The Value of Collaboration

The Haworth/Bluescape Story

By: S. Ann Earon, Ph.D.
       President, Telemanagement Resources International Inc. (TRI)
       Founding Chairperson, IMCCA

Challenge

Organizations are shifting from traditional meeting spaces to collaboration spaces with the latest hardware, software, and network connectivity. Collaboration takes place when two individuals or a group of people work together towards achieving a common goal by sharing their ideas and skills. It can happen with traditional and/or virtual teams. With advancements in technology, using cloud-based programs to share files and communicate has become commonplace.

Collaborating in the workplace enables organizations to efficiently complete important projects and meet crucial deadlines. With multiple individuals working on a project, the work can be divided up equally and efficiently between those with the time and the expertise to handle specific tasks. This can also significantly reduce the project delivery time, which may result in significant savings.

Online collaboration has helped facilitate innovative culture by eliminating unnecessary processes, allowing for collaborative discussion, and helping to disseminate the values of the culture company wide.

A productive and collaborative environment can often lead to a stronger return on investment at every level of an organization. This is the story of how two organizations work together using and offering leading edge collaboration tools that enhance collaboration in the workplace.

Hosting

Hosted on Amazon Web Services (AWS)

powered by aws

BLUESCAPE

HAWORTH

HAWORTH SEVEN VALUES

1. We listen to our Customers
2. We rely on our Members
3. We honor Integrity
4. We embrace Continuous Learning
5. We lead with Design
6. We create Value
7. We work to make the World better

> "Haworth is your partner in transforming space, no matter where you are located."

Haworth Overview

Founded by G.W. Haworth in 1948, Haworth is a privately held, global leader in the contract furnishings industry. What began from humble roots—crafting wood furnishings in a Midwestern town on the shores of Lake Michigan—has evolved into a global company with a focus on Organic Workspace® that helps people perform their best.

Over the years, Haworth has grown and evolved, investing in research, design, and acquisitions that expand its portfolio and network to meet changing market dynamics. Haworth aligns its strategies to ensure they are providing their customers with the workplace knowledge, innovation, design, and global expertise required to enable their success.

The Haworth Values define its business behavior, inform its decisions, and communicate its brand in the global markets they serve and the communities in which they live.

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Bluescape Overview

Founded in 2012, Bluescape began as a joint venture between Haworth and Obscura Digital, a creative studio specializing in immersive digital design. Realizing the technological value Bluescape offers, Haworth took over Bluescape and spun it off as a separate company.

Bluescape is an infinite, collaborative workspace designed to accelerate decision-making by enabling anyone to create, communicate, visualize, organize, and strategize virtually anything, anywhere, anytime. The Bluescape canvas is a common area on which everyone can share content, view other content, and make edits that all can see. Through this new technology platform, decision-makers and product development teams are able to improve global communication and problem-solving with teams and executives around the world.

While many companies are focused on facilitating virtual and in person meeting rooms, Bluescape is designed to help users conceptualize work and ideas in a physical plane—a type of spatial collaboration that facilitates creative innovation and product development. All content placed on the canvas is viewable by everyone, who can add and edit for all to view. Participants can quickly access content shared months ago and have an immediate view of all work without the need to search old documents or postings. Consequently, Bluescape has penetrated a variety of industries like filmmaking, creating marketing, and engineering that require sophisticated visualization engines unsupported by traditional collaboration tools.

Operated on cloud-based software, Bluescape can be accessed on multiple devices, including large-scale, high-definition, multi-touch screens, iPads, laptops and mobile devices. The Bluescape workspace has unlimited cloud storage so it can handle all the creativity, files, comments, and whatever else you throw at it.

Complex organizations require more than just collaboration tools. Teams need virtual whiteboards. Enterprises need smart collaborative features and enterprise ready scalability and security.

Bluescape delivers the intuitive features that teams need, and the architecture to support thousands of users and protect proprietary data.

