Marketing To An Increasingly Green Marketplace

Jeffrey Howe, PhD
Dovetail Partners, Inc

Enhancing Economic Competitiveness Through Going Green

Regional Wood Products Consortium: Specialized Innovation Workshops
September-October 2011
What about green business stats?

80% of businesses say, company would spend the same or more money on environment, health and safety as they did in 2009. Green Biz State of Business 2010

According to a September 2009 McGraw Hill report 76% of firms in the U.S. have made significant commitments to sustainability

81% of European CEO’s are combating shortages in raw materials such as oil and water through focusing their efforts on sustainability.
Moving toward green...
Agenda

1. **REVIEW** the Basics: The Alphabet Soup of Marketing
2. Who is Green?
3. Summary of Green Basics
4. How Do I Get Them To Buy My Stuff?
5. WOOD Examples
6. Summary & Questions
1. Review: Green Marketing

Fundamentally, Green Marketing is about Marketing, not about Green!
The Alphabet Soup of Marketing

✓ 3 Ms
✓ 4 Ps
✓ 5 Steps
The 3 M’s

1) Markets
2) Marketing Mix
3) Message
A. Markets

Groups of people with the willingness and ability to buy your product
A. Markets

a) Segments: groups with homogeneous characteristics

b) Targets: segments that best match your abilities

c) Positioning: Creating your image in their eyes
B. Marketing Mix

Set of Marketing Tools You Use to Attain and Retain Sales: The 4-Ps
B. MARKETING MIX: 4-Ps

a) Place/Channel: the intermediaries chosen to link to the end consumer

b) Product: the set of benefits your customer pays for

c) Pricing: the amount of money customers will pay for each benefit

d) Promotion: the set of materials and processes used to communicate with the customer
C. Message

The Sequence of Information Used to Lead Customers Through the Production Adoption Process
Product Adoption Process

a) **Awareness**: people view your product as a viable option

b) **Interest**: they are interested in buying a product

c) **Evaluation**: they begin comparing products

d) **Trial**: they complete a purchase

e) **Adoption**: the purchase is evaluated and reinforced
Who is green?
Green defined...

A holistic effort to reduce resource use while making product or delivering services that “won’t harm people or the planet”.
Green Segments?

Globally
Domestically
BIGGEST CONCERN?

GREENWASHING!!
Changing Demographics
A SIGNIFICANT CONSUMER GENERATIONAL CHANGE IS UNDERWAY!
Three Key Generations of Consumers!

**Baby Boomers**
- Born: 1945-1964
- Major Events:
  - Vietnam War
  - Civil Rights Movement
  - Television

**Generation X**
- Born: 1965-1976
- Major Events:
  - Watergate
  - Oil Crisis
  - Cable television

**Millennials**
- Born: 1977-1996
- Major Events:
  - Clinton Impeached
  - 9/11
  - The Internet

*Children of the G.I. Generation*
*Births increased from 2.6 M to 3.9 M per year*

*Children of the Silent Generation*
*Births decreased to 3.4 M per year*

*Children of the Baby Boomer Generation*
*Births increase to 3.8 M per year*

Source: NY Times - July 24, 2009
## Boomers: Pre & Post Recession

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Wealth/Net Worth</strong></td>
<td>Avg. net worth = $149,000</td>
<td>Declines by 46% to 55% (stock market, home equity)</td>
<td>No immediate growth expected; may never recover fully to prerecession levels</td>
</tr>
<tr>
<td></td>
<td>Avg. home equity = $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Home Ownership (all households-68%)</strong></td>
<td>80% Extension of oneself; great investment</td>
<td>80% Long term financial investment; Sturdy shelter; place to hang your hat</td>
<td>Home ownership will decline as segment ages; will be more sellers than buyers as generation ages. Will be viewed as “just a home”</td>
</tr>
<tr>
<td><strong>Home Equity</strong></td>
<td>51-100% of net worth</td>
<td>Decline by 68%</td>
<td>“Underwater “</td>
</tr>
<tr>
<td><strong>Spending Habits</strong></td>
<td>Self Indulgence; creature of comfort</td>
<td>Growth in savings rate;</td>
<td>Value oriented; need based choices</td>
</tr>
</tbody>
</table>
Understanding Generation X’ers

