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Original  
Product

# Eames Lounge Chair and Ottoman



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# Ideation Process



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# New Product Vision: Eames Lounge Chair and Ottoman

- |  |   |  |  |   |  |   |   |  |   |
|--|---|--|--|---|--|---|---|--|---|
| break down subsidiary company, encourage to allow customers to pick items as finishes                            | release it as a pet bed design                      | Make a bigger one than the XL, as a love seat for two                        | make the original with wheels / adjustable height for office version | make small ones like a space for children and instead of wood/leather - use perforated items        | turn it into a pool float - all inflatable plastic                             | turn it into a rocking crib                           | add a secret storage compartment under the seat                     | make it out of LEGO pieces   | make an all pink limited edition one as a Barbie collection item              |
| collaboration with fashion house - ex. Missoni   | collaboration with architect ex. Santiago Calatrava | release it as a massage chair  | turn it into seats for private planes / specific airlines            | tech enhance - add wireless phone charging station, solar arms for solar hot charging while hanging | install them into a ferris wheel as a PEI mouse and catwalk with a major city  | release it as a hammock / swinging bench              | turn it into a VR seat for a game room                              | add a hair dryer attachment / shampoo and conditioning chair for a high-end hair salon | release H&S and H&RS sets   |
| Allow more personalization besides wood and leather finishes   | knit textile blanket to go as extra + cushion       | release it as a hanging chair from the ceiling                               | incorporate small speakers into the headrest for music / media room  | turn it into a rocking crib   | small dispenser attachment for aromatherapy as ambiance enhancer - spa clients | use them in high-end movie theaters                   | add seat / back warmers - spa                                       | cover it in canvas and sell it so people can paint over it and display it              | release a "throne" 1800s version made out of gold and tapestry                |
| make a recycled version  | release a new/updated design - no                   | collaboration with textile artist - ex. Kim McCormick                        | add a wheel arm/hay attachment to put laptop/tablet etc              | design a matching side table as a set   | add a cup holder   | add a ring of light under the seat for indirect light | make it into fiberglass for boats / yachts with waterproof cushions | turn it into a sex chair for specialty clients   | tech enhance - add outlets  |
| pushers' some edition collection - weatherable fabric so they can color on it - can remove it once they're older | release it as a lighting fixture                    | release Eames chair as a sculpture / ex. made out of tempered glass / marble | add a flexible wired reading light / overhead light attachment       | make it for outdoor use - plastic shell and wet area textile  | small dispenser attachment for aromatherapy as ambiance enhancer - spa clients | adapt it into a toilet seat                           | release a couch version in an over scaled long L, wider and longer  | make it extra small as a desktop kitsch item   | turn it into a green chair like a green wall - w/ material so plants can grow |



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New Product

# Eames Lounge Chair and Ottoman Pool Float



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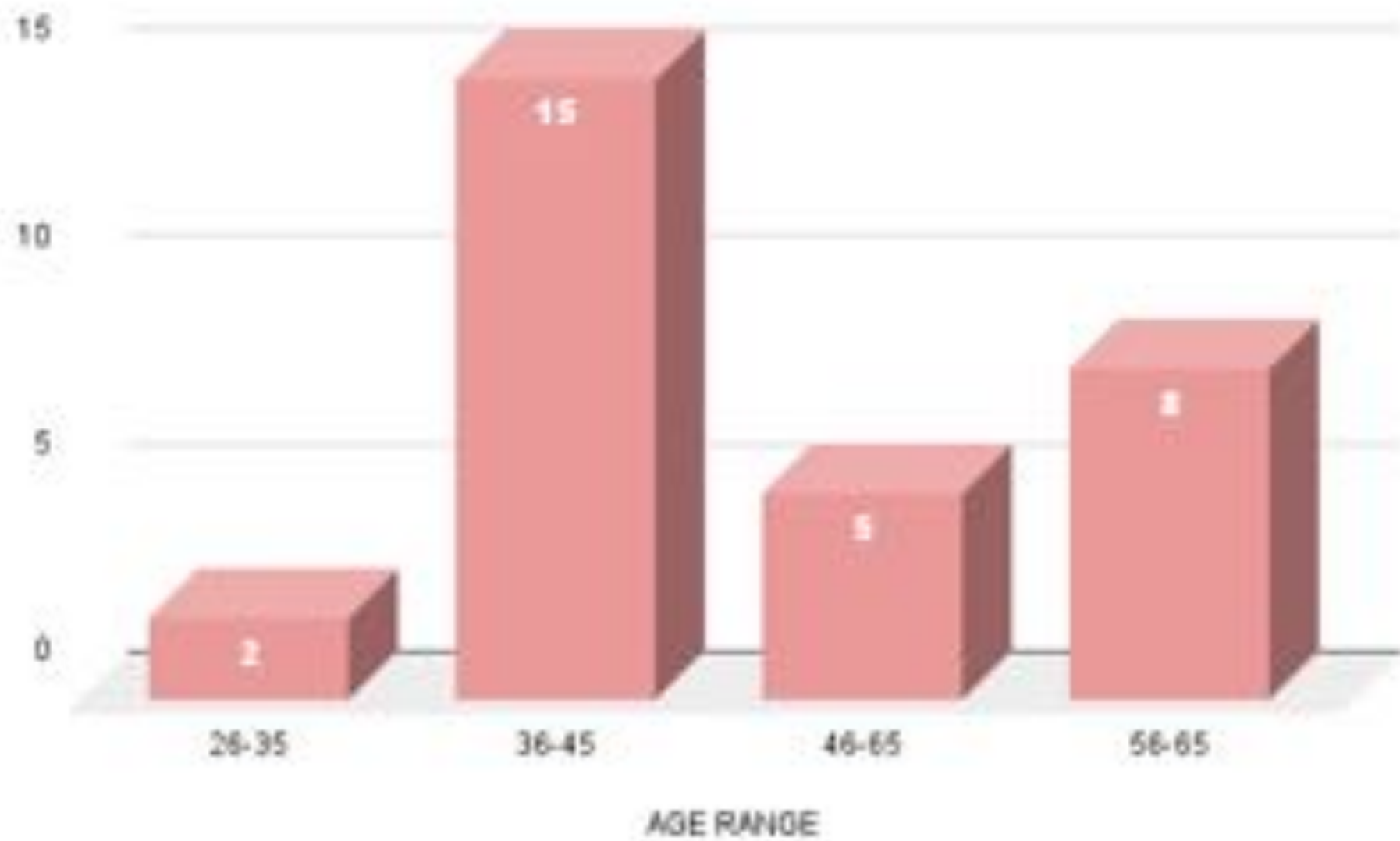
Survey  
Research  
Data



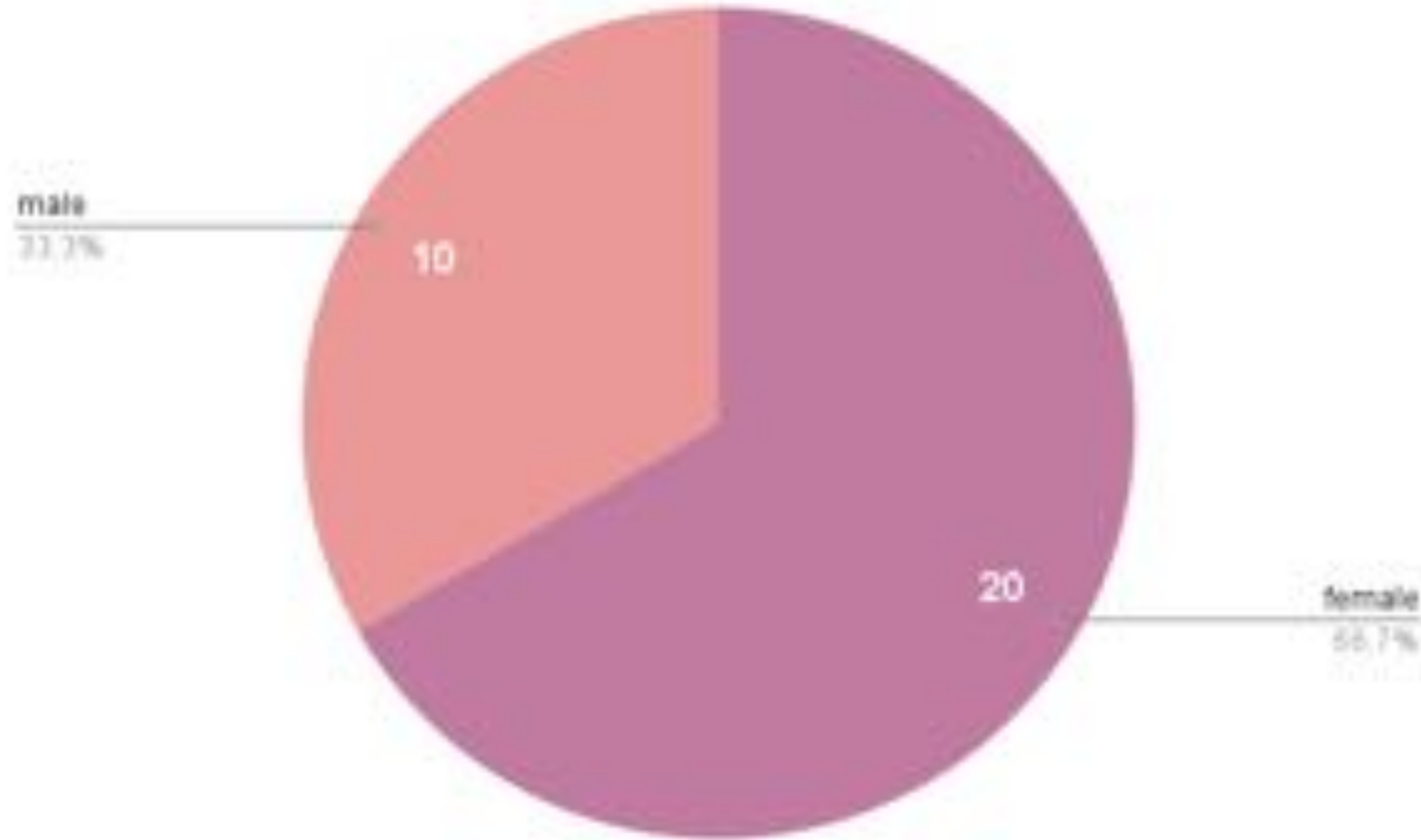
# Question #1: Age?