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Bluescape Overview

> Give teams a virtual work platform that lets them work together like they are in the same room. Whiteboarding, integrated video conferencing, and compatibility with existing applications mean employees find value in Bluescape on day one. At the same time, extend existing enterprise roles and permissions throughout Bluescape and keep systems safe from breaches using industry leading security.
>
> Allow employees to use all the tools they already know within a single visual interface. Increase productivity and reduce the cognitive load and information loss that comes from constantly switching between applications.
>
> Use Bluescape seamlessly with favorites like Box, Google Drive, Adobe CC, Google Docs, Office 365, and more. With a completely open ecosystem, it is easy to add in the tools that work best for your organization. Use the Bluescape API to connect and integrate your software solutions into Bluescape.

Onboarding and access are intuitive and easy. Bluescape works with existing user administration architecture and permissions. There is no limit to the number of users allowed in a workspace, and minimal network usage keeps the user experience zipping along, enhancing productivity.

"Show me, don't tell me where things are happening in the world." Bluescape allows users to put things on a digital map, circle places of interest, and walk a decision-maker through the event process.

EXECUTIVE LEADER, USG

The Value of Bluescape to Haworth

Like most organizations, Haworth has a variety of departments that need to collaborate with others, internally and externally.

Bluescape has proven especially valuable for product development, customer engagement, operations/logistics, and HR recruitment.

The single most important feature that differentiates Bluescape from other collaboration tools is its almost limitless whiteboard to collect, display, and present ideas and activities all in one setting.

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Product Development

With Bluescape, product development team members can see, add to, edit, move, or comment on files directly in the project workspace, based on the permission level they have been given. Remote work is simply business as usual. Enable everyone involved in product development to interact with one another and the project information and files in real-time, just like they would in person.

By seeing projects laid out visually, brainstorming sessions grow more productive. Participants are more involved. Presentations are more impactful. Decision-making is more informed. Participants can capture every idea, comment, and change. It is easy to track who is doing what, all in one place.

Templates are quick and simple to set up and use multiple times to see all meetings, presentations, and project spaces in a similar format. When working together in one virtual space, there is no need to "pass back and forth." Sharing, commenting, discussions, and decisions happen faster and more organically.

A record can be kept of everything that has happened on a project—meetings, comments, decisions made, iterations and more—all in one place for easy reference and real-time situational intelligence.

WALLS BUSINESS UNIT

The Walls Business Unit at Haworth has embraced Bluescape and finds it allows them to create content, upload it, and communicate quickly between groups. Four groups: Walls Door Development, Walls Business Update, Walls Insight, and Walls Oasis Discover, are using Bluescape regularly as an integral part of their business activities.

WALLS DOOR DEVELOPMENT

Bluescape helps create a visual index/archive of content over a period-of-time, all of which is immediately available to chart progress, clarify previous decisions, and drive towards clarity regarding project scope and customer need.

Doors are complicated to assemble with a large breadth of options. Prior to deploying Bluescape, the door development process was time consuming. Everyone needing to be involved in the process did not have ready access to all the data needed. This meant the process took longer to complete resulting in a slower time frame to get products to market. Using Bluescape allows the Door Development group to have a snapshot

BLUESCAPE®

of all activity year-over-year. With Bluescape, content can be collected, and groups can review the data, as well as communicate statement of line documents with everyone needing to be involved in the process. Walls use of Bluescape has grown from an archival location to an aid to development of programs, ideas, and the ability to get quick buy-in to projects. Use of Bluescape has evolved from larger projects to subprojects allowing the Walls group to track designs for specific projects, conduct benchmarking, review performance requirements, and conduct ideation.

The initial results from the Door Development group were reductions in travel time by 50%. The applied use of the reduced travel time enabled the team to invest more heavily in the complicated design and project management process (the team used Bluescape for this as well). They were able to reduce their project times by 50% as well, while the improved process reduced quality issues in the field by 25%.