• Grew up in an era of failing schools and marriages
• Mothers entered workplace before childcare was popular; latchkey children
• MTV, hip hop
• Grew to distrust institutions starting with family
• Delaying marriage; entering with caution
• Prefer free agency over corporate loyalty – 3 in 5 saying “want to be my own boss”
• Tech savvy
• Includes the largest share of immigrants of any generation

Source: Joint Center for Housing Studies, Harvard University
# Gen X: Pre & Post Recession

<table>
<thead>
<tr>
<th></th>
<th>Pre-Recession Earlier than 2008</th>
<th>Recession 2008-2009</th>
<th>Post-Recession 2010 + ???</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2007 Income Levels</strong></td>
<td>$78,999 Likely to be a dual income HH</td>
<td></td>
<td>13% of age group that heads a household has income over $100,000 (13)</td>
</tr>
<tr>
<td><strong>Home Ownership (all households-68%)</strong></td>
<td>67.0% Purchased 53% of new home purchased in 2003</td>
<td></td>
<td>Account for 16% of total households (13)</td>
</tr>
<tr>
<td><strong>Home Equity</strong></td>
<td>First time homebuyers, high mortgages, minimum down payments</td>
<td></td>
<td>No to low equity</td>
</tr>
<tr>
<td><strong>Spending Habits</strong></td>
<td>Credit card debt</td>
<td>Cut back on spending because worried about financial health</td>
<td>Higher savings rates is a priority</td>
</tr>
<tr>
<td><strong>Attitudes</strong></td>
<td>Distrust if institutions</td>
<td></td>
<td>Toughness Security Grittiness, practicality</td>
</tr>
</tbody>
</table>
Millennials – Pre & Post Recession

• The Millennial generation emerges as the single largest generation cohort in history
  • They will surpass baby boomers by 5m, which should have a positive impact on household formation
  • Millennials more interested in “innovative products” than prior generations... providing a potential growth platform

Source: Joint Center for Housing Studies, Harvard University; Marvin Windows
<table>
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<tr>
<th></th>
<th><strong>Boomer</strong> (ages 45-64)</th>
<th><strong>Gen X</strong> (ages 33-44)</th>
<th><strong>Millennial</strong> (ages 13-32)</th>
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<tr>
<td><strong>2007 Income levels</strong></td>
<td>Ages 45-54 - $83,106</td>
<td>$78,999</td>
<td>Ages 25-32 - $69,065</td>
</tr>
<tr>
<td>(Nat’l avg. is $67,609)</td>
<td>Ages 55-64 - $76,440</td>
<td></td>
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<tr>
<td><strong>Current Size of Market</strong></td>
<td>37% of all homeowners</td>
<td>35% of all homeowners</td>
<td>Currently Small – older group just entering homeowners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>In 2003 purchased 55% of new homes</td>
<td></td>
</tr>
<tr>
<td><strong>Size of homes (size of new homes getting smaller</strong></td>
<td>2\textsuperscript{nd} or 3\textsuperscript{rd} Move-Up homes</td>
<td>First time and 1\textsuperscript{st} move up homebuyers</td>
<td>Older of this segment becoming first-time home buyers</td>
</tr>
<tr>
<td><strong>Purchase Behavior</strong></td>
<td>2\textsuperscript{nd} home for:</td>
<td>Single Family homes for raising family</td>
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<tr>
<td></td>
<td>➢ vacation homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ future retirement home</td>
<td></td>
<td></td>
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<tr>
<td><strong>Next 5 – 10 years</strong></td>
<td>➢ Aging in place</td>
<td>➢ 2\textsuperscript{nd} or 3rd Move-Up homes</td>
<td>➢ 1\textsuperscript{st} or 2nd Move-Up homes</td>
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<tr>
<td></td>
<td>➢ Lifestyle communities</td>
<td>➢ Remodel/add on to current home</td>
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<td>➢ Naturally Occurring Retirement Communities</td>
<td>➢ Likely will want to live similar to way they grew up</td>
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# Purchase Drivers by Generation

