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Folder Title:

"Steelcase: Worldwide Resources for Those Who Plan, Create and Manage Effective Office Environments" [1985]

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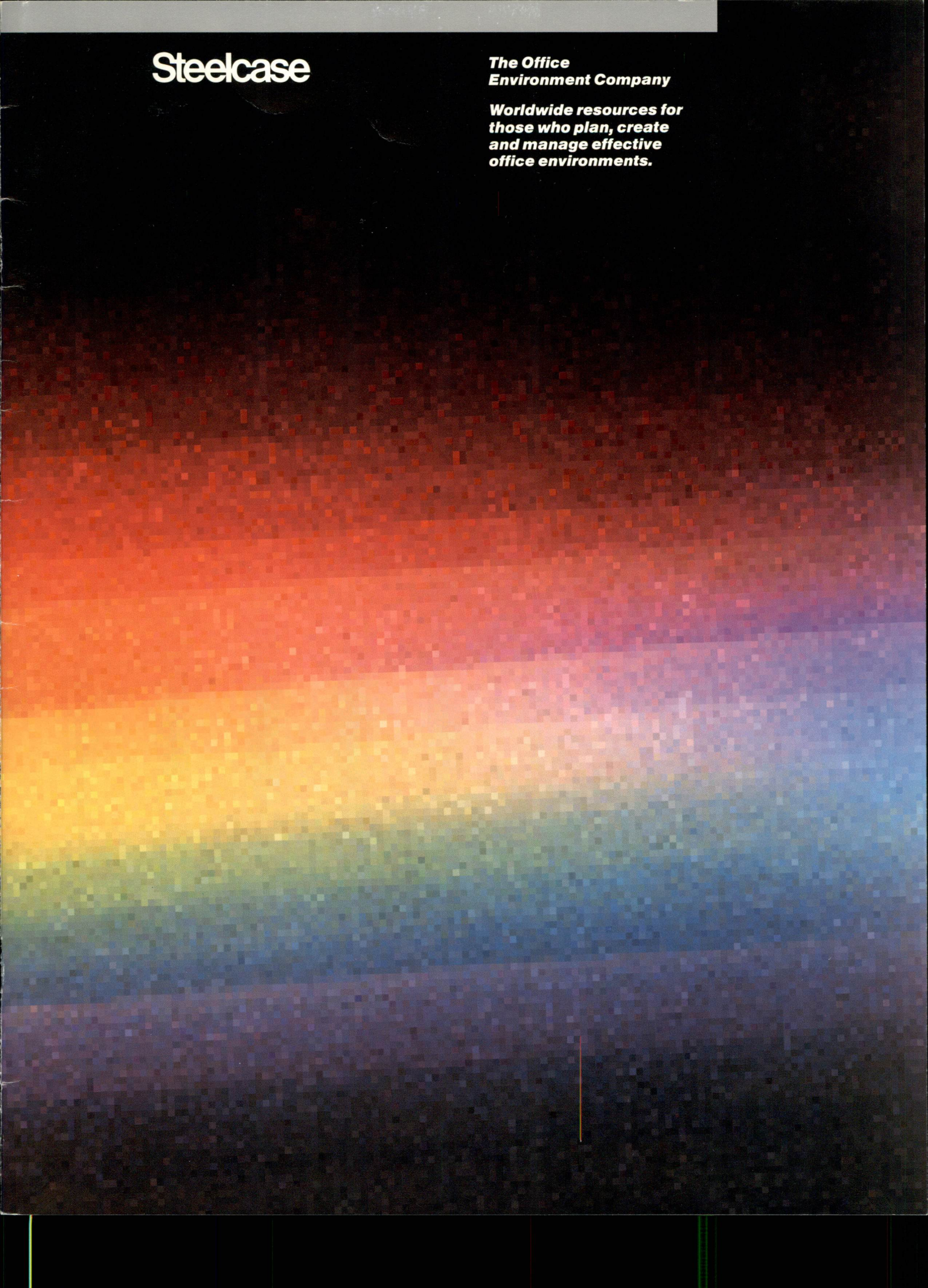
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Steelcase

**The Office
Environment Company**

**Worldwide resources for
those who plan, create
and manage effective
office environments.**



**Welcome to
Steelcase. The
Office Environment
Company.**

Four-story atrium in the new Corporate Headquarters building, with Ode IV, a stainless steel sculpture by James Rosati.