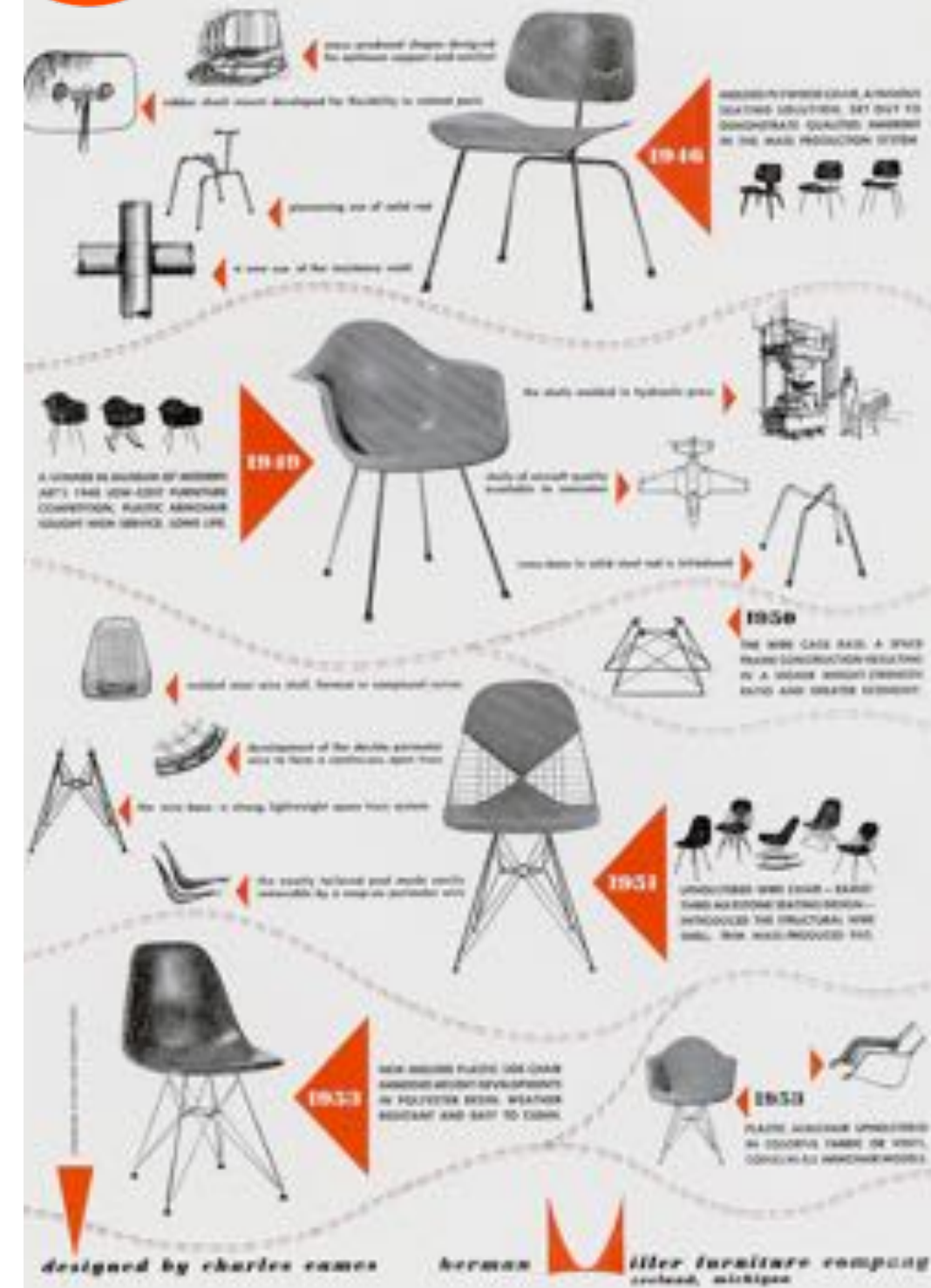
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# Question #2: Gender?



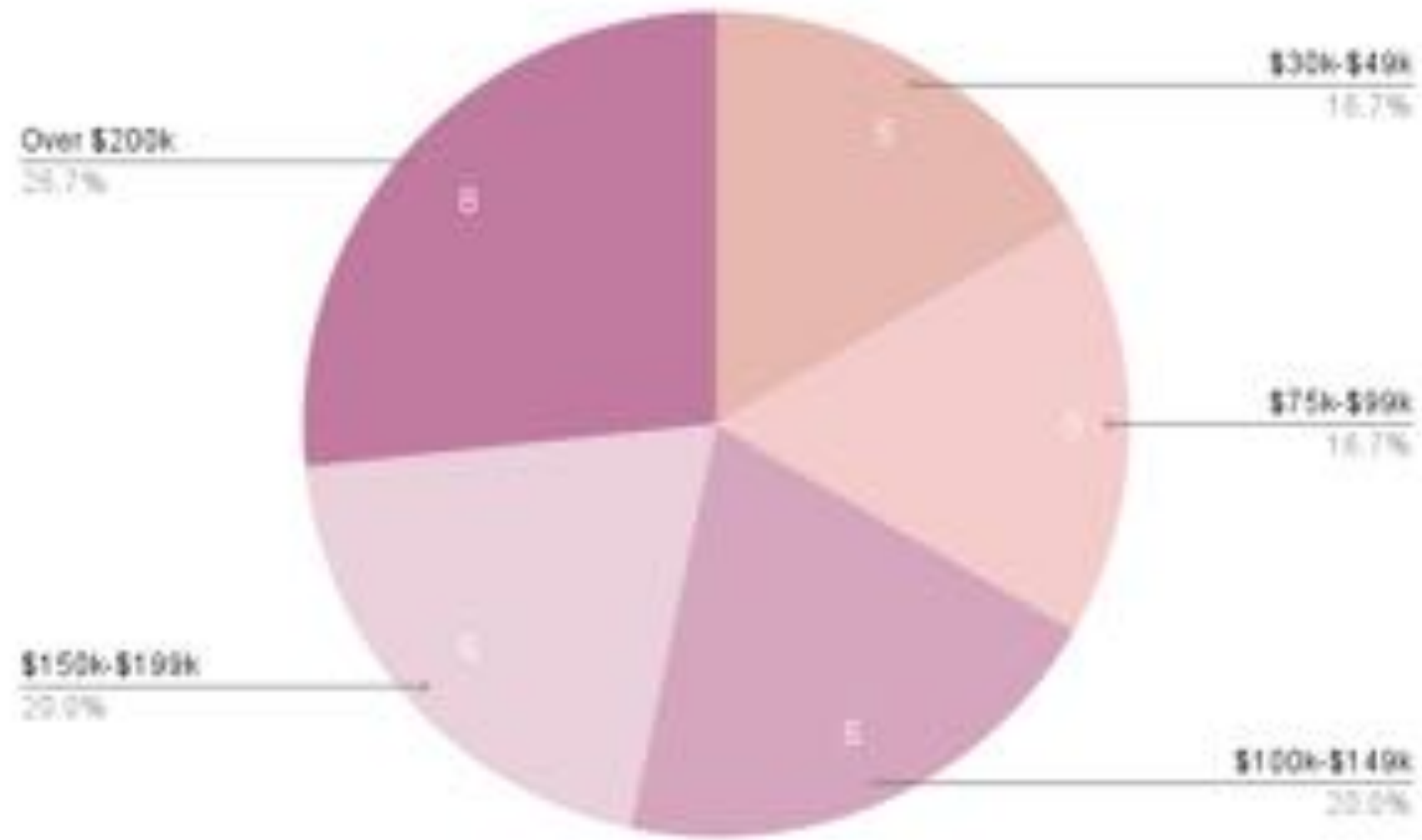
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# Question #3: Income?



