge the moment as a celebration with cake or other food</li> <li>Company gift to employees</li> <li>Invitation to share stories and to dream "one day Steelcase will..." via the special anniversary space on Spark.</li> </ul>	<ul style="list-style-type: none"> <li>Teams continue the conversation about the future of Steelcase and how our future is going to be shaped by their team.</li> <li>Unveil anniversary truck</li> <li>Ongoing sharing of global events via intranet</li> <li>Opportunity to link to external 100 minds content and events</li> </ul>
TOOLS	<ul style="list-style-type: none"> <li>Our Story Video</li> <li>CEO Message</li> <li>Anniversary Speech</li> <li>One Day Documentary Movie</li> </ul>	<ul style="list-style-type: none"> <li>Anniversary Gift</li> <li>SCS 100 Magazine by Metropolis</li> <li>Gift Collection</li> <li>Microsite 100.steelcase.com</li> <li>Interactive Timeline</li> <li>Story Collection</li> <li>Spark One Day Blog</li> </ul>	<ul style="list-style-type: none"> <li>External Microsite active and showing upcoming events (calendar) and past events (report)</li> <li>Spark Intranet Site Live and showing internal events like the external events</li> </ul>



# ANNIVERSARY EVENTS PLAN



## KEY

Employee

Community

Media

Dealers

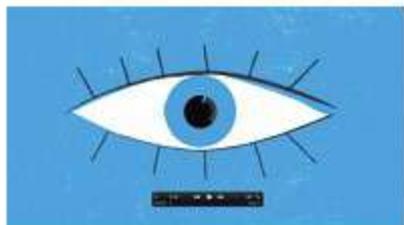
Customers

Investors

# THE ANNIVERSARY MESSAGE

Executive leadership on-stage events

## OPENING



Our Story Animation  
3 min

## CEO SET UP



Video Address  
2 min

## ANNIVERSARY SPEECH



Speech / Script / Visuals  
15 min

## ENGAGE



One Day  
Documentary Movie  
17 min





Steelcase

[Our Story](#) [Steelcase](#) [Seelcase](#) [Furniture](#) [Design](#) [Details](#) [Nutrition](#) [Partner](#)

Language ▾

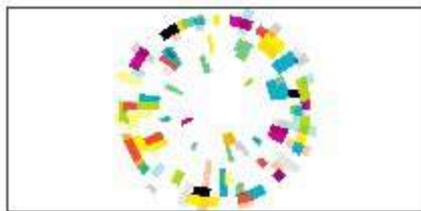
[100 DREAMS](#) [100 MINDS](#) [100 YEARS](#)

To celebrate our **100th anniversary**,  
we asked children from around  
the world to dream of the future.  
See what they had to say.



*Join us. Match wits with them, and send us your ideas.*

Looking back  
at looking forward



# MEDIA IMPACT

**5** Why was Steelcase successful? Key leader company's rise remains humble (Steelcase)

By Jim Hargett | jhargett@steelcase.com  
 Follow on Twitter  
 on March 14, 2012 at 8:00 AM, updated March 14, 2012 at 8:22 AM



Greg Heick, director of construction, left, and Bob Pyle, superintendent of construction, at 30th Street plant.

1/4 | Followers | Share | Comment

GRAND RAPIDS - Robert "Bub" Pew remains humble about world leadership in the office furniture market.

"We were at the right place at the right time with the right peewee in a telephone interview from his home in Florida. "It wa

**8** How Steelcase gives back millions to West Michigan groups (Steelcase at 100)

By Jim Hargett | jhargett@steelcase.com  
 Follow on Twitter  
 on March 16, 2012 at 9:02 AM

GRAND RAPIDS - Back in the early days of the Steelcase Foundation, word around town was that if you acid Steelcase executive David Hunting Jr., on your organization's send, he would slide open the top drawer of his desk and write a check on the spot.

It's not that simple anymore but the goal is the same, says Kate Pew Wilkins, the foundation's board chairperson.



High School Football

**2** CEO Jim Hackett: Last decade to 100 years

By Wendie Muehlen | wendie@steelcase.com  
 on March 15, 2012 at 2:02 PM, updated March 16, 2012 at 9:08 PM

GRAND RAPIDS - What's the secret to corporate longevity?

Steelcase CEO Jim Hackett credits his company's reaching the 100-year mark to good ideas more than anything else.

"We're human-centered as a culture, and therefore human-centered as a business," said Hackett, speaking to an audience of more than 300 Monday at the Grand Rapids Race Club luncheon at the JW Marriott. "And I believe our Grand Rapids roots have a lot to do with that. The community has helped us grow,



**1** Steelcase CEO Jim Hackett gets triple play in Wall Street Journal, New York Times and Forbes

By Wendie Muehlen | wendie@steelcase.com  
 on August 30, 2012 at 7:00 AM, updated August 30, 2012 at 10:06 AM

GRAND RAPIDS, MI - It's been a high-profile month for Steelcase CEO Jim Hackett, who has made headlines in the Wall Street Journal, New York Times and Forbes.