The demand for furniture solutions to office productivity problems has never been greater. Steelcase is responding to that demand with strategic expansion and growth.

Our challenge is to provide products, programs and services for those who plan and manage effective office environments.

During the past 10 years, Steelcase has experienced steady, impressive growth. Our dollar volume has increased from approximately \$200 million in calendar year 1974 to over \$1 billion in calendar year 1984. Employment and manufacturing space have doubled, and subsidiaries and joint ventures have been established in Europe and Japan.

We have also expanded the scope of our activities, because today, we are concerned with the needs of the total office environment.

An example is our recent acquisition of the Stow & Davis Furniture Company, a leading manufacturer of the finest contemporary and traditional wood office furniture. This acquisition will give us further capability to fulfill the needs of our dealer organization, the design community and our customers.

Clear understanding of our changing role in the market led us, in early 1984, to begin to identify ourselves as *Steelcase. The Office Environment Company.*

In many ways our new Corporate Headquarters shows how we've changed. The facility is a living laboratory that demonstrates our knowledge of productivity and office automation, and our concern for human comfort.

We're confident that change will lead us into a promising future: Steelcase products are now being produced in three new plants, the first phase of a 6 million square-foot manufacturing complex on a 408-acre site in Kentwood, a Grand Rapids suburb. When completed, the new complex will bring our Grand Rapids area total to over 12 million square feet.

As we grow, we expand and update our product lines, developing new seating, fabrics, workstations and other products for the electronic office. Advanced research and product testing facilities help us to keep up with change and provide appropriate solutions.

Steelcase-sponsored research by organizations such as the American Productivity Center and Louis Harris and Associates, Inc. helps us stay in touch with the "people" side of the office equation.

Technology has enabled us to develop computer-based services that support the work of facilities managers and office planners.

We may move into new areas, but some elements of Steelcase never change. We may change the way we look or the way we work, but we will never abandon our emphasis on quality. Quality is—and always will be—a top priority in everything we do.

We will also persist in our commitment to a productive, profitable relationship with our employees, dealers, customers, stockholders, suppliers and other members of our worldwide community...the people who have made our growth possible, the people who are so essential to a successful future.

Robert C. Pew, Chairman and
Chief Executive Officer

Frank H. Merlotti, President and
Chief Operating Officer



Frank Merlotti, President
and Chief Operating
Officer; and Robert Pew,
Chairman and Chief
Executive Officer.



**Corporate
Headquarters.**

**A living laboratory,
planned for
continued growth.**

Early in 1980 Steelcase decided to build a new Corporate Headquarters. With a compounded annual growth rate of 19.1% over the previous ten years, expanding international operations and the growing use of electronic equipment, the company was simply running out of space.

The new five-story building is made up of two wings and a central atrium, providing a total of 385,000 square feet. In addition to office space, the facility includes a computer center, cafeteria, theater, conference rooms, guest dining rooms and showrooms.

Approximately 550 people occupy the building. Workstations have been installed for an additional 200. At capacity, the headquarters will house 1000 employees. A third wing can be added to the building when more room is needed.

Designed with products and services Steelcase recommends to its customers.

In planning the new headquarters, Steelcase knowledge about the office environment and white-collar workers was put into form and motion.

Architecture, floor plans and furniture were planned "from the inside out," around the requirements of the people in the building and the nature of the work they do. By specifying their needs in a survey, employees helped determine the content and configurations of their individual workstations.

