Pilot Experience Sales Guide

Creating a Successful Proof of Concept

Internal for Steelcase and Dealer Use

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Steelcase

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Client interest and motivation to test and iterate is high – and we can support clients who are willing to pilot new ideas. Use this Pilot Experience Sales Guide to understand key aspects of creating a successful pilot.

Pilots offer a "lived-in" experience, where users move into the space and use it as their primary work area during the testing period. Support multiple work modes to give users an immersive choice + control experience.

No two pilots will be the same – and that's okay! Confidently advocate the value to testing new concepts, even when there isn't an immediate project. Become a valuable partner now and be ready when projects follow.

Introduction

Why Pilot?

Pilots are always a beneficial way to test a new concept before larger implementation. This is true now as organizations seek to test Work Better concepts before investing in significant changes to their overall workplace.

Pilots range from testing a range of settings, new protocols and monitoring behaviors to inform the overall work experience. A pilot experience should be immersive and support multiple work modes.

Establishing tangible goals and overall scope early are essential to ensure all parties are aligned on expectations and the client derives the greatest benefit from the pilot.

Support business decisions
– Reduce risk for a larger project or initiative
– Show employees that you are trying new things / new approaches
– Gain buy-in from audiences (users and leaders)
– Test concepts in small scale before a larger investment

Pilots are small scale tests
– Include a range of settings that users "live" in to truly experience new ways of working
– Support all work modes in the pilot
– Determine if the client goal is to validate a new space approach, a new user experience or both.

Have a pilot mindset.
Just as pilots are tests, it's critical that all involved understand it won't be "perfect". The idea of a pilot is to test, learn and iterate. Inherently, this means that some ideas will be "wrong" – and that's okay.

We can help

– **Build the strategy**

– **Furnish the pilot**

– **Make it affordable with financing options**

– **Create the experience**

– **Measure the impact**

The key is to be integrated in each step as a partner to your client.

What might we pilot?

Help your client create a pilot experience that will bring them the greatest value. Examples include:

- ⊙ **Return to Work Experience** – gain the user perspective to inform a space ready for their return.

- ⊙ **Work from Home Experience** – improve the WFH experience by understanding the current state and testing new solutions – with the ARC team.

- ⊙ **Mixed Presence Pilot** – experiment with the challenges and solutions to presence disparity.

- ⊙ **Hybrid Work Strategy** – assess Work Mode personas to test new hybrid work models – with the ARC team.

- ⊙ **Safety Pilot** – using Space Scan to identify space risks and test new applications.

Scenarios

Pilot Approaches

Pilots range in size and intent. Be flexible when advocating for a pilot and suggest a few fundamentals.
– Support all **work modes in a range of settings** that offer choice + control and easy transitions
– Users need to **fully live in it** to full appreciate the experience and provide thorough feedback
– Can test with **existing (low fidelity) or an all-new space (high fidelity)**. Be sure the users understand the approach, including goals, process and timing for a new space

Degree of Change
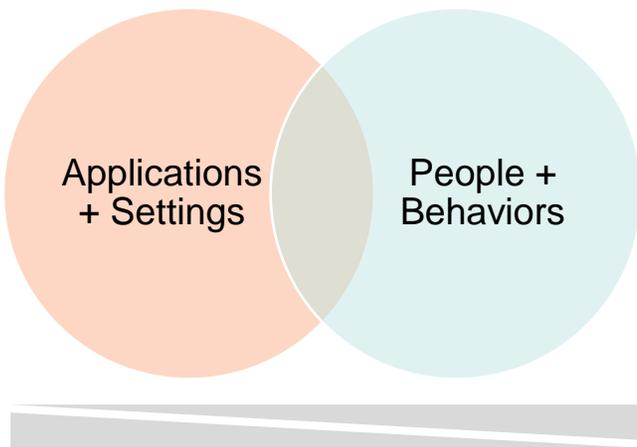
Understand the desired level of change.

Applications + Settings related
Is the client focused on spatial solutions, and **evaluating the applications and products**?

People + Behaviors related
Is the client focused on the **work experience and user behaviors**? Is the pilot workplace part of an organizational transformation, impacting culture, process, tools and space? If yes, the ARC team can help.

Scenarios
Examples and quantities for illustration purposes.

1. **Reuse existing furniture**

   Test new ways of working by reconfiguring space. Focus on the experience, new processes, new organization structures, etc.