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<td>Many wear brand as a “badge” (BMW &amp; Subzero); brand loyal.</td>
<td>Value - “Mix and match,” quality, considered purchases.</td>
<td>Brand less important</td>
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<td>High-end niches; able to purchase luxury brands.</td>
<td>Value, quality, “best deal”</td>
<td>More apt to purchase high end based on technology</td>
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<td>Authenticity, traditional.</td>
<td>Technology is natural fit with everyday life; tech savvy.</td>
<td>Interfacing with technological gadgets is a way of life.</td>
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<td>Obtain information from traditional sources: newspapers, magazines, radio, television.</td>
<td>Less likely to regularly read newspapers, magazines; rely more on internet for information.</td>
<td>Rely heavily on internet, social networking for information.</td>
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<td>Home is extension of oneself and great investment.</td>
<td>Place to hang your hat; need room for growing family; affordable</td>
<td>Need to live somewhere</td>
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<td><strong>Conceptually support “green”; but not willing to pay for it.</strong></td>
<td><strong>Committed to green philosophies when can see benefits to them. Energy efficiency important.</strong></td>
<td><strong>Very altruistic regarding green; think of green as way of life.</strong></td>
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Individuals?
IF It Has Seemed Like Customers Weren’t Interested..

- Baby Boomers Dominated Market
- 75% of them had low awareness
- Of the balance %, 80% had other priorities
- Result - small target
If You Combine Surveys and New Product Adopters:

- A Few People (5-10%) are EXTREMES
- Slightly more (10-20%) are SEARCHERS
- Even more (25-30%) are simply AWARE and interested
- EVEN MORE (25-50%) are AVOIDERS
- A Few people (5-10%) Just NOT INVOLVED
Businesses Have the Same Behaviors

Where is the Business & the Buyer on the Product Adoption and/or Consumer Interests Scale?
You Get the Best Results When:

Your Interests Align With Those of Your Customer!
3. Summary of Green Marketing Basics
So, FIRST you

✓ Pick your **Segment(s)** e.g. region
✓ Pick your **Target(s)** e.g. specific customer types
✓ Determine your **Positioning Strategy** to best align with your Target, e.g. your image (are you Extreme? Searcher? Aware? Or Avoid?)
NEXT, You determine:

✓ The Channel You are going to use to get to them
✓ The Benefits this Target is seeking (Your Product)
✓ The Pricing Model that works best for this Target, and
✓ The Promotional Method to communicate with this group
Finally, You must Determine:

What is Your MESSAGE?

That is most likely to work with your Target and fulfills your positioning strategy.
Right Message to the Right People at the Right Time In the Right Manner!

How?
4. How Do I Get Green Customers To Buy My Stuff?
Product Adoption Process

A. Aware
B. Interest
C. Evaluation
D. Trial
E. Adoption
A. To Get Someone Truly Aware:

Selective:
- Exposure (get message to customer)
- Attention (cue - senses)
- Comprehension (interpretation of cue)
- Retention (emotion important to memory)
To Someone Truly “Aware” of a Green Product Option:

- Right Cue
- Get Past Filters
Key to Filters is INFLUENCERS!

- Family
- Friends
- “Experts” E.g. licenses (Doctor, Lawyer)
- Government
Product Adoption Process
Examples:

Well planned websites illustrate how to lead potential customers through each stage of the Product Adoption Process.
The new, faster MacBook Air

The ultimate everyday notebook. Now up to 2.5x faster, featuring high-speed Thunderbolt I/O and OS X Lion.
AWARE

Dining
elegance
specially priced

Handcrafted Fine Furniture
As designers and builders of fine, solid wood furniture, we are inspired by the woodworkers of the past who left a legacy of beautiful forms executed by hand and built to last, restoring a relationship between man and his practical art. Accordingly, Thos. Moser furniture is conceived to offer service and beauty for generations of users, and we proudly guarantee our furniture for the lifetime of the original owner. I invite you to stop by a showroom, call or visit us in Maine, or click here to explore our entire collection of offerings.