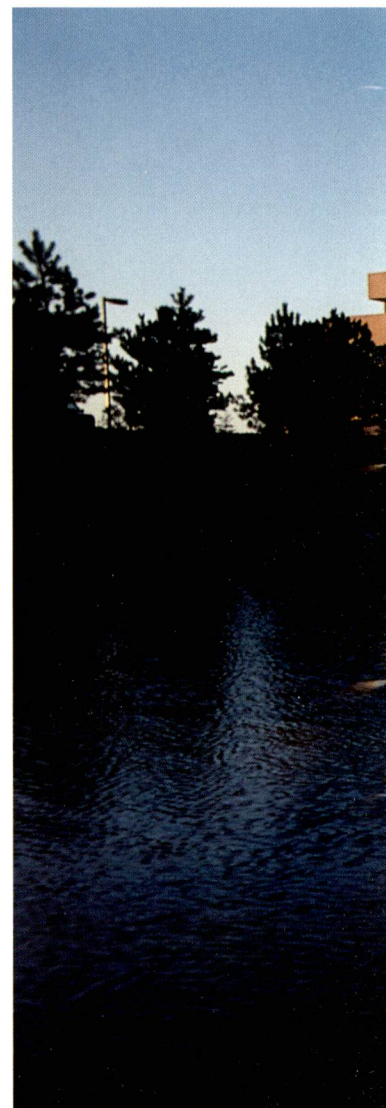
The building is designed for increased use of electronic technology. The furniture in each workstation or office can easily be reconfigured to accommodate a VDT.

Provisions have been made for routing the wires and cords of electronic equipment through cableways in the furniture and ducts in the floor.

A testing ground for new products and concepts.

The Corporate Headquarters is helping us learn even more about the office environment. The new building serves as a living laboratory and a working showroom for Steelcase products and services.

Productivity is being studied in the office areas, and we're also conducting ongoing surveys of product effectiveness, user satisfaction and aesthetic preference, to learn how we can best meet our customers' needs.



The exterior of the new Corporate Headquarters is of Carnelian Red Granite and double-paned, grey-tinted thermal glass. Insulation, a custom HVAC energy storage system and constant interior air flow provide year-round energy efficiency.



Boardroom displays a portion of the company's collection of general and modern art.



With a stage turntable, video recording capabilities and a full fly loft, the theater offers all the features of a major performing arts center.

Series 9000 workstations in open plan office areas meet each employee's requirements for storage and workspace space, visual and acoustical privacy, and electronic equipment.



People.

***Our most important
asset.***



Customers, dealers, suppliers and other guests are assisted at the reception desk in the Corporate Headquarters atrium.



The company encourages a free exchange of ideas and information at all levels. Employees participate in the development and implementation of programs to improve productivity, profitability and product quality.



Steelcase truck drivers are part of a team that's dedicated to getting furniture orders out and delivered on time.



Chair frames are inspected at each stage of the manufacturing process.

Our goal is to meet our customers' needs by being the best at what we do.

Meeting this goal requires the best efforts of the best people.

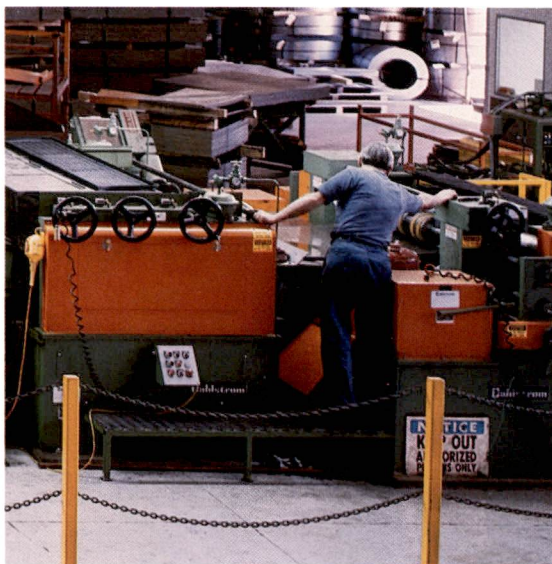
To find these people and help them reach their full potential, Steelcase offers excellent working conditions, pay, benefits and career opportunities, and maintains an "open door" policy between employees and management.

More than 7,000 employees work at the main complex in Grand Rapids, with an additional 3,000 in other parts of North America. More than 3,500 additional people are employed through subsidiaries and joint ventures in Europe and Japan.