2. **Dealer rental or Remarket**

   Supplement existing inventory of product as the space is reconfigured.

3. **Reuse of existing + 30% new**

   Adding new elements to test specific applications and features, etc. (note: if asking for pricing, will be important to understand overall pilot scope and future potential)

4. **Small area**

   Few people (6-8 ppl) supporting several work modes (focus, collaboration, social). Users will access other shared areas in the overall space.

5. **Large ecosystem**

   More people (10-20 ppl) with a complete ecosystem, all work modes supported, ability to work completely in the pilot space.

6. **Full pilot**

   Full floor (30-50 ppl) with all work modes supported. Informing a much larger opportunity and able to test for a longer period of time to gather hard data.

Measurement

Measurement is critical

If you don't know what you're measuring, how will you know which elements of the pilot were successful?

What to measure? Measure the impact of the space change, the experience and/or user behaviors. The size, scope and goals of a pilot space should inform the appropriate measurement method(s).

If a measurement plan and goals are not established, it will lessen the success of the pilot and the clarity of the outcome.

Goals of the Pilot
Consider what the client hopes to accomplish.
– Justify change for a new project
– Test new ways of working
– Test new space requirements
– Test new work environments
– Support change management initiatives for larger projects in an organization
– Support culture change with space updates

Timeline
Test the pilot for a minimum of **30 days** before measurement. Ideally measurement should happen after **90 days** (or longer), particularly on behavioral prototypes where users are developing new routines and habits.

It's critical that users fully live in the space, are supported with all work modes and have fully acclimated before post-measurement is conducted.

Types of Measurement

Determine the measurement plan with the client. This may be client-led, jointly-led or Steelcase-led.

➢ *First, align with client on their goals, objectives and motivations. This will inform measurement.*

1. **Pre-occupancy measurement** – establish a solid baseline prior to moving into the pilot space.

2. **Post-occupancy measurement** – nominally 30-90 days after move-in. Ask the client to follow through on post-occupancy measurement, as this is often overlooked if the pilot is perceived as a success.

   Examples include:

   – Collect anecdotal experiences and comments through individual or group interviews

   – Create a pilot participant score card (with client-specific attributes)

   – Conduct a Workplace Reflections Workshop to identify what's working / what's not working

   – Workplace Snapshot Satisfaction Survey

   – ARC can create measurement options with the client (surveys, interviews, etc.)

   – Data Driven Workplace Return / Workplace Advisor for space measurement and utilization

Need more help? Contact the ARC team.
When clients wish to reimagine the work experience, bring in your ARC Consultant. We can bundle behavioral prototyping with the space solution to increase the impact of the pilot.

Positioning materials

Position the value of a pilot at several touchpoints. With existing accounts who wonder what they can be doing now. With competitive accounts who wonder what makes us the best partner. With conservative clients who wonder if we have sufficient experience and know-how.

Positioning Overview

This overview piece focuses on the value of piloting – without a specific solution or pricing strategy in mind. Use this to help your client think about the value of testing.

Sales Presentation

Position the value of a pilot with this short slide deck. A great addition at the end of your Work Better Sales Presentation or a stand-alone conversation.

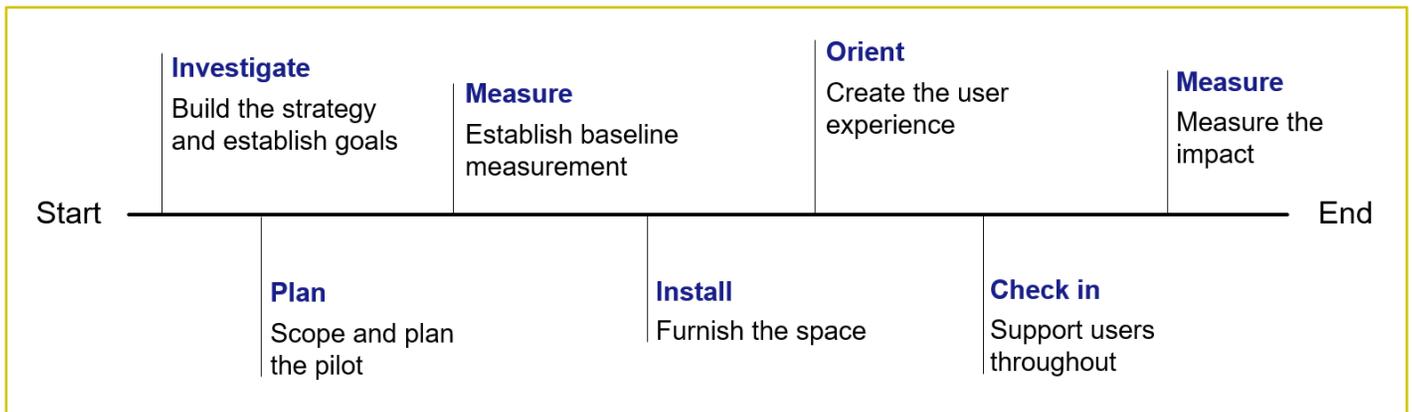Articulates the Why, How, What and Measurement of pilot experiences.