WALLS BUSINESS UPDATE

The Walls Business Unit holds monthly sessions to share information with team members. Historically, these sessions have been held with telephone calls and sharing PowerPoint slides. There was no easy way to track information from meeting-to-meeting aside from reviewing past notes and slide decks. Monthly sessions are now held using Bluescape where presentations are uploaded, and edits are made as the meetings progress. The business uses Bluescape to collect and share data, as a presentation tool, and as a receptacle for ideas. The technology has become second nature to employees and a valuable asset for accomplishing tasks more quickly.

By having all the information, decisions, and presentations in one place, the time for meetings in the business were reduced by

approximately 25%. The use of Bluescape was part of the contributing factor that resulted in an increase in employee engagement by the teams of approximately 10%, and reduction in turnover.

WALLS INSIGHT

The Walls Insight group is responsible for the development of marketing collateral (brochures). Prior to deploying Bluescape, the group exchanged ideas with one another through emails and telephone calls. There was no easy way for everyone to review one another's content and have an ongoing thread of edits. Now Walls Insight uses Bluescape like a bulletin board to track marketing collateral and make changes to the collateral everyone can review, edit, and approve. Bluescape provides a way for people to see the flow of information, the nature of the collateral being produced, and make immediate revisions all can view. Bluescape is also being used to get work assignments, archive past collateral, and for personal usage to track projects.
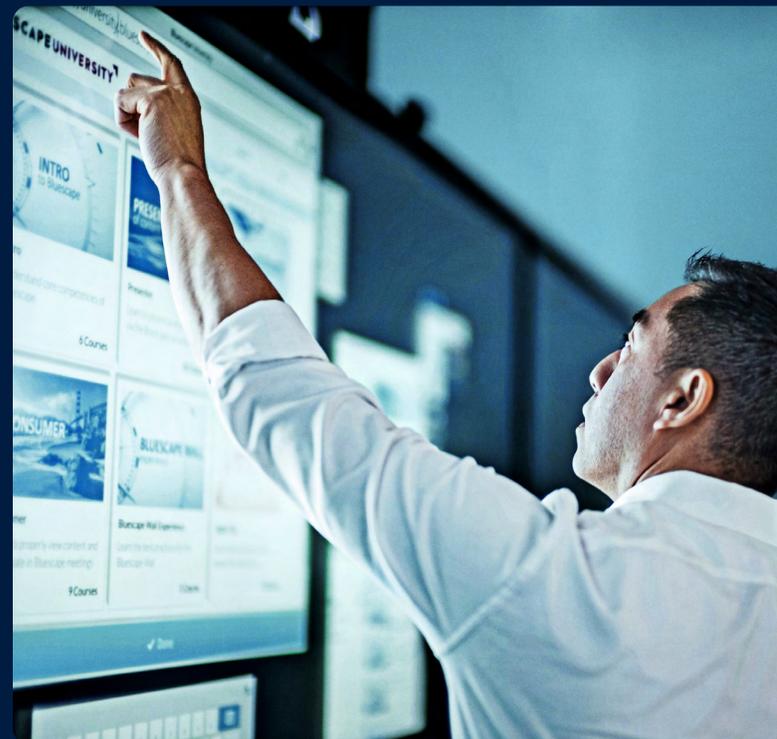
BLUESCAPE

Bluescape accommodates the layering of multiple ideas and content on top of one another to improve ideation, allowing for multiple concepts to be developed simultaneously by multiple users. Results are a reduction by 50% in cycle times for development and disbursement of marketing collateral.

WALLS OASIS DISCOVER

Walls Oasis Discover is using Bluescape in the discovery phase with clients and dealer partners. It is used to gain insight into needs and for ideation. Bluescape helps Walls Oasis Discover scope out opportunities. Use of Bluescape is growing organically as groups are taken through the design and development process, with results generated in a presentation quality format. The technology is also being used to launch product core messaging. Participants are amazed at how quickly work can be generated and completed with involvement by everyone needing to participate from clients to dealer partners to Haworth employees.

Walls Business Group revenue increased by over

18% in 4 years with no additional head count added and a cycle time reduction in product development/design by 50%. The customers that worked collaboratively with the team through Bluescape purchased more Haworth non-Walls products. Using Bluescape was not the only reason for the result, but it was a huge contributing factor as a result of the intimate process.