Employees take a strong interest in Steelcase, its products and customers. Many "new" employees are the second or third generation to work at Steelcase.

Never, since the founding of the company 1912, has there been a work stoppage due to labor problems.

We are proud that we were selected by authors Robert Levering, Milton Moskowitz and Michael Katz as one of the 100 best companies to work for in America. We are included in the 1985 edition of their best-selling book.



A pleasant, comfortable working environment helps people to give their best effort.

Products.

**Quality office
furniture to
meet every need.**

Steelcase offers furniture for the total office environment...from systems furniture to sturdy conventional files...from desks and chairs to lighting and paper handling systems...from simple metal wastebaskets to elegant mahogany credenzas.

Serving a broad market, the company produces 17 seating lines, seven lines of tables, five of desks, seven of files and storage cabinets, three of systems furniture, nine of wood furniture and several lines of office accessories.

Compatibility between these lines is assured by modular sizes and scientifically-matched colors for fabrics and finishes.

The result is a single source for office furnishings—a product offering that meets every need, in every office.



Series 9000 systems furniture transforms open space into an effective office environment, with modular panels, panel-mounted components and freestanding furniture that are easily rearranged as needs change.



8000 Series tables offer options to meet needs throughout the organization.



Arrondi chairs feature classic lines and rich tones of polished wood.



ConCentrx Operator's chair adjusts five ways to provide individual comfort and continuous back support.



Snodgrass seating offers a versatile, distinctive design statement in wood or steel.

Research.

Expanding our knowledge of the office environment.

Steelcase Research and Development is dedicated to finding new solutions to office problems.

Working in acoustics, lighting, product testing and environmental laboratories, our R&D people have discovered new ways to boost productivity in the electronic office, by enhancing the relationship between people and equipment.

As a result, we have developed new products, such as VDT stands that change screen angle to minimize glare, adjustable shelves that put keyboards at the proper height for comfortable use, and carousels that rotate equipment so that it can be conveniently shared by two or more people.

Landmark studies shed new light on the office environment.

To acquire new knowledge about the office and white-collar productivity, the company sponsors studies by independent research groups.

For example, Steelcase-commissioned studies of white-collar workers conducted by Louis Harris and Associates, Inc., uncovered new data about attitudes and trends in the office environment.

In 1982, we sponsored the Houston-based American Productivity Center to survey 600 U.S. companies about recent productivity programs.

Helping those who design and manage office environments.

Research has also led us to introduce new tools for planning and managing the office environment.

Steelcase provides computer-based services which simplify office planning, save time and reduce errors.



Survey Analysis provides the designer with vital information about storage, worksurface, equipment, privacy and conferencing needs.

Lighting Visualization utilizes computer-generated color graphics to show how light will be distributed by a lighting plan.

Design is a hardware/software graphics package for space planners, available with a software "catalog" of Steelcase furniture.

Survey Analysis provides vital workstation data, eliminating tedious manual tabulation of office planning surveys.

In 1985 we introduced three new computer-assisted programs: Workplace Audit, Computer-Aided Planning, and RDI/PC, a resource management software package.



Computer-generated color graphics (above) of the Lighting Visualization program show where light will be inadequate or too bright, offering a valuable prediction tool for developing an effective lighting plan (below).



Product durability and strength is studied in the product test lab, where chairs are mechanically pulled, twisted, pounded and flexed to simulated years of intensive use.



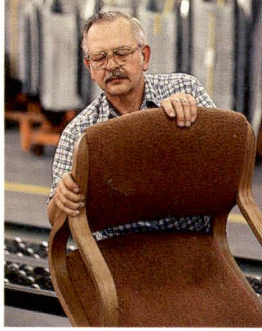
**Manufacturing
capabilities.**

**Superior
craftsmanship
and advanced
technology,
dedicated to
performance.**



Wood furniture is manufactured in a Steelcase plant in Fletcher, North Carolina.





Product quality is the result of the best technology available and the commitment of Steelcase employees.