RFP Language

Many RFPs ask about additional value-adds or specifically about pilot opportunities. Use and modify this body copy as needed to fit your situation.

As you reimagine the work experience, consider a proof of concept pilot to test and iterate. We can help you create a pilot experience to address desired behavioral changes and test new spatial approaches. By experimenting in small scale ways, pilot learnings can inform decision making and reduce risk. Organizations are taking this time to reimagine the work experience and refine design concepts.

The most successful pilots include settings for all work modes – focus, collaborate, learn, socialize and rejuvenate. A holistic approach allows users to "live" in the space and provide valuable feedback on how the settings support their work and transitions.

We begin by understanding your goals and establishing relevant measurement methods. Conversations will include audiences, locations, applications, affordability and the overall user experience. Count on us to provide guidance on the scale that's right for you.

The Process

	Investigate Build the strategy and establish goals	**Measure** Establish baseline measurement	**Orient** Create the user experience	**Measure** Measure the impact

Start ——————————————————————————————————— End

	Plan Scope and plan the pilot	**Install** Furnish the space	**Check in** Support users throughout	

Investigate
– Build the strategy
– Establish pilot goals and direction – the Applied Research + Consulting team can help

Plan
– Scope and plan the pilot with the client
– The [Returning to the Workplace Surveys](#) gain employee sentiment about the future of work

Measure
– Suggest measurement techniques and help the client align on what to measure *(see prior page and suggestions in the right column)*
– Establish baseline measurement in the existing space

Order and Install
– Provide products and services to create the pilot space
– Create your pricing strategy
– Consider [Financing Options](#) to make acquisition easier
– Leverage dealer installation services

Orient
– Create a great user experience
– Orient employee groups to the pilot workspace and support them throughout
– Invite leaders to visit and tour the pilot space

Check in
– Support users throughout the pilot, visiting the space to see what's working, not working, answer questions, observe use, etc.
– Host other employee groups in the pilot space

Measure
– Gather anecdotal feedback on the pilot experience through individual or group interviews
– Workplace Reflections Workshop (what's working/not working)
– Workplace Snapshot Satisfaction Survey
– Post-occupancy measurement – opportunity for ARC to create a survey measurement with the client
– Data Driven Workplace Return – Workplace Advisor

Planning and Implementation Tips

Planning Checklist

Develop your account strategy
❑ Dealer and Steelcase align on positioning
❑ Establish a rough timeline

Position with your client
❑ Discuss the benefits of pilot experiences
❑ Focus on validating applications + minimizing risk
❑ Share the pilot process

Set Pilot Intent
❑ Discuss what the client is wanting to test
❑ Identify the ideal outcome(s) of the pilot experience

Select a user group
❑ Coach your client on who should participate – willing, respected and "like me"

Choose a location
❑ Look for a location that is easily accessible
❑ Ensure the space is in good condition

Design the pilot space
❑ Inform the design of the pilot
❑ Work with dealer design partner(s)
❑ Review the final design with your Steelcase RAC

Identify measurement techniques
❑ Include pre-occupancy for a baseline
❑ Align on post-occupancy method(s)
❑ Select methods that build a business case

Determine pricing approach
❑ Determine size of the pilot and review options
❑ Align internally (Steelcase and Dealer partner) on the pricing approach
❑ Consider financing options
❑ For Strategic pilots, the Letter of Understanding is signed by the client, dealer and Steelcase