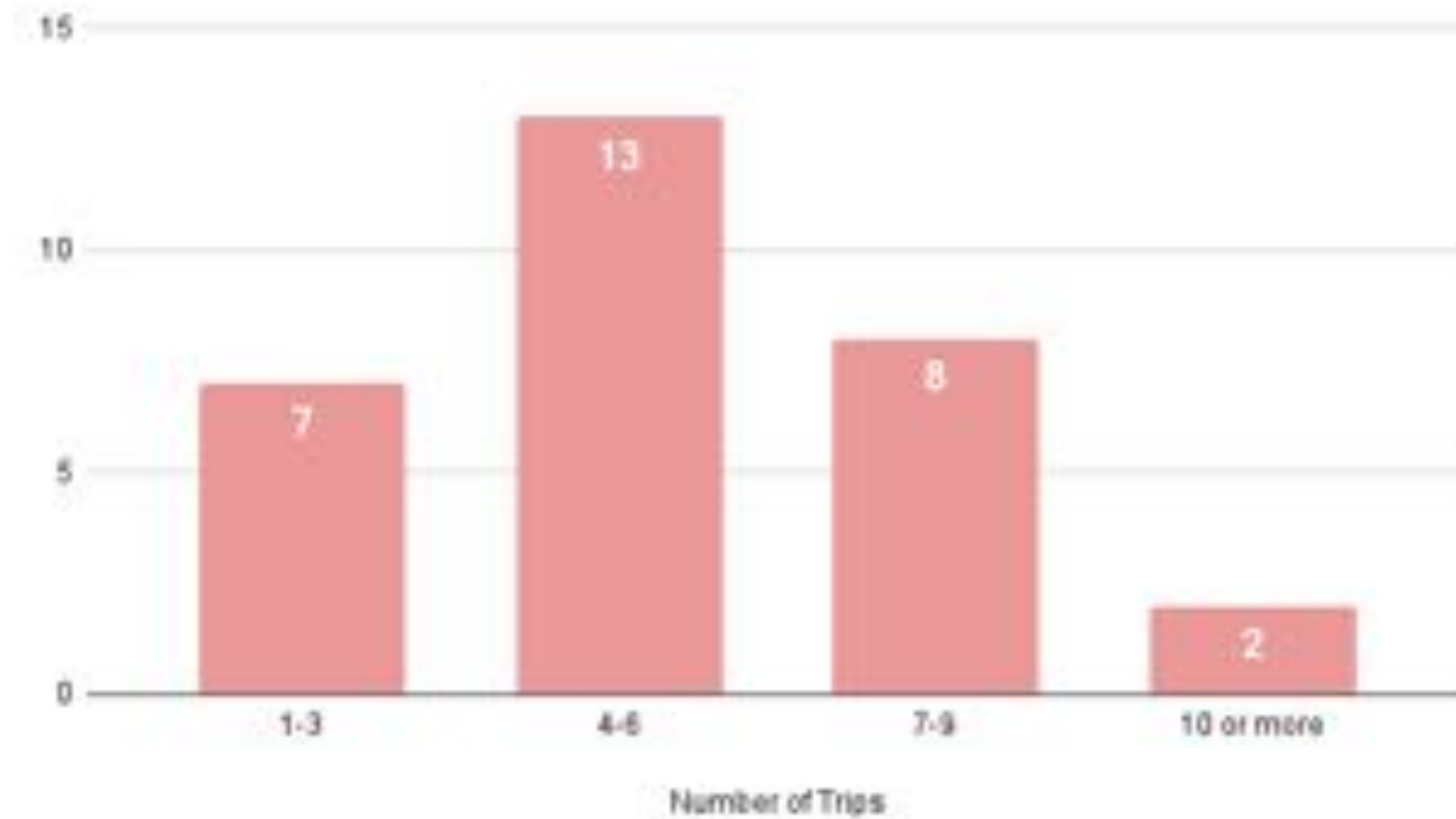
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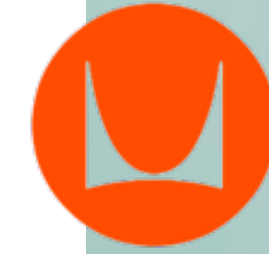
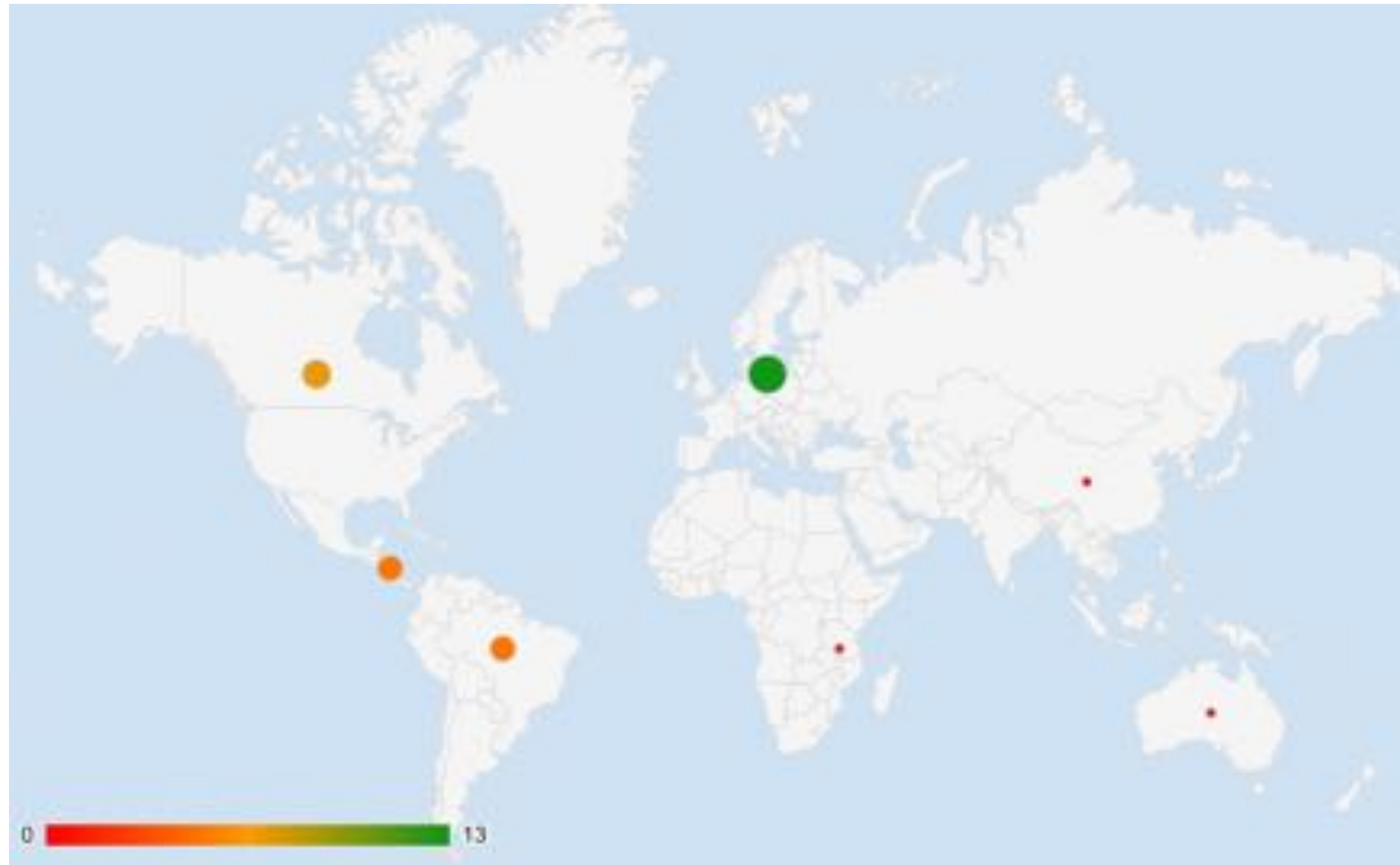
#4: How many trips have you taken for pleasure in the past 24 months?



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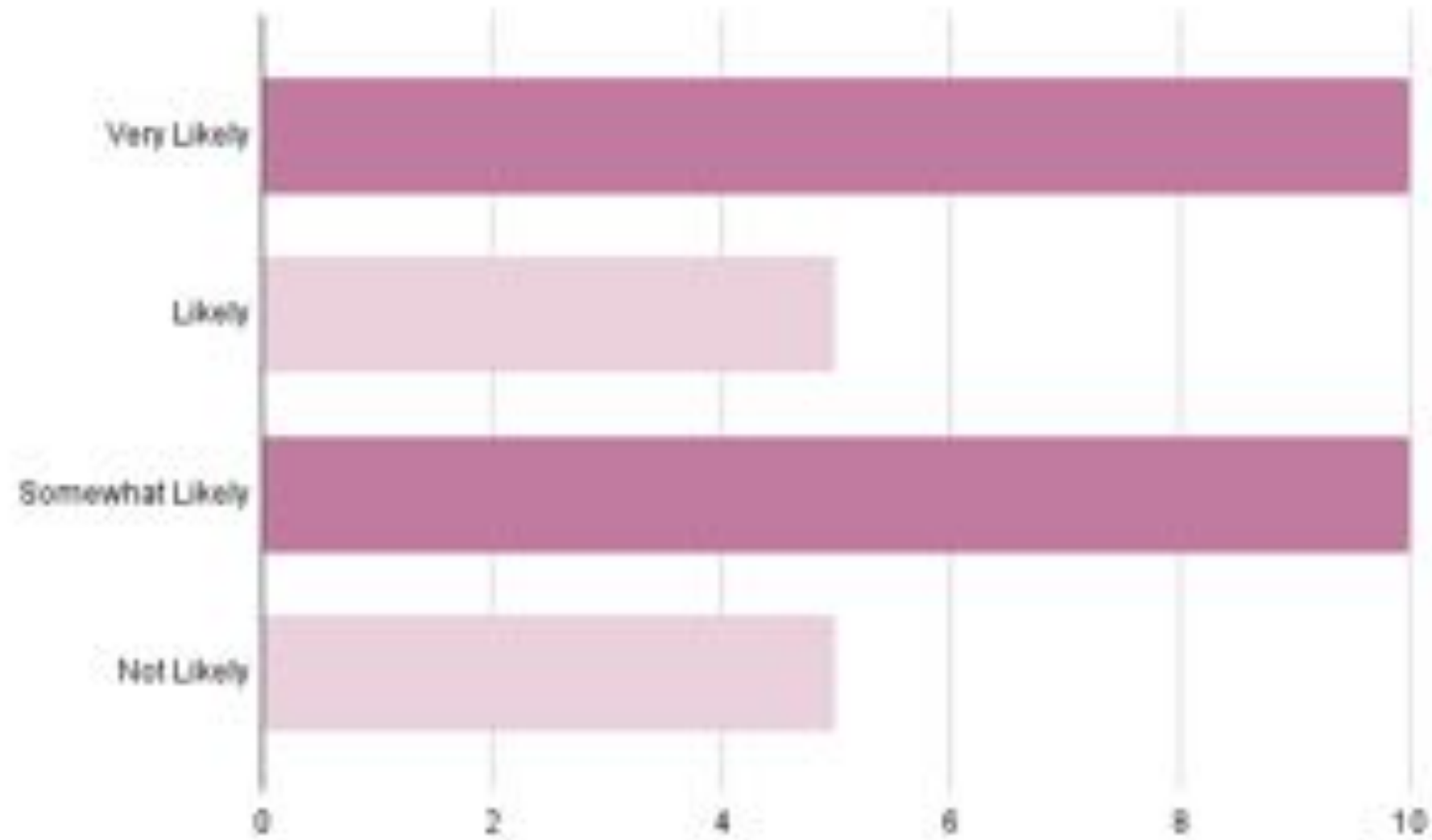
#5: Which part(s) of the world do you visit most when traveling for pleasure?



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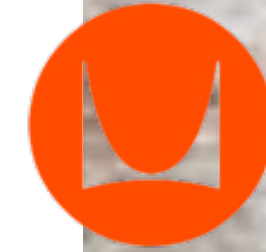
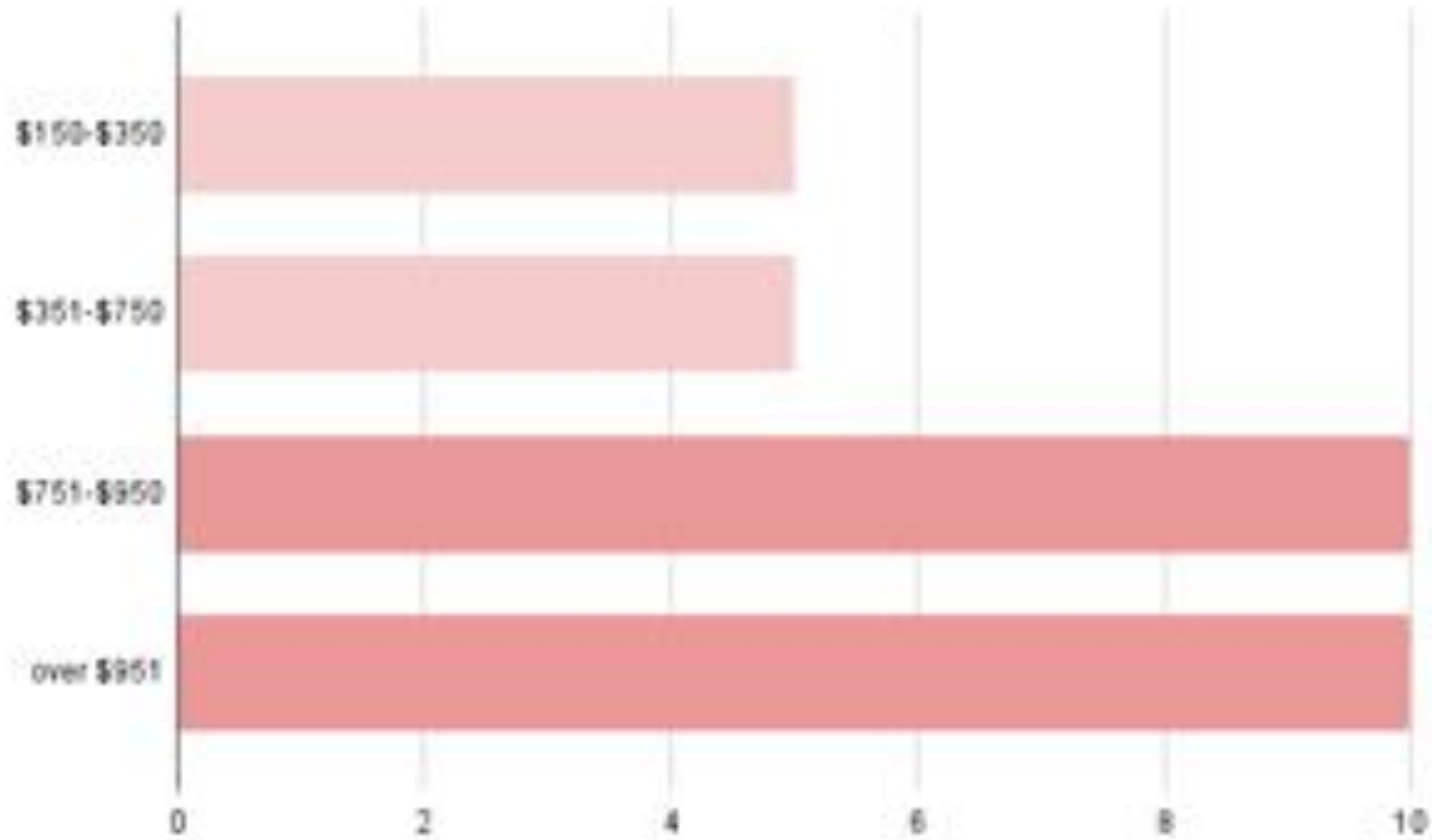
#6: How likely are you to pick a luxury destination when traveling for pleasure?