At all manufacturing locations, Steelcase people use advanced manufacturing technology to assure fine craftsmanship and attention to detail, providing superior products and on-time deliveries.

Computerized high-rise storage systems, automated parts distribution and robotic welders and punch presses eliminate tedious tasks, upgrade working conditions, and improve efficiency and quality control.

We're continually reinvesting in the improvement and expansion of our manufacturing facilities. Responding to current and projected demand, the company has begun construction of an eight-building complex in Kentwood, Michigan, a suburb of Grand Rapids.

This project will provide an additional six million square feet of manufacturing space in the Grand Rapids area. Three buildings in the complex are completed.



A major expansion program in the Kentwood complex, when completed, will double manufacturing space in the Grand Rapids area.



Rolls of sheet steel are the raw material out of which many products are made.

Manufacturing.

A global capability.



Offices of the Tustin, California Division are a working showroom for Steelcase products.



Two lines of wood furniture are manufactured in this modern facility near Toronto, Canada.



Steelcase Strafor plant in Sarrebourg, France produces furniture for European, United Kingdom and African markets.

Worldwide manufacturing capability expands the scope of Steelcase operations, enabling us to give our customers a larger range of products and timely delivery... anywhere.

Steelcase Inc. manufacturing space totals over twelve million square feet, at six divisions:

Grand Rapids, Michigan. Over 6 million square feet in five plants (Desk, File, Seating, and Systems Furniture-Unit Assemblies and Systems Furniture-Panels) and support buildings at the main complex, plus an additional 1.2 million square feet in the two new plants in the Kentwood site.

Stow & Davis Furniture Company, Grand Rapids, Michigan. One million square feet for the manufacture of contemporary and traditional wood office furniture.

Fletcher, North Carolina. 850,000 square feet for the manufacture of contemporary wood office furniture and wood systems furniture.

Tustin, California. One million square feet, (plus high rise storage facilities that add the equivalent of 250,000 square feet) for the

manufacture of a complete line of Steelcase furniture for distribution in the Western United States.

Athens, Alabama. 320,000 square feet entirely for the production of systems furniture.

Vecta Contract, Grand Prairie, Texas. Manufactures quality office furniture for the architectural furnishings market. 320,000 square feet.

Five subsidiaries and joint ventures manufacture products for markets all over the world:

Steelcase Canada Ltd., Toronto, Ontario, Canada. The leading Canadian manufacturer of office furniture. A subsidiary of Steelcase Inc. 720,000 square feet plus a new 65,000 square foot Wood Furniture Division. Showrooms and offices are maintained in Toronto, Calgary and Montreal.

Attwood Corporation, Lowell, Michigan. This subsidiary is the primary source of quality plating and injection-molded plastic for Steelcase furniture products. The world's largest manufacturer of diecast hardware and accessories for the pleasure boat industry. 390,000 square feet.

Steelcase Kurogane Ltd., Osaka, Japan. A joint venture that manufactures office furniture for the Eastern market. Offices and showrooms are located in all major cities in Japan, and in Hong Kong. 32,000 square feet.

Steelcase Strafor and Strafor S.A., Strasbourg, France. A joint venture that is a major presence in the office furniture market in Europe, the United Kingdom and Africa. Offices and a systems furniture plant are in Strasbourg; manufacturing facilities are in five cities in France and at four locations in Africa (Morocco, Ivory Coast, Cameroun and Senegal), and total 2,225,000 square feet.

Pohlschröder GmbH & Co. KG, Dortmund, West Germany. A joint venture by Steelcase and Forges de Strasbourg, parent company of Strafor in France. Pohlschröder is one of the oldest office products companies in Europe, specializing in high quality office furniture and office safes. 388,000 square feet.



New York showroom of Vecta Contract, Steelcase's architectural furnishings division.

Distribution.

***A network
of professionals
serving our
customers.***

Steelcase products are distributed, installed and serviced through a network of over 600 dealers worldwide.

Steelcase is also represented with offices and corporate showrooms in twenty U.S. cities, three Canadian cities, and in France, Germany, England and Japan.

