



Herman Miller, U.S.A.

Products: World's No. 1 selling office furniture company, known for Aeron work chair, used by who's who of corporate.

Indian profile: Company had appointed Godrej, Featherlite, Blowplast, one after other as distributors, but none succeeded. Company opened own office in Bangalore, appointed 5 zonal partners in New Delhi, Mumbai, Kolkata, Bangalore, Chennai and Hyderabad. Brand had no awareness and very expensive, 1400 \$. Only USA companies, USA returned Indians, select architects or designers were aware.

My work: The partner in New Delhi was a very small enterprise operated from an apartment, no advertising or marketing activity. I joined as sales and marketing head in 2006. After 3 day's cold calling to big offices, I designed a unique 12 page catalog of Aeron work chair, appreciated by all. We mailed 500 daily to corporate, HNIs, orthopedics, physiotherapists, architects, designers, chiropractics. First month we sold 16 chairs at MRP. Soon, orders started coming from allover north India. We received inquiries from BPOs, recommendations from project consultants, medical professionals. We also began selling other range of chairs to hotels, restaurants, leisure furniture (Eames lounge & ottoman for 6000\$). We sold as many as 200 Aerons to one organization. Before me they were selling upto 20% discount on MRP. I sold at full prices. We opened very large, luxurious showroom for Herman Miller, Admonter for world's most premium natural wood flooring (25\$ per sq ft) and Rational, for luxury modular kitchens (12,000 to 45,000\$).

The company did not advertise, no website, digital technology or marketing, exhibitions, agents. 90% sale came from direct mailers or my presentations to architects, designers or corporate.