Regards,
Thomas Moser, Cabinetmaker

Request Our Catalog
Click here to request a complimentary copy of our catalog

News & Events

September 30th, 2011: Visit us in Summit, NJ, on September 30th - October 2nd, to select from a large collection of our handcrafted furniture at reduced prices. Read More »

September 24th, 2011: We invite you to stop by the JW Marriott Hotel on September 24th in Denver, CO for a one-day sales event! Read More »

September 16th, 2011: Join us for a Special Weekend Savings Event in San Mateo, CA on September 16th-18th Read More »

Sign up for our e-newsletter
enter your email address here sign up »
B. To Get Someone’s Interest:

- Which “Green” Group are they in?
- Which Demographic Group are they in?
- What other interests/behaviors do they have?
Now featuring OS X Lion.

The new, faster MacBook Air

Everyone should have a notebook this advanced. And now everyone can

The ultimate everyday notebook.
HOLIDAY ENTERTAINING 2011

Select 7-piece dining sets specially priced and guaranteed for Thanksgiving delivery.

Each year, you open your home to family and friends for the holidays. Enhance your celebrations this year with one of our most popular 7-piece dining sets. But order soon, because with exceptional savings on complete dining sets guaranteed Thanksgiving delivery on orders placed by September 30th, our limited supplies won't be available for long.

The details of this special offer are simple. Select from the dining sets shown here - each set is made up of a table and six matching chairs - and save $2,000 compared to purchasing the items separately. And if you order by September 30th, your purchase will arrive in time to set the perfect table for this year's Thanksgiving dinner.

Wish to purchase a dining set not shown here, but would still like to receive special pricing? Scroll down for more details or click here.

Edo Dining Table & Chairs.

Set pricing includes one Edo Trestle Table and six Edo Tall Dining Chairs

Special Price $12,650 (Separately $14,650)
C. To Get Someone to Evaluate Your Product:

Address 4 Kinds of Information
Simple Personality Matrix

Closed

Open

Analytical

Driver

Amiable

Expressive

Source: Merrill, D. and R. Reid, 1981
Personalities tend to...

- “Analyticals” like numbers
- “Drivers” are action oriented, and like order or process
- “Amiables” are people oriented
- “Expressives” are creative and outcome oriented
Boat Top Dining Table & Eastward Dining Chairs.
Set pricing includes one Large Boat Top Table or Small Boat Top Table.
- Two Eastward Arm Chairs and four Eastward Side Chairs
- Small Boat Top Set Special Price $8,500 (Separately $10,500)
- Large Boat Top Set Special Price $9,550 (Separately $11,550)

Pasadena Dining Table & Chairs.
Set pricing includes one Pasadena Table, two Pasadena Arm Chairs, and four Pasadena Side Chairs with back.
- Special Price $17,900 (Separately $19,900)

Georgetown Single or Double Pedestal Table & Harpswell Dining Chairs.
Set pricing includes one Single Georgetown Pedestal Table or Double Georgetown Pedestal Table, two Harpswell Arm Chairs, and four Harpswell Side Chairs.
- Single Georgetown Table Set Special Price $11,325 (Separately $13,325)
- Double Georgetown Table Set Special Price $12,675 (Separately $14,675)

While guaranteed holiday delivery only applies to the dining sets shown here, our special...
Remember….

Sell The Benefit, Not…

…IT’S FEATURES!
....or as Master Salesman Elmer Wheeler said:

“SELL THE SIZZLE, NOT THE STEAK!”
D. Getting Someone to Try Your Product:

- Make it Through Steps 1-3
- Clarify Benefits
- Address Both Spoken and Unspoken Needs of Buyer
- Close - ask for the order
PLUS, You can visit the retail store to TRY it!!
ABOUT THE BOAT TOP TABLE

Now available at a special price, with savings of $2,000, when purchased as a set of one Boat Top Table - Large or Small, two Eastward Arm Chairs, and four Eastward Side Chairs!