Circuslike or orchestrated?

A little of both, explains Laura Van Dyke, spokeswoman for the Grand Rapids-based office furniture company celebrating its centennial this year.

"The interviews with Jim were coming out of the excitement jitters we've been doing all year," said Van Dyke in an email, explaining that most of the interviews were done over the past few months. "Just one coincidence that they all happened to hit so close to each other?"

The three publications approached Hackett about different topics: leadership, corporate culture and how technology is changing the workplace.




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Allergan Centennial Hospital  
 6000 MILLARD HALL  
 GRAND RAPIDS, MI 49503

## OTHER AUDIENCES





# LESSONS LEARNED

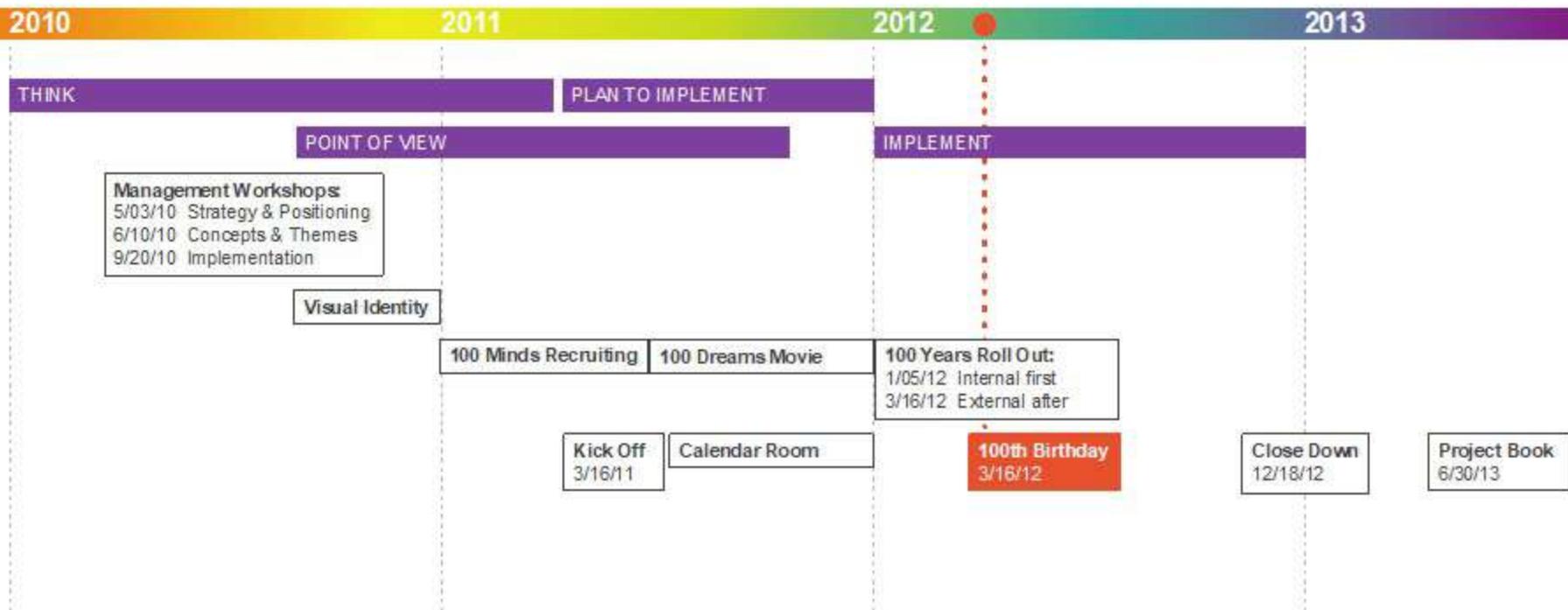
I wish, I could, I wanted, I wouldn't...

- Management buy in was priceless
- Involve key parts / team of the company around the world
- Expect a high expectation to "one time moment"
- Prepare for additional ideas / events as you go
- Integrate marketing activities (launch / branding) ...
- Design for changes (management / crisis / economy)
- Understand the audience gap (expectation vs perception)
- All audiences matter
- An anniversary needs to end...
- Document, capture and record for the ones beyond you...



# OVERALL PROJECT TIMELINE

March 2010- June 2013





# THANK YOU!

For Assistance with Planning Your Milestone  
Anniversary,  
Please Contact, [lisa@anniversary-university.com](mailto:lisa@anniversary-university.com)



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