Sales personnel at each of these offices work with area dealers, architects, designers and facilities managers.

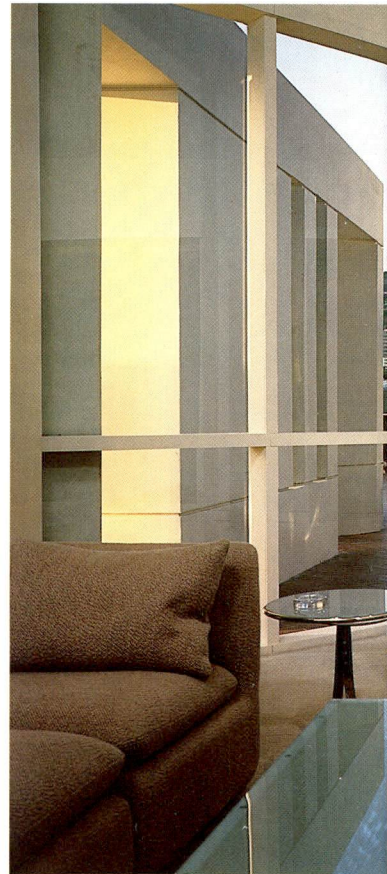
Dealers and salespeople get ongoing training at the Steelcase Learning Center and at our regional offices. Informative programs about the electronic office, productivity, computer-assisted services and other topics are available for customers and designers.



Seminars at the Steelcase Learning Center cover topics that range from major order management to space planning, product service and installation.



Strong architectural details characterize the Steelcase showroom in the Design Center, Washington, D.C.





Steelcase's Los Angeles Showroom in the Pacific Design Center presents a unique integration of materials, color and light.

Distribution.

Moving forward in domestic and international markets.

With global manufacturing and distribution systems, Steelcase can address the specific needs of companies and office workers anywhere in the world.



Through Steelcase International, customers around the world can be assured of on-time deliveries, professional installation, and meeting local taste preferences and code requirements.

Companies that have branch offices in locations in other countries can work with a local Steelcase dealer or representative in complete confidence, knowing that the Steelcase International group will assure satisfaction.

Steelcase International plays an important role in making certain that anyone who wants Steelcase furniture—regardless of location—enjoys the same quality products and professional service levels that have made us leaders in North America.



Order and installation of Series 9000 furniture for Citibank in Hong Kong was coordinated by Steelcase International.



Assurances Generales France in Paris is furnished with Series 9000 systems furniture manufactured by Strafor.



Citibank in Hong Kong, one of the largest office buildings in the world, is furnished with Steelcase products.

Milestones.

1912 Steelcase, as the Metal Office Furniture Company of Grand Rapids, Michigan, began producing office safes and wastebaskets—strong, durable products made of sheet steel.

The company was founded by Peter M. Wege, an inventive genius whose engineering innovations helped establish the company's reputation for quality and fine craftsmanship. Mr. Wege was joined in the venture by Walter Idema and a handful of other stockholders.

Idema, first as Treasurer and later as President, helped shape policies which have been instrumental in the company's growth to a position of world leadership.

David D. Hunting, Sr., now Vice Chairman of the Board, joined the firm in 1914. Hunting sold the first desk order and established Steelcase's network of independent office furniture dealers.

1915 Started desk production—both roll-top and flat-top styles.

1919 Added steel files.

1922 Began to build nationwide organization of independent dealers. All Steelcase products are distributed through this network, which has grown to include over 500 dealers in North America.

1933 Introduced the first "island base" desk at the "Century of Progress" Chicago World's Fair.

1937 Teamed with architect Frank Lloyd Wright to build a new type of furniture, the forerunner of open office systems, for the S.C. Johnson Company of Racine, Wisconsin.

1939 Started production of office seating.

1941-1945 World War II. Produced chairs, tables and other furniture for the U.S. Navy.

1949 Introduced the first modular office furniture in the industry, based on a space-saving 15" multiple.

1952 Introduced Convertibles—a group of secondary worksurfaces and storage cabinets that could be easily adapted to changing needs.