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#7: How much extra cost would you budget for your travels if it meant you'd have luxury accommodations?



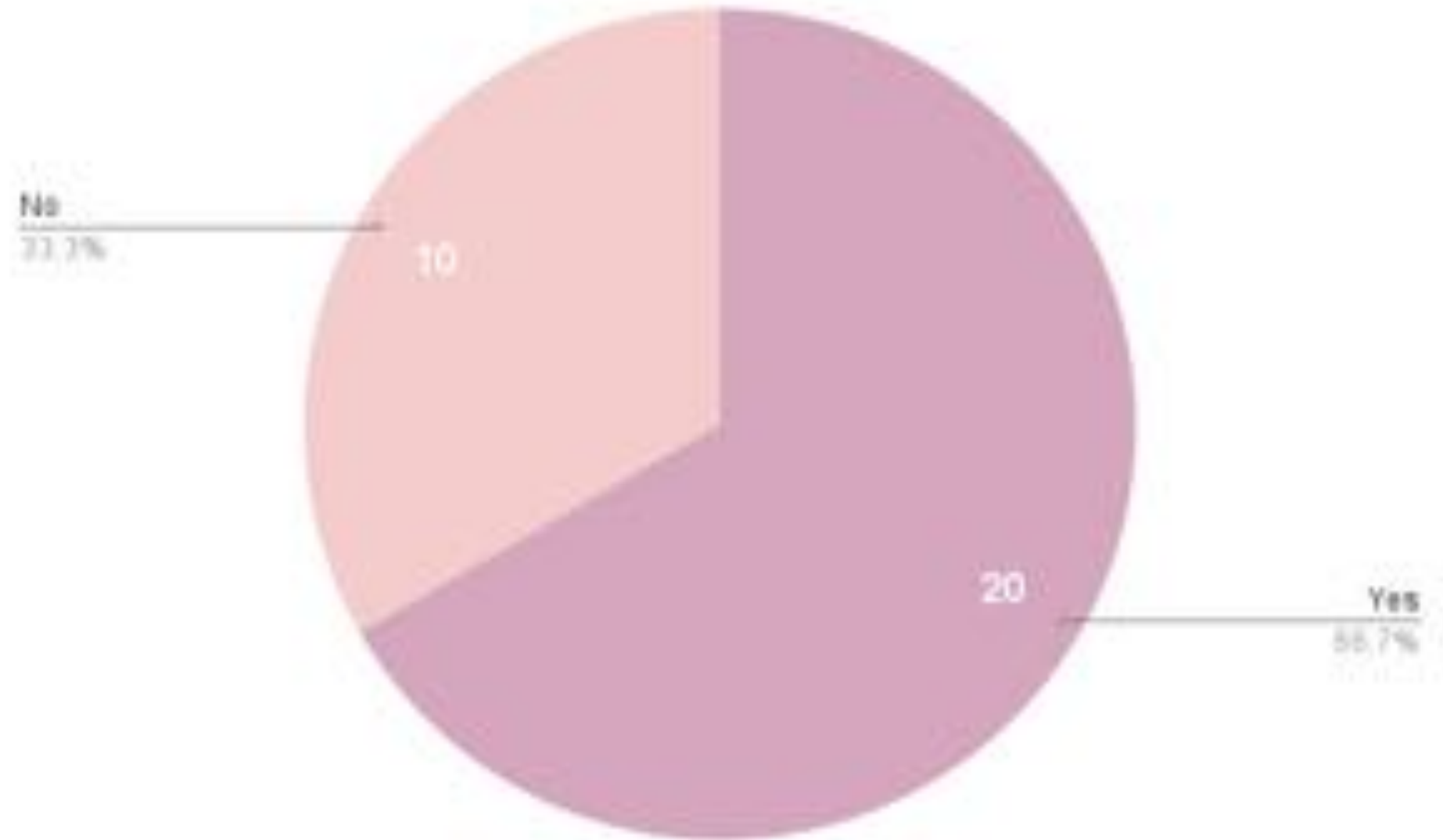
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# #8: Are you familiar with Herman Miller?

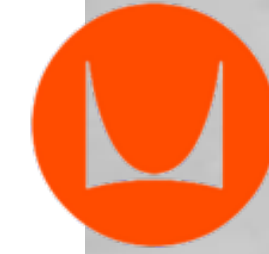


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#9: Do you own any furniture from Herman Miller?



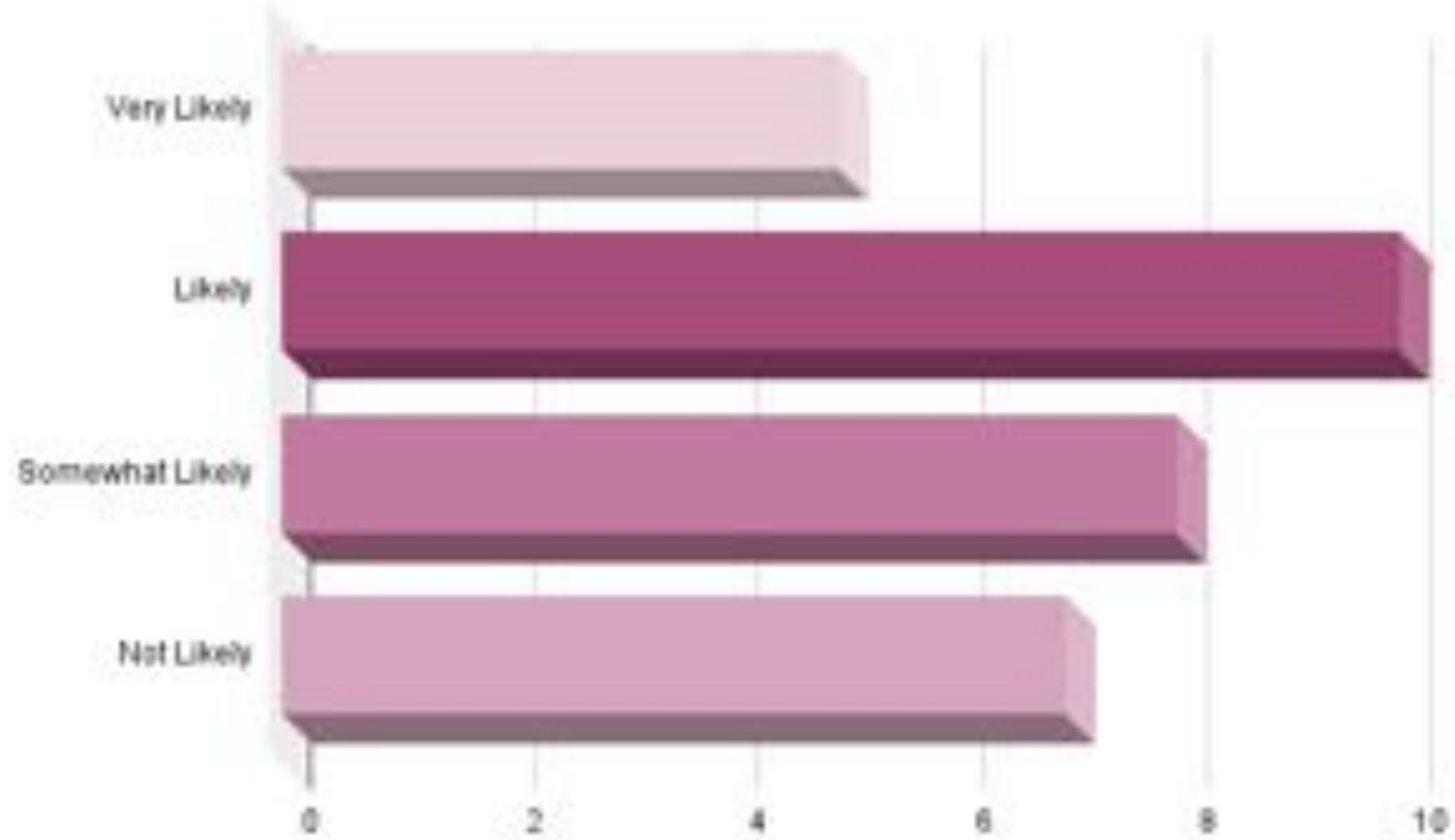
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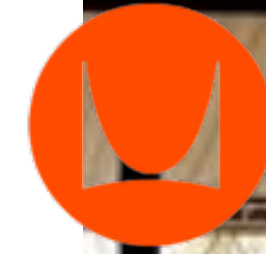
# #10: How likely are you to invest in furniture for your home?