To order this specially priced set with other dining chairs, please contact your nearest showroom or call (800) 862-1973. Normal lead-times apply.

The slightly wider beam of our Boat Top Table adds visual interest and mirrors the curves of our Eastward Chairs. Perfect for formal or casual dining, it seats up to six.
E. Adoption Occurs:

- Reinforce the purchase
- Develop a relationship
- Get another order
ADOPTION

- EMAIL
- WEBSITE HOMEPAGE
- “APPLECARE”
- CLOUD
- ITUNES & OTHER SUPPORT
- INTEGRATED PRODUCTS
Moser ADOPTION

- SIGN UP FOR NEWSLETTER
- REQUEST A CATALOG
- CUSTOMER IN RESIDENCE
- CUSTOMER SERVICE
- BLOG, FACEBOOK, TWITTER
5. EXAMPLE WOOD PROMOTIONS
TRADITIONAL APPROACH
Wood

- Renewable
- Produce with solar energy
- Stronger than Steel by wt
- A carbon storehouse
- Recyclable
- Reusable
Those are Features or Attributes!

Possible Benefits..
Depends on Person, 
E.g. Wood is...

- **Analytical** 50% Carbon and stores it 100 years...clean air
- **Driver** Easily used with existing process & equipment
- **Amiable** Lightweight & nontoxic, safe
- **Expressive** Warm, beautiful,
SOME POSSIBLE BENEFITS OF WOOD FOR GREEN MARKETS!

- Safe (e.g. Nontoxic, Voc-free)
- Positively Impacts air quality
- Positively Impacts water quality & quantity
- “Sustainable” - Meaning won’t get used up and will be available for future generations
- Natural - people assume this means many of the above issues are taken care of!
What's in a name? A promise.

In 1943 Truman W. Collins said, "Our mission is to manage the forests sustainably. Nurture the forest's biodiversity. Help create a stable workforce that builds healthy communities where families can work and thrive. Foster loyalty and trust simply by being loyal and trustworthy. Leave the Earth better for our being here." That is our vision and that is our promise to you.

TruWood's newest siding

TruWood® has developed a new siding with the look of authentic split shakes at a price that's affordable. Learn more.

Latest News

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>Sep 01</td>
<td>Come meet us at FMC September 14-17th in booth #2J01 Hall 2</td>
</tr>
<tr>
<td>Jun 14</td>
<td>The Collins Pine Museum in Chester, California is now open.</td>
</tr>
<tr>
<td>Mar 23</td>
<td>Updated Collins Pacific Albus Grade Sheet. click here</td>
</tr>
<tr>
<td>Mar 10</td>
<td>Take a look at our up-dated TruWood Product Sheets. click here</td>
</tr>
<tr>
<td>Mar 05</td>
<td>Updated Collins Directory and CollinsWood Green Roofs &amp; Siding catalog</td>
</tr>
</tbody>
</table>

Information for architects

How you can change the way wood products are harvested and sold around the world: use CollinsWood® products. Learn more.
Certified Wood Products, Inc.

**Stewardship** is more than growing enough wood. It is about how the forests are managed, how the local people are treated, and how it is used to construct buildings that support a healthy planet.

**Our mission** is to facilitate responsible forest management through connecting responsible producers with responsible users.

Certified Wood Products, Inc. deals exclusively with products that are certified according to the rules of the Forest Stewardship Council (FSC). FSC-certified forest products will contribute towards earning credits under the LEED® Green Building System™.

**We Stock It**

We stock the widest variety of forest products that are certified according to the rules of the Forest Stewardship Council (FSC). Our goal is to make your sourcing of FSC-certified wood pain free.

**We Ship It**

Whether you need a few pieces, mixed truckloads, or multiple truckloads, we deliver anywhere in North America.

**We Know It**

Our service does not end when your shipment leaves our facility. Experienced consultants are ready to assist with obtaining LEED credits. We provide the necessary LEED submittal information and we ensure FSC chain of custody is maintained.
American Hardwood – Nature’s “Greenest” Choice

Setting the Record Straight
When it comes to “greening” a new or existing home, many consumers simply do not have the facts about American hardwood as an environmentally-friendly building material choice. Wood misconceptions abound.