1953 Introduced the first office furniture in light colors—a revolution in the industry.



1954 Company name changed to Steelcase Inc. Organized Steelcase Canada Ltd.

1957 Built new 508,000-square-foot desk plant in Grand Rapids.

1958 Established California operation with 70,000 square feet.

1961 Expanded Grand Rapids plant, adding 640,000 square feet for consolidation of file and chair manufacturing with the desk plant.

1964 Organized Steelcase Inc., California, and constructed a 160,000-square-foot addition for showroom and manufacturing area.

Purchased the Attwood Corporation, world's largest source of pleasure boat hardware and a major supplier of Steelcase furniture parts.

1966 Expanded Grand Rapids facilities, adding 552,000 square feet for shipping and office space.

1968 Introduced Mobiles systems furniture.

1969 Expanded Grand Rapids plant, adding 800,000 square feet for file manufacture.

1970 Expanded Steelcase Canada, adding 176,000 square feet for a total of 347,000 square feet.

1971 Introduced Series 451 seating. Over 3 million of these chairs have been sold—more than any other single chair line in industry history.

Expanded Grand Rapids complex with the addition of 100,000 square feet, for a facilities total of 2,600,000 square feet.

1972 Added Movable Walls to the Mobiles systems furniture line.

Began manufacturing Designs in Wood.

Opened a 431,000-square-foot plant in Tustin, California.

1973 Completed 200,000-square-foot manufacturing facility for wood furniture at Fletcher, North Carolina.

Began Steelcase (Far East) Ltd., Tokyo, producing and marketing office furniture in Japan.

Introduced Series 9000 systems furniture, designed to meet changing office needs.

Introduced Spectrum Coordinated Materials (SCM) assuring color compatibility of all Steelcase surface materials.

1974 Formed Steelcase Strafor, Strasbourg, France, to produce seating for distribution in France and other Common Market countries.

Introduced Series 430 seating—the industry's first ergonomically-designed chair.

Constructed 1,216,000-square-foot chair manufacturing facility (including high rise storage facilities that add the equivalent of 343,000 square feet), in Grand Rapids.

1975 Introduced Paperflo—a paper handling system.

1976 Began work in the Steelcase Lighting Evaluation Laboratory in Grand Rapids to find ways to cut energy costs and improve worker productivity.

1977 Established an extensive dealer distribution organization in the Middle East.

Established the Steelcase Acoustical Laboratory in Grand Rapids to test speech privacy under simulated open office conditions.

1978 Purchased Vecta Contract, Dallas, Texas, a manufacturer of quality office furniture for the architectural furnishings market.

Commissioned the first Steelcase National Study of Office Environments, conducted by Louis Harris & Associates, Inc.

1979 Completed 849,000-square-foot Technical Center and Systems Furniture facility for the manufacture of panels in Grand Rapids.

Purchased new 320,000-square-foot plant in Athens, Alabama.

Expanded manufacturing capacity with a 500,000-square-foot addition in California, and a 200,000-square-foot addition in North Carolina.

1980 Acquired Pohlschröder, Dortmund, West Germany, a joint venture of Steelcase and Forges de Strasbourg of France.

Introduced ConCentrx seating for the electronic office.

Introduced The Counterpoint Collection—almost 200 additional coordinated colors, patterns and textures in Steelcase fabrics and laminates.

Introduced support furniture for the electronic office.

Commissioned the second Steelcase National Study of Office Environments: Comfort and Productivity in the Office, conducted by Louis Harris & Associates, Inc.

Opened a new 16,500-square-foot Learning Center in Grand Rapids for designer and dealer seminars.

Completed new 320,000-square-foot Vecta office and plant facility in Grand Prairie, Texas.

Completed 90,000-square-foot plant addition to Attwood facilities.



1981 Introduced Ultronic 9000: An expanded line of innovative furniture for the electronic office.

Completed a Systems Furniture plant for the manufacture of freestanding and panel-hung components. 1,085,000 square feet (including high rise storage facilities that add the equivalent of 135,000 square feet), in Grand Rapids.