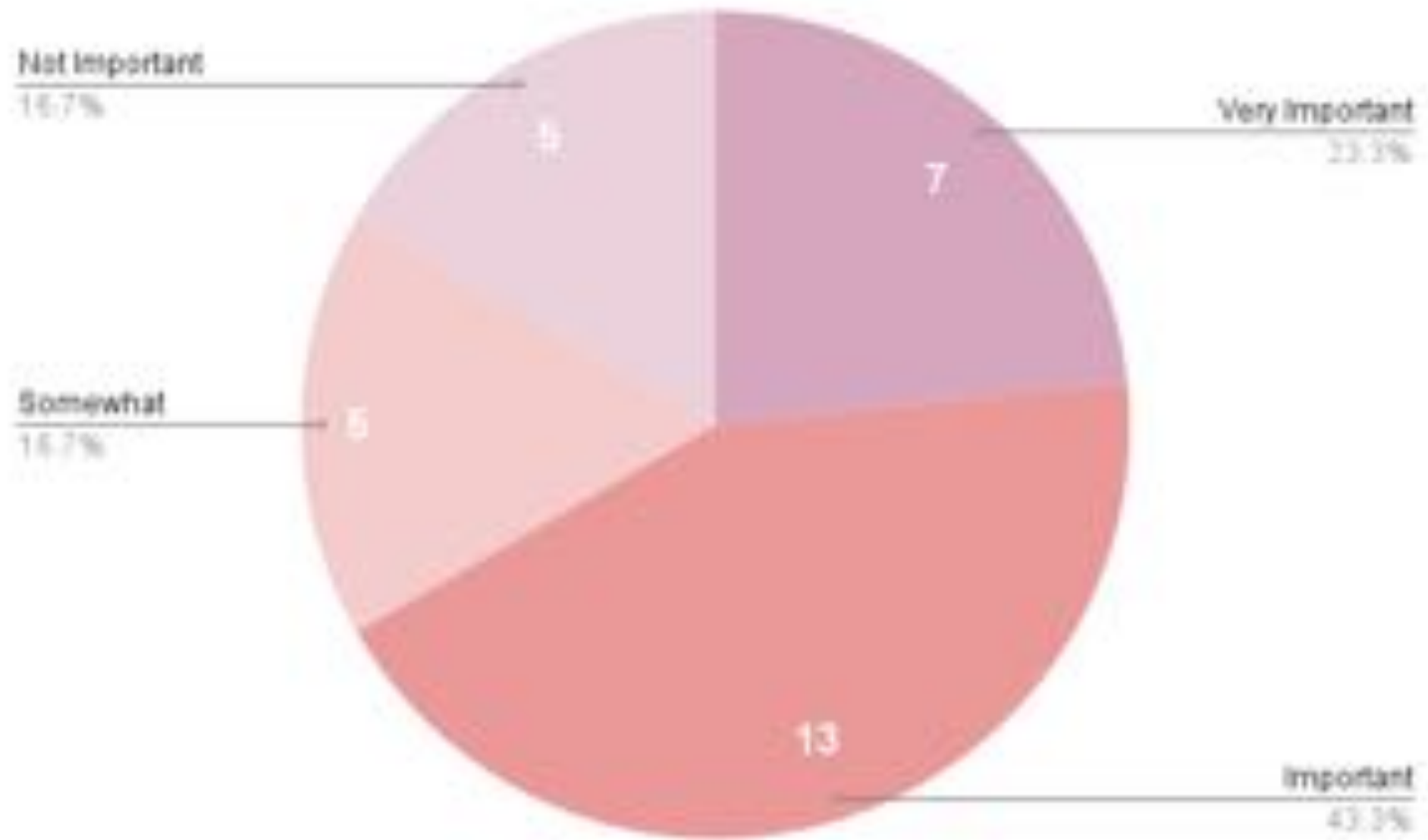
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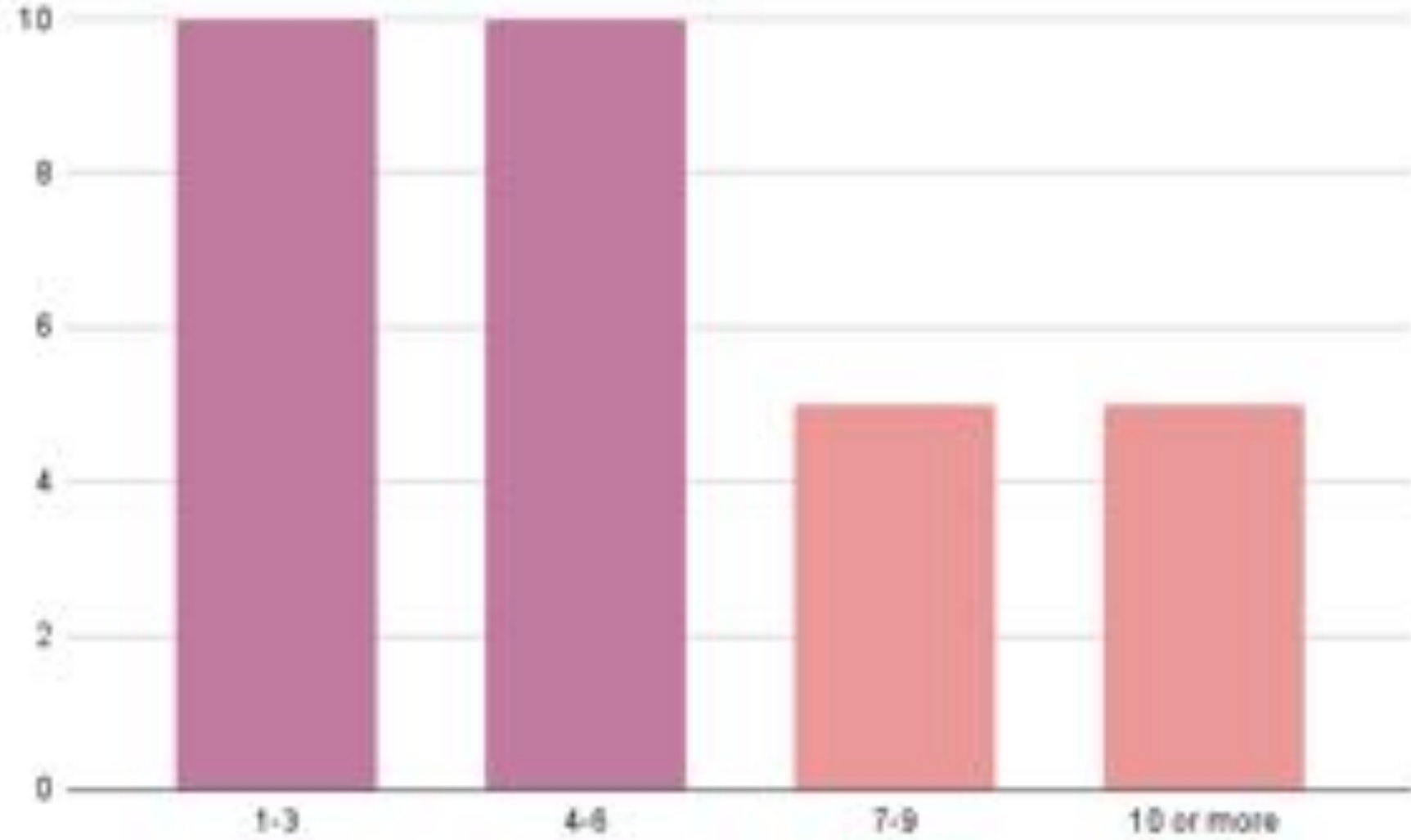
# #11: When traveling for pleasure, how important are luxury accommodations to you?



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#12: How many times have you traveled for pleasure near a body of water in the past 24 months?



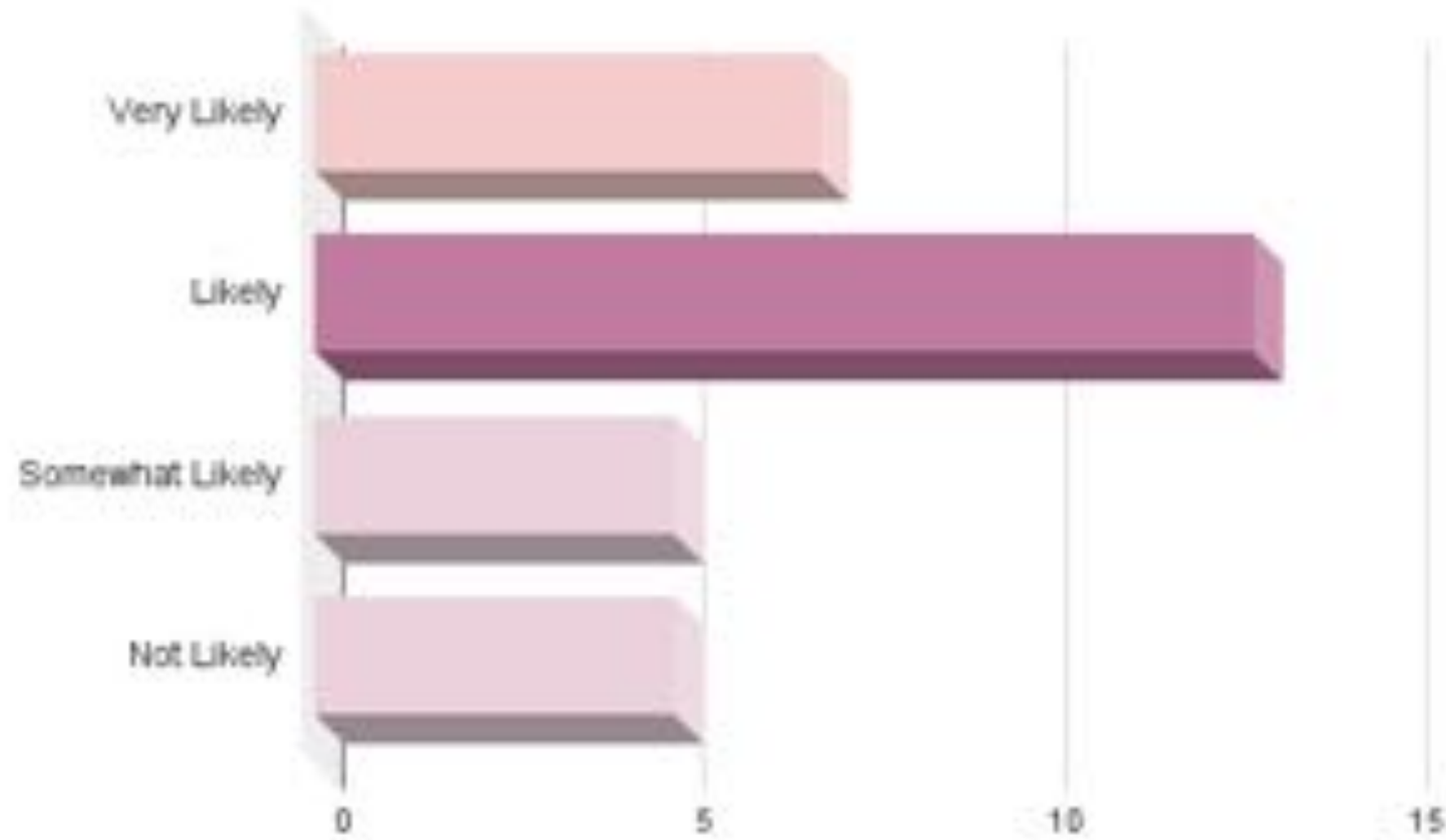
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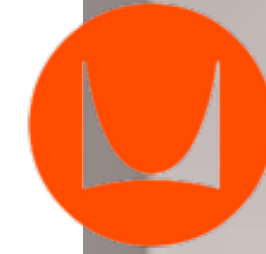
# #13: How likely are you to use a pool float during your luxury vacation?