The absolute bottom line is this. Because hardwoods are renewing and so abundant, they are nature's choice for eco-effective design and building. THE sustainable material!

So, what does “sustainable” really mean? The Federal Government’s definition, as stated in Executive Order 13423, says that “sustainable means to create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations of Americans.” How does this relate to the hardwood industry and the environmental questions and concerns surrounding it?

Here are the facts:
Grown in America - Responsibly Harvested - Naturally Abundant
Hardwoods are the botanical group of trees that have broad leaves, produce a fruit or nut, and generally go dormant in the winter. Requiring a temperate climate, most hardwood forestland is in the eastern half of the U.S.

In American hardwood forestry, the predominant harvesting method is single-tree selection. By carefully removing individual trees, openings in the forest canopy are created so that more precipitation, sunlight and nutrients reach the forest floor. A trained forester individually selects trees for harvesting and a crew removes the trees with the least disruption to the forest floor. This responsible forest management takes into consideration long-term timber production, while also addressing water quality, wildlife habitat, biodiversity, forest aesthetics and recreational opportunities.
Copeland Furniture is Green Furniture

Preservation and stewardship are values that run deep in Vermont. We take pride in the quality of the environment and the natural beauty that surrounds us. We also interact with the natural environment in a more intimate way than our friends in more developed areas. Many of us make our living working with the land and the forests and even more of us hike, canoe, fish, and hunt. Taking care of that which surrounds us and feeds, clothes, and shelters us is an ethic that spans generations and is held by Vermonters in all walks of life.

Here are some of the ways that our environmental values are reflected in each piece of furniture that we make:

**We use sustainably harvested hardwoods from the American Northern Forest**

The Northern Forest is among the healthiest in the world and is actually growing in terms of standing biomass. The capacity of the Northern Forest to absorb carbon dioxide is growing each year. The forests of Vermont are no exception, now covering over 85% of the landscape. The lumber we use comes from within 500 miles of our factory. Living and working in and near the regions that supply our raw materials means that fossil fuel is consumed and less carbon dioxide emitted through transportation.

**We are Forest Stewardship Council (FSC) certified**

We work with the SmartWood program of the Rainforest Alliance. Their program requires us to work with suppliers who can certify that the wood we purchase from them comes from forests that:

- are not threatened
- do not have high conservation significance
- do not contain genetically modified trees.

SmartWood audits our purchase records annually. Whenever feasible, we purchase wood that is harvested from FSC-certified woodlots and processed by FSC-certified sawmills.

![FSC logo]

We were awarded Silver Exemplary Membership Status by Sustainable Furnishings Council.
Example of Green Product Association
Wood Furniture Manufacturers - Newport Furniture Parts

Family owned since 1963, we manufacture the highest quality furniture parts using the latest technology in our facilities, ensuring lasting, durable, and beautifully crafted parts. After two generations and 40 years in the furniture parts business, Newport Furniture Parts has established itself as a leader in the wood component industry and as one of Vermont's finest wood furniture manufacturers. The people behind the technology and production speak volumes about our company. From CAD designers to wood craftsmen, our people bring professionalism and vested interest into our quality components as one of the best wood furniture manufacturers.

NEWS

August 24, 2011
Finding a furniture manufacturer that can and will go the extra mile
For the new entrepreneur or even an experienced furniture supplier or retailer, sometimes the biggest problem isn't finding a quality furniture-component manufacturer, but everything that—from initial sizing to delivery and beyond—read more

September 7, 2011
Wood Furniture Manufacturer...
KNOW THY CUSTOMER!!
Dovetail Reports:
Wood Products Marketing White Papers

Positioning: Who Does Your Customer Think You Are?

Dr. Jeff Howe
Dr. Jim Bowyer
Kathryn Fernholz

November 29, 2006

Dovetail Partners, Inc.

Finding New Markets

Dr. Jeff Howe
Dr. Jim L. Bowyer
Kathryn Fernholz

January 17, 2006

Dovetail Partners, Inc.