Opened new 16,000-square-foot Resource Center in Grand Rapids.

1982 Introduced Elysée modular sofas and ottomans; Arrondi bentwood chairs; Design 9 wood systems furniture and Eclipse variable intensity task lights for use with Steelcase Systems Furniture.

Introduced computer-based Space Planning, developed with Intergraph Corporation, Huntsville, Alabama.

Sponsored a survey and subsequent report of the productivity efforts of over 600 U.S. companies, conducted by the American Productivity Center (APC) in Houston, Texas.

Completed 335,000-square-foot plant addition in Toronto, and a 450,000-square-foot plant addition in North Carolina.

1983 Opened a five-story 385,000-square-foot new Corporate Headquarters in Grand Rapids.

Introduced computer-based programs for Lighting Visualization, Design, and Survey Analysis.

Began production in the first three buildings of an eight-building 6 million-square-foot manufacturing complex in Kentwood, a Grand Rapids suburb.



Introduced Snodgrass seating; Valencia wood systems furniture; and additional Ultronic 9000 components for the electronic office.

1984 Introduced *basix*, a logical, user-verified program to organize and simplify office space planning and management with functional, task-oriented workplace solutions.

Adopted new corporate identity as *Steelcase. The Office Environment Company*.

Added 65,000-square-foot Steelcase Canada Wood Division to Steelcase Canada Ltd.

1985 Acquired Stow & Davis Furniture Company, a 105-year-old manufacturer of high-quality contemporary and traditional wood office furniture.

**Showrooms
and Offices**

Steelcase Inc.

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404/523-2201

Boston, MA 02110
155 Federal Street
617/482-2990

Chicago, IL 60654
1118 Merchandise Mart
312/280-5400

Cleveland, OH 44114
Suite 26-5000
200 Public Square
216/696-5770

Dallas, TX 75204
Suite 300
3131 McKinney
214/741-1371

Dania, FL 33004
Suite A428
The Design Center
of the Americas
1855 Griffin Road
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Suite 310
One Denver Place
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203/275-6570

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**Officers
and Directors**

D.D. Hunting Sr.
Vice Chairman of the Board

Peter M. Wege
Vice Chairman of the Board

Robert C. Pew
Chairman and
Chief Executive Officer

Frank H. Merlotti
President and
Chief Operating Officer

D.D. Hunting Jr.
Executive Vice President
Subsidiaries

David S. Fry
Secretary

Alwyn Rougier-Chapman
Senior Vice President
Finance

Jack V. Stegmier
Senior Vice President
Operations

Paul H. Witting
Senior Vice President
Sales and Distribution

Duane E. Bucklin
Vice President
Administrative Services

Thomas G. Cleland
Vice President and
General Manager
Eastern Sales Area

Russell R. Coyner
Vice President
Marketing

David H. Donnelly
Vice President and
General Manager
Western Sales Area

Gerald A. Donnelly
Vice President and
General Manager
Central Sales Area

Gerard J. Hekker
Vice President
Manufacturing

William R. Heyne
Vice President
Dealer Relations and
Field Support

Robert E. Hubling
Vice President and Treasurer

Lawrence F. Leete Jr.
Vice President
National Accounts and
International Sales

Alvin P. Lehnerd
Vice President
Product Development

Roger L. Martin
Vice President
Community Relations

Ted J. Mathews
Vice President and
General Manager
Southern Sales Area

James C. Soule
Vice President
Human Resources

Jack S. Spalding
Vice President and Director
Dealer Business Development

James E. Stievater
Vice President Controller

Karen L. VanGorder
Vice President
Sales Services and
Physical Distribution

Kate Pew Wolters
Executive Director
Steelcase Foundation

Board of Directors

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William P. Crawford
Wendell C. Davis
David S. Fry
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D.D. Hunting Jr.
Frank H. Merlotti
Robert C. Pew
Robert C. Pew III
Peter M. Wege I
Peter M. Wege II
P. Craig Welch Jr.

**Subsidiary and
Division Executive Management**

Donald C. Rocheleau
President
Attwood Corporation

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