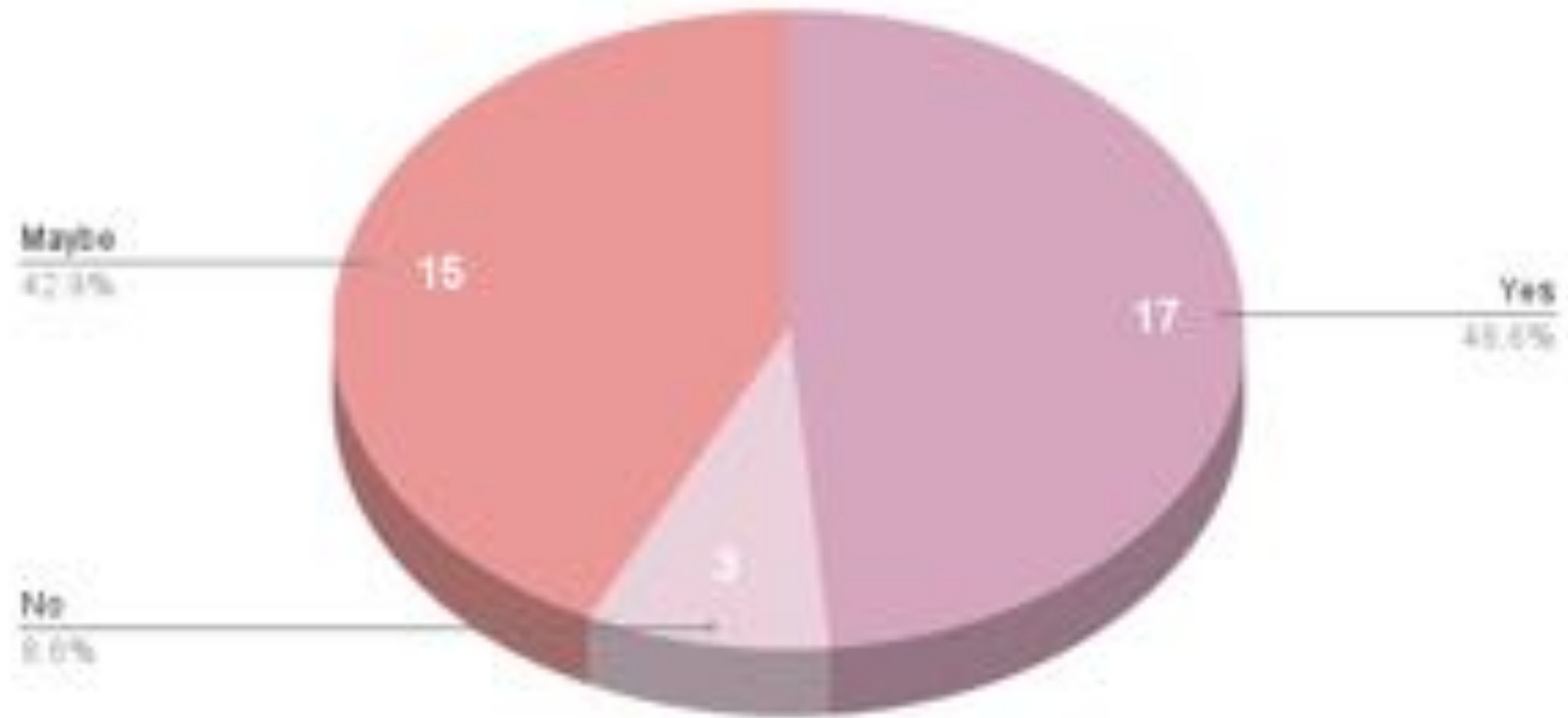
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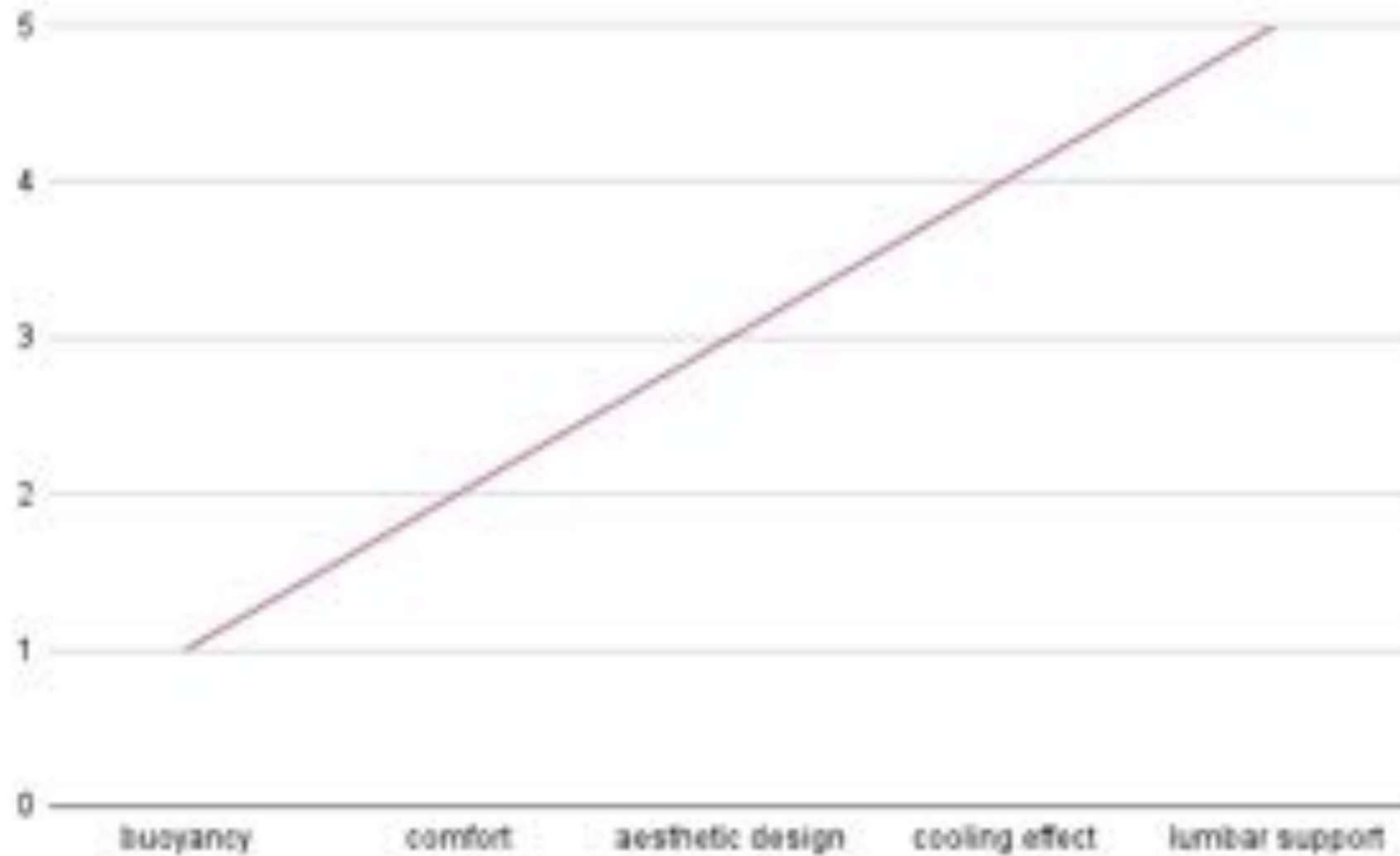
#14: Would you use a pool float during your luxury vacation if it provided health benefits?



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#15: When using a pool float, what is your most important need? 1 being most important to 5 being least important.



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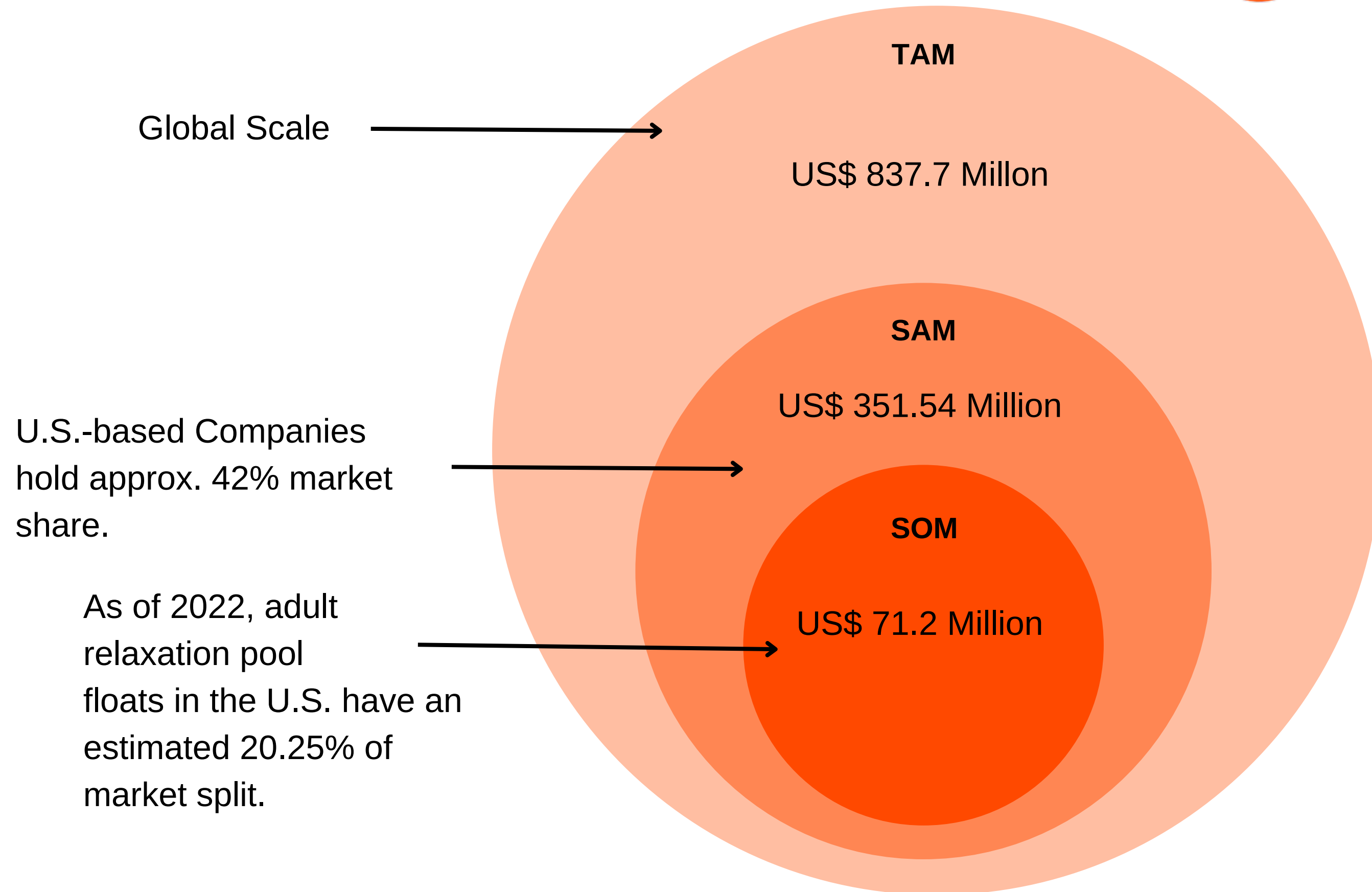
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Market  
Size  
Data





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Global Scale

TAM

US\$ 837.7 Millon

SAM

US\$ 351.54 Million

SOM

US\$ 71.2 Million

U.S.-based Companies hold approx. 42% market share.

As of 2022, adult relaxation pool floats in the U.S. have an estimated 20.25% of market split.

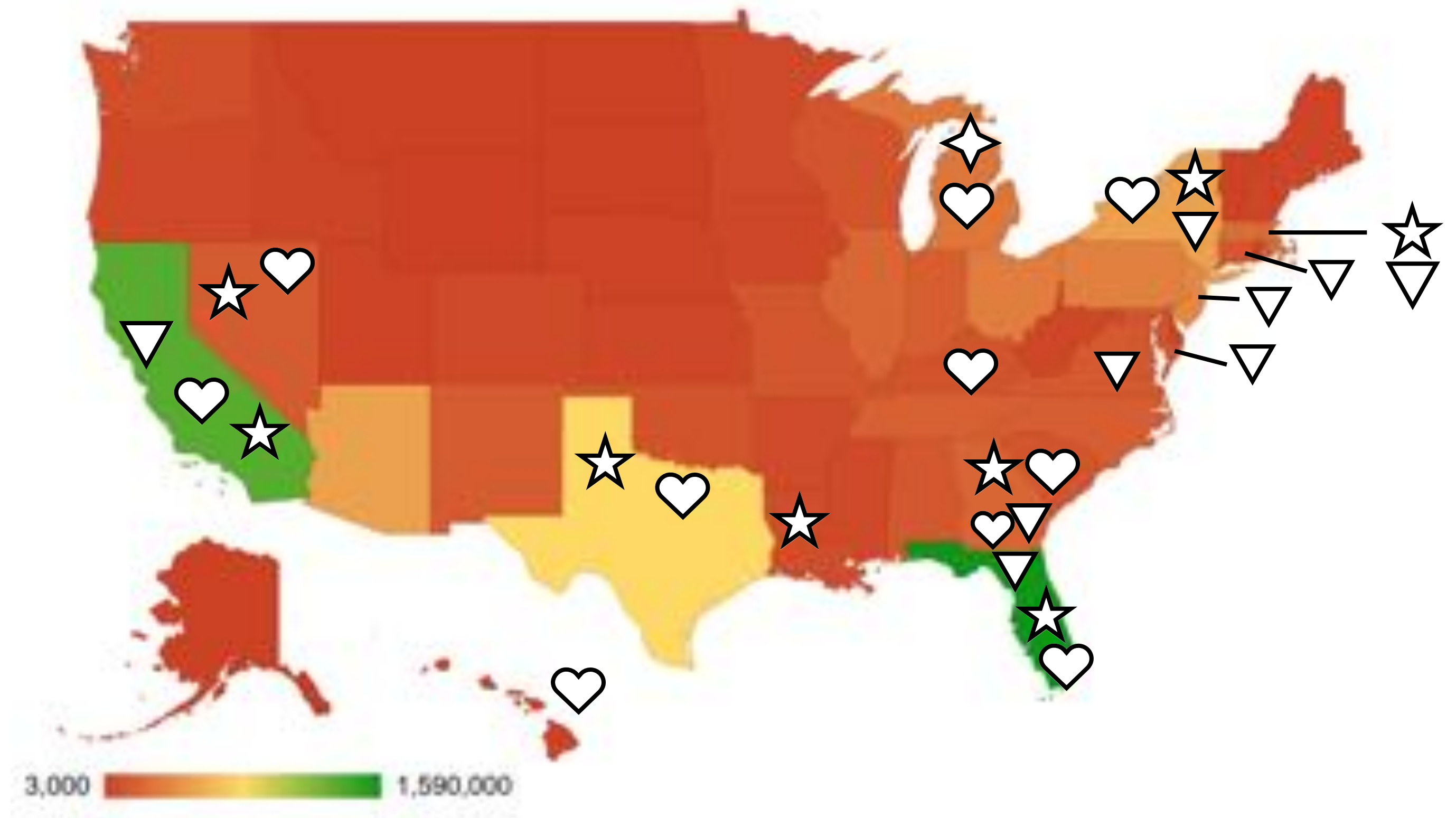


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## Number of Commercial Pools in the U.S.

### KEY

- ☆ most luxury hotels
- ♡ most visited
- ☆ Herman Miller manufacturer
- ▽ highest luxury-driven purchases by population





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## Competitor Information

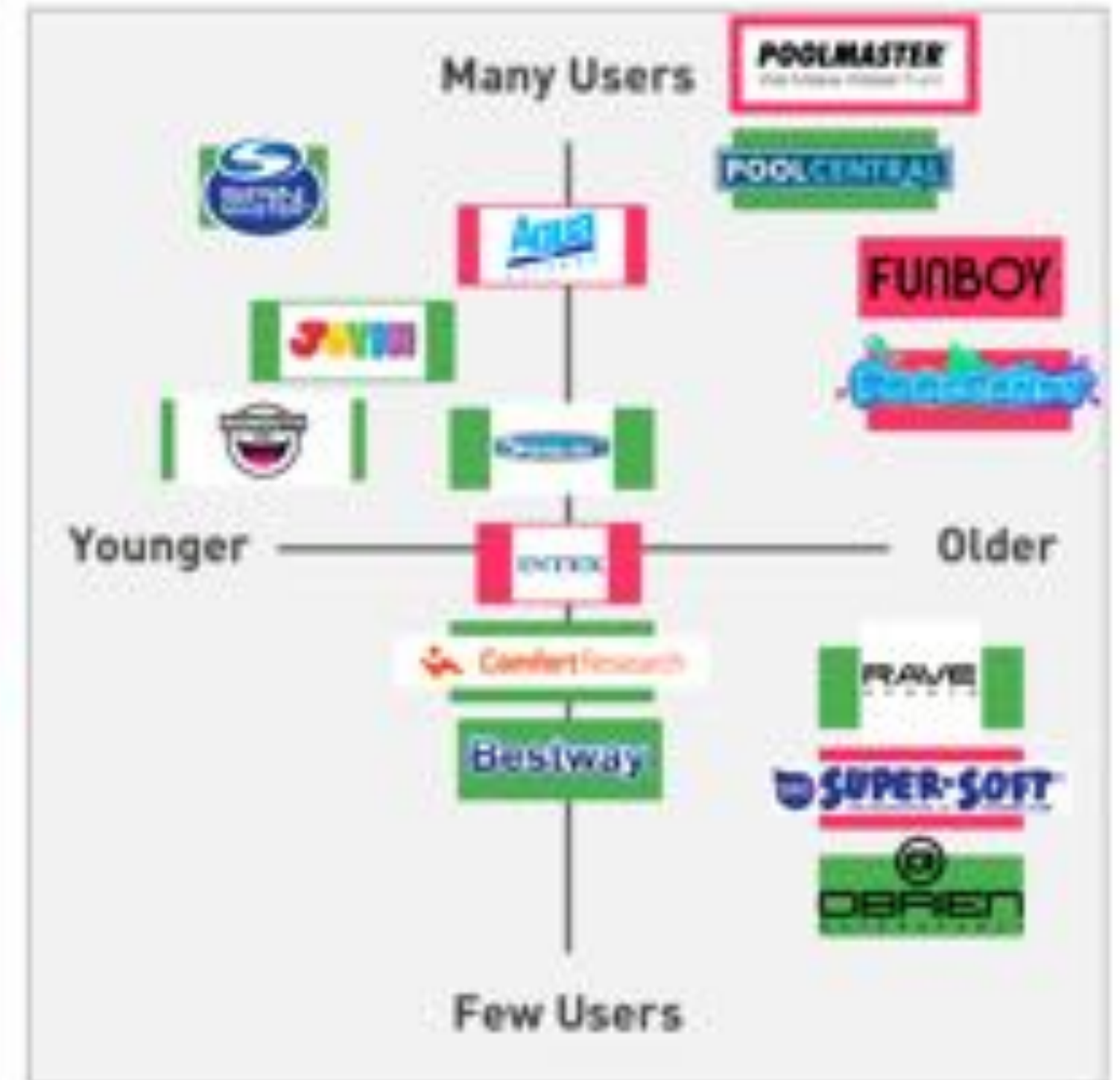
# Competitor - Complementor Matrix



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COMPLEMENTORS

COMPETITORS





## Competitor - Complementor Matrix Findings

- The matrix comprises the top 15 companies with the most pool float market share.
- Aqua-Leisure, the top one, and INTEX, the top three in market share, are the biggest competitor in product diversification, manufacturing, and global brand exposure.
- TRC Super Soft pool and lounge floats are our second biggest competitors, mainly in product similarities and target market. They are high-end, traditional pool floats made with quality materials. They are available in high-end luxury resorts across the U.S. and have direct-to-consumer distribution channels.
- PoolMaster is another competitor on product similarities but also complementor since they focus on mass-produced and affordable PVC and pool floats. However, their weakness is being too traditional in branding and designs.
- From the specialty, adult mid-price pool floats, FUNBOY and PoolCandy are our biggest competitors while also directly competing with each other. Their core competency is innovative pool float designs.
- O'Brien Water Sports and RAVE Sports focus mainly on high-end water sports activities and appeal to high-volume and family-friendly resorts. While they also sell pool floats, their portfolio and design patents specifically made for water sports make them complementors.