Bluescape provides a number of different means of inputting content from multiple sources (uploaded from the web, copying from one's desktop, live sketching, drafting of text/notecards). The diversity of content creation allows for multiple users, that may process content differently, to share ideas within the session.

"Bluescape gives Walls the ability to track and collect development content within a single virtual environment which is always accessible for review and collaboration."

NATHAN SHEDD, PRODUCT DESIGN MANAGER, WALLS

BLUESCAPE

Customer Engagement

According to B2B international, "Most companies lose 45% to 50% of their customers every five years and winning new customers can be up to 20 times more expensive than retaining existing customers. Moreover, just a 5% reduction in the customer defection rate can increase profits by 25% to 85%, depending on the industry." Clearly, strong customer engagement and satisfaction are critical to business success.

Communicating with customers has always been vital, but these days it is more critical than ever. The challenges customers are facing are more complicated—every company, in every industry, is working in a marketplace that is changing more rapidly than ever. The effects of a pandemic only increase the challenges organizations are facing to find ways to communicate effectively with customers.

Efficiency and speed are the name of the game. No matter what your expertise, you need to deliver to customers in the most powerful, engaging, and efficient way possible.

With the help of Bluescape, Haworth has doubled their revenue without adding additional headcount from 2013 through 2019. The win rate increased by over 50% and the processes that are connected to the customer have been reduced in time by 50%. Putting your customer

in the process with Bluescape has a lot of potential for improved profitability.

Using Bluescape visual collaboration software, you can bring customers into the strategy and design process from day one, allowing them to see how you are thinking in a highly visual and captivating way. When customers are part of the process from the beginning, they can provide feedback early and often, preventing disconnects or miscommunication.

With Bluescape, your team and your customers can work together anywhere, anytime, from any device, so no one is left out of the process. Meeting notes can be captured in the same virtual workspace as all other materials for the project, ensuring that no idea or comment is lost.

With Bluescape, you are not just communicating with the customer, you are collaborating and creating, driving to a better solution faster.

BLUESCAPE

RFC GROUP

RCF Group, based in Ohio, focuses on providing tailored and comprehensive workplace solutions, gaining insight through listening sessions to understand customers' business culture, needs, and challenges. RCF Group then utilizes its knowledge and expertise to help customers exceed their goals, ensuring accountability and responsiveness to form a long-term relationship.

RCF Group has introduced Bluescape to dozens of businesses and has seen firsthand how effective the tool is at connecting the business drivers of the client to the projects end-result.

The process begins with a listening session and all information is uploaded into Bluescape. By walking the client through the tool, they are able see the plan in an interactive way that sets realistic expectations and a consistent end goal that everyone agrees on, leaving no chance for errors.

Having a workspace in Bluescape for life enables RCF Group to document the journey and grow with their clients creating a partnership and a level of trust like no other.

"Hosting design in real time sessions while using Bluescape, regardless of team location, expedites decisions and changes in a collaborative setting. At the end of these sessions, the project team can walk away with a fully developed and approved package, saving numerous hours and emails amongst the team."

JOE KIMMEY, DIRECTOR OF CLIENT EXPERIENCE AT RCF GROUP

"On average, our clients have stated that the utilization of Bluescape for design in real time reduces the costs of developing and implementing the furniture package by 50% - 70% and increases the 'speed to market' by 30% - 50% compared to the traditional process."

DAVID HABEL, GENERAL MANAGER AT RCF GROUP

Operations/Logistics

Operations and logistics focus on making sure the right amount and quality of materials and goods are produced and delivered to the correct recipients according to schedule. Operations is also known as supply chain management, which is defined as the planning and management of all activities for sourcing and procurement, conversion, and logistics management. Logistics covers transportation, warehousing, materials handling, order fulfillment, inventory management, and supply/demand planning.

Operations and logistics workers are needed for scheduling and overseeing trucking, tracking inventory, mapping delivery, and storing and handling products and materials.