Implementation Checklist

Orient user group to their new space
❑ Provide a user orientation on move-in day
❑ Suggest IT and HR support at move-in
❑ Gather feedback at regular intervals

Network with leaders / champions
❑ Invite leaders to visit and tour the pilot space
❑ Find the champions who will promote the space
❑ Seek opportunities for leaders to informally experience the space

Host "neighbors" in the new space
❑ Welcome colleagues who have heard about the pilot to experience the space
❑ Update the broader organization about the pilot experience and what's being learned
❑ Consider an open house for the neighbors nominally 30 days into the pilot

Iterate quickly based on learnings
❑ Connect with your client contact regularly
❑ When learnings are identified, discuss opportunities to make changes to the pilot
❑ Update the pilot space with small iterations

Implement post-occupancy measurement
❑ Measure post-occupancy results after 30-90 days
❑ Engage at least 80% of the user group participants

Inform the larger project with the learnings
❑ Review and discuss all learnings with client, design firm, dealer and Steelcase
❑ Help the client make business decisions based on the pilot learnings

Audiences

Characteristics of the "right" user group

The selection of the "right" user group is critical to a successful pilot. Discuss these characteristics with your client contact as early as possible.

1. **Willingness to participate in the pilot. T**he users of the space should have an open mind and be willing to give you honest feedback. In most cases, they will be testing new ways of working as well as new technologies and processes. *"This sounds interesting. I'm excited to try it!"*

2. **Respected within the organization.** Look for a team that is respected within the organization. Any change will be met with some skepticism and it's easy to disregard experiences and measurements that involve groups that aren't known or liked. If the team is respected, it's more likely that other groups will have confidence that they will have similar results. *"I know that group and value the work they do. I believe we could have similar results."*

3. **The work of the group is like other groups in the organization.** Select participants with similar work responsibilities, work processes and roles to others in the organization. You want to reduce the complaints of *"it worked for that group but won't work for mine because we are different."* Instead strive for *"We do similar work to that group. I believe my results and experiences will be similar to the pilot group."*

Leaders and Neighbors

Two additional audiences to think about are the Leaders and the Neighbors. Begin thinking about their needs now, knowing that they will be addressed more fully after the pilot space has been built and occupied.

Leaders
Leader support is critical in a pilot experience. Look for opportunities to communicate with leaders, explaining the intent of the pilot, so that they can share the intent with others. Invite leaders into the pilot space, perhaps for a tour, a meeting or to work individually in the space. This is likely to be low key and is an important step in having leaders champion the effort.

Neighbors
The people in nearby groups and departments are watching. They wonder if this space change is going to "happen" to them. Be mindful that the neighbors will be interested and may / may not understand the intent of the pilot. It's helpful to intentionally communicate with the neighbors and to invite them for a tour nominally 30+ days after the pilot team moves in.

Should the Facilities team be the pilot group?
Typically, the Facilities team should *not* be the pilot group. Facilities may be willing and may be respected, but often their work is so different from other groups that people are skeptical about their results.

Location

Where should the pilot be located?

Choose a location intentionally to optimize the experience, access and use. Include the full range of spaces needed to support multiple work modes in close proximity, so users can easily transition between work activities.

Considerations

– **Visible and accessible to others.** Ensure the pilot space is "on the path" to other people and spaces that the user group will need. Make it a focal point that others pass and want to learn about. A welcoming attitude and transparency are important to creating positive word-of-mouth marketing around the larger project.

– **Proximity to leaders.** Welcome leaders into this space and help them become champions of workplace change. Engagement of leaders is critical to the success of any pilot space. It's helpful if the space is visible to leaders, offering opportunities for them to use the space and share their experiences.

– **Build out the space fully.** In addition to furniture applications, a pilot provides opportunities to test other things, like new technologies, processes and lighting. The users will need Wi-Fi, power options, good heating/cooling, etc. Avoid using a vacant or mothballed space for a pilot space as no one will want to use it and the results won't be beneficial to anyone.

Pricing

Pricing Guidelines

Many clients will engage in a pilot without requesting special pricing. When special pricing is required to help the client make the decision to invest, several options are available. These programs are to be used solely for self-contained pilot engagements and may not be leveraged to subsidize the price of projects above the stated size.

Steelcase team: Work with your Pricing + Contracts Manager for more information and for scenarios not covered below.

Three approaches

	Standard
Basic	**Standard**
	Strategic

$0