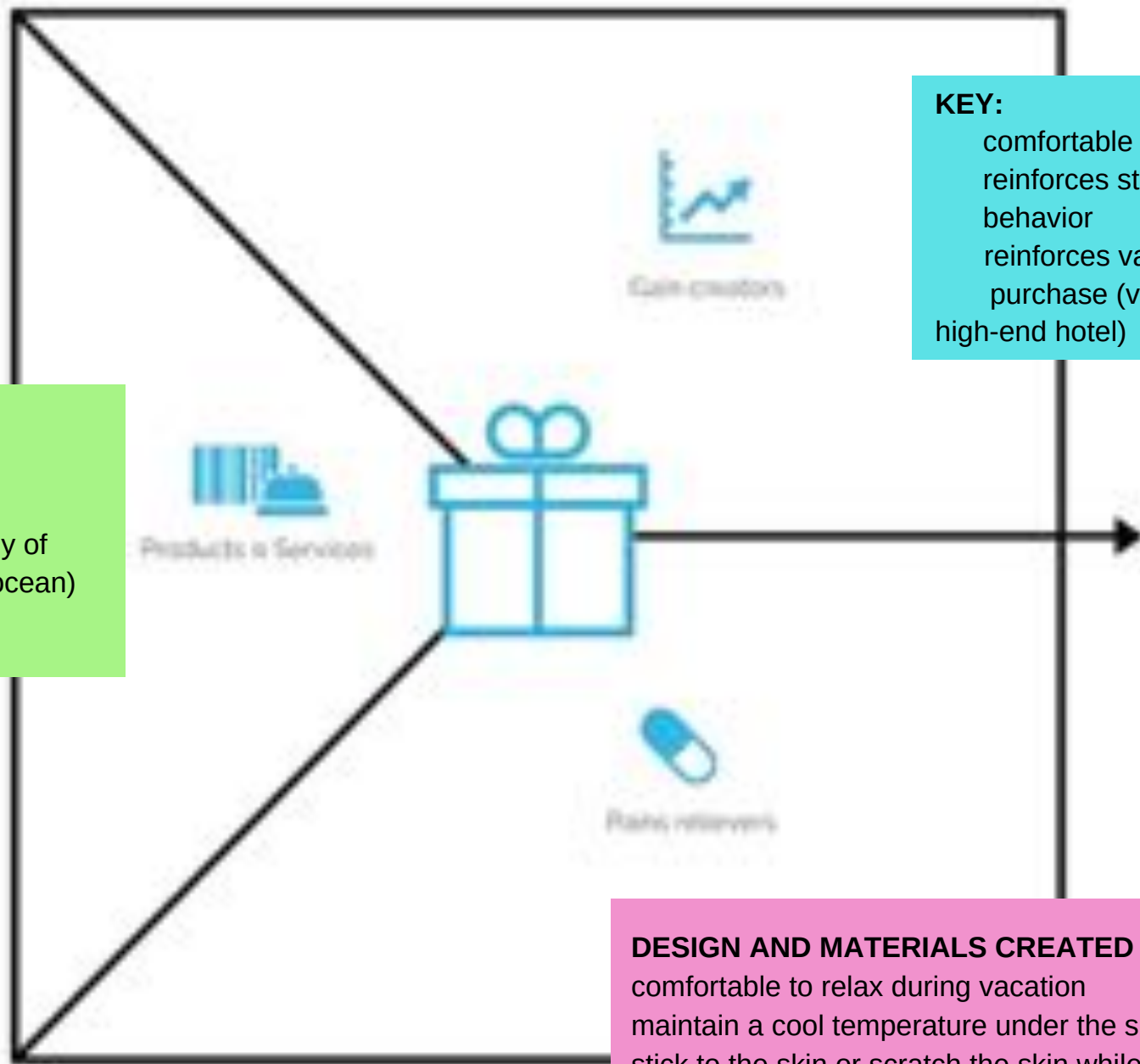
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Value  
Proposition  
Canvas

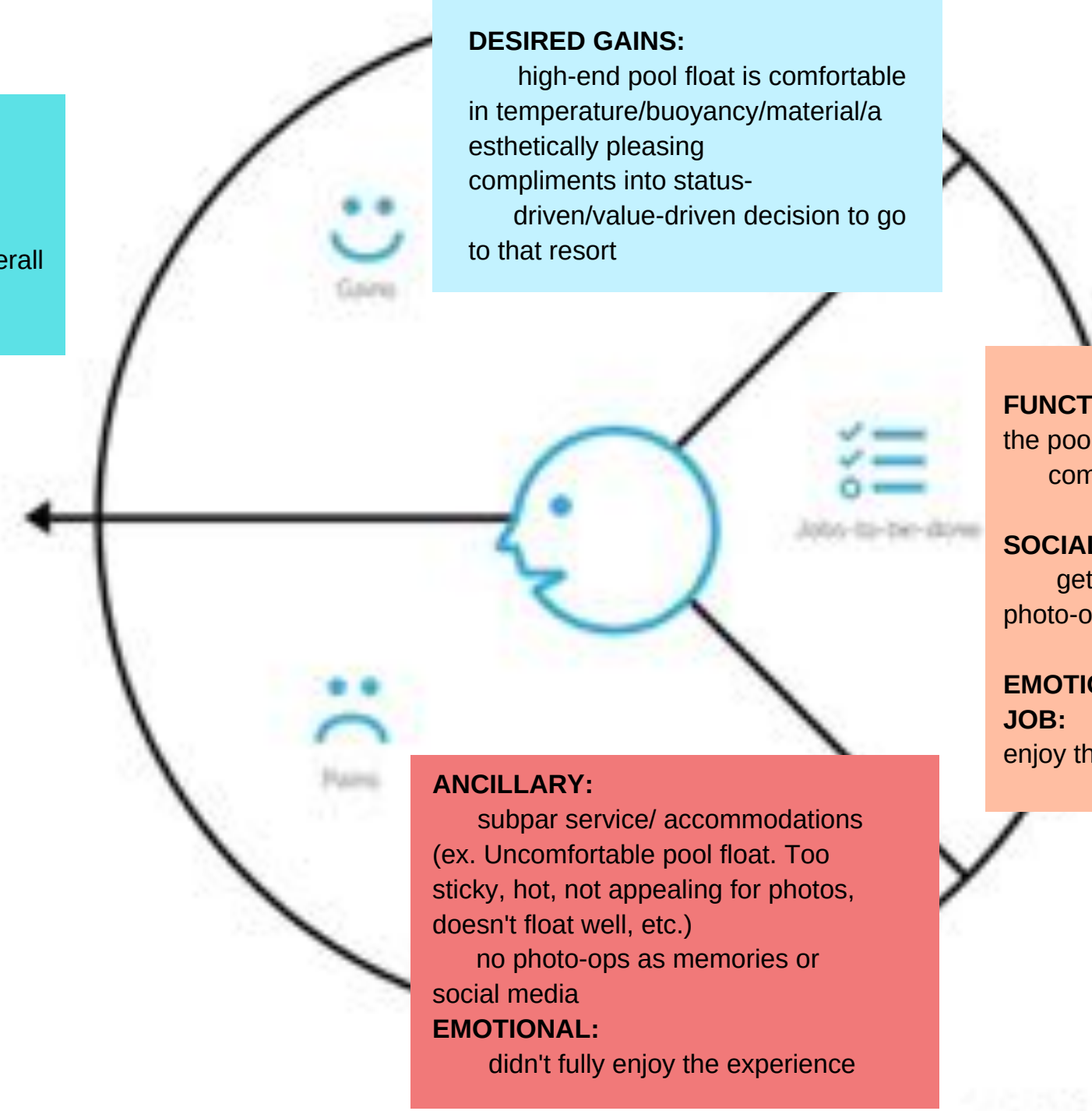


**KEY:**  
 comfortable  
 reinforces status-driven behavior  
 reinforces value-driven overall purchase (vacation at the high-end hotel)

**PHYSICAL & TANGIBLE**  
 Hotel  
 access to body of water (pools/ocean)  
 pool float



**DESIGN AND MATERIALS CREATED TO:**  
 comfortable to relax during vacation  
 maintain a cool temperature under the sun not stick to the skin or scratch the skin while tanning/sweating aesthetically pleasing for photo-ops (high brand identity/recognition through design).  
 floats perfectly in salt/chlorine water



**DESIRED GAINS:**  
 high-end pool float is comfortable in temperature/buoyancy/material/aesthetically pleasing  
 compliments into status-driven/value-driven decision to go to that resort

**FUNCTIONAL JOB:**  
 the pool float is comfortable, and it floats

**SOCIAL JOB:**  
 get their money's worth photo-ops

**EMOTIONAL/PERSONAL JOB:**  
 enjoy their vacation

**ANCILLARY:**  
 subpar service/ accommodations (ex. Uncomfortable pool float. Too sticky, hot, not appealing for photos, doesn't float well, etc.)  
 no photo-ops as memories or social media

**EMOTIONAL:**  
 didn't fully enjoy the experience



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# Customer Journey Map





	Awareness	Consideration	Acquisition	Service	Retention
Customer Goals	want to go on a vacation	find an appealing destination	book accommodations for duration of stay	enjoy their vacation	they want to return for another vacation
Customer Actions	check their calendars, ask friends/family if they want to join	go on social media/online to read reviews and look at accommodations	pay for booking fees, fill arrival upon arrival expectations, sign up for activities in advance	use amenities, explore the area, spend time with their friends/family	check next available date on their calendar to return
Touch Points & Channels	friends/family refer a resort that is one of our clients	resorts on social media/website show photos of our product	resorts on social media/website show photos of our product	customer uses our product during their stay	our product shows up in their personal vacation photos as a memory
Emotion Meter					
Pain Points	decide where to go and what type of vacation they want (luxury vs non-luxury)	overwhelmed with too much information/options	complicated/expensive booking fees and requests	personal / emotional job = vacation doesn't cover their expectations	stay up-to-date with new additions/promotional packages from resorts
Opportunities to improve	resorts promote their services before the need. Ex. Customers want to go on vacation because of resort.	resorts use SEO and digital marketing to emphasize our product during this process	our product is bundled as a perk. Ex. included with a larger room, spa and wellness package, etc.	our product is present during the highlights of their trip/ subtle hints of its exclusivity	customers have the opportunity to directly connect with Herman Miller for purchasing opportunities outside vacation. Ex. personal consultation



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Conclusion



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Although a niche market, based on the market research and competitive landscape assessment, KnollMiller Inc. should pivot into developing the Eames Lounge Chair and Ottoman Pool Float as it connects several market segments from the luxury pool float industry and Herman Miller's B2B core customer base.

This value-driven Minimum Viable Product aligns with the production, manufacturing, and distribution channels already established in the KnollMiller Inc. company.



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Next Step:  
Preliminary  
BMC for Pivot



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Thank You.

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