Haworth found Bluescape a valuable tool for operations and logistics when they began to realize shipment due dates were being missed. Orders are fulfilled from 12 Haworth plants. Bluescape is now being used to manage the process. It helps balance the workload and people can be easily moved between sites as needed. Prior to using Bluescape, Haworth had a spreadsheet on one computer that had a shortage list with two columns, orders and orders missed. It was very disjointed. As a result of implementing Bluescape, where everyone can see what is happening and react immediately, there has been a reduction in missed orders, a reduction in overtime, transition of people between factories, and complete logistics oversite. Haworth is saving time and money, as well as making customers happier with on time delivery of products.

The root cause of the missing shipments was due to the challenges of managing the cubing of a truck appropriately (filling a truck to the right level with the right product for installation on the right day) with 12 manufacturing facilities located across the US. Bluescape reduced the use of LTL shipments by 75%, thus improving customer satisfaction on delivery of products and the reduction of internal shipping costs.

AFTER ADOPTING BLUESCAPE

"Consolidating our overflow review process in Bluescape allows for quality time spent on problem solving. We collect artifacts in several formats from disparate systems. This involves a lot of back and forth emails. Use of Bluescape equates to 100 minutes of time savings per day or about a half day saved in labor hours per week or 2 days per month. We can compare past notes or situations at a swipe of the hand instead of rummaging through email archives. The outcome has been the ability to focus energy and resources on developing better solutions to ensure we deliver orders complete and on time."

DAVID HABEL, GENERAL MANAGER AT RCF GROUP

BLUESCAPE®

Not only is Bluescape a great recruitment tool, but it is also used by HR to manage the overall talent pipeline.

HR Recruitment

Organizations today understand the importance of attracting and retaining smart and talented people to stay innovative and drive success. While employment rates shift over time, during a talent shortage human resources (HR) personnel have to work even harder.

In recruiting new talent (especially in design-oriented businesses) it is also important not to lose sight that a company that uses modern tools for collaboration will be more attractive, especially to the younger workforce.

Challenged with the goal of attracting and retaining workers, the Haworth HR department knew change was inevitable to stay innovative. But the team was spread across five workspaces in the headquarters building, making collaboration more difficult. They were driven to create a new HR experience that would engage several audiences: active members, prospective members, retirees, and customers interested in

space transformation.

The primary goals were to create a memorable experience for all audiences, improve communication and collaboration among the team, and emphasize wayfinding, especially for manufacturing members. The result is a space that reflects a new way of working for HR from transactional to experiential.

Coupled with the new space is the use of Bluescape to make recruitment easier, quicker, and cost effective. Haworth HR has a Bluescape workspace that contains the following metric buckets to make it easy to view all data and work between the groups: days to fill, interviews to recommend, Glidepath Gap, time spent in process, post offer fallout, temporary labor hires, applicant count, advertising dollars, social media and responses, and open requisition status.

"Recruiting uses Bluescape for our Board Reviews, Strategic Planning, and Engagement!"

EXECUTIVE LEADER, USG

BLUESCAPE

In the current work environment, impeded by the impacts of a pandemic, it is imperative for organizations to adopt technology. Bluescape is applicable across the enterprise in all aspects of work, collaboration, and success.

Summary

The Bluescape visual collaboration platform lets teams edit and manipulate anything—documents, videos, graphics, etc.—from anywhere on any device. Because the interactive, visual collaboration software is accessible from large and small screens simultaneously, there is a way to see a project from 30,000 feet down to the most granular level of detail, and the details are never lost—all work is captured and accessible at any time, from any device.

When you need teams—across the globe or across the hall—to act based on the latest information, Bluescape's persistent workspaces mean you will always have what you need.

S. Ann Earon, Ph.D., is president of Telemanagement Resources International Inc. (TRI) and Founding Chairperson of IMCCA, the non-profit industry association for conferencing, collaboration, and unified communications. She can be reached via email at annearon@aol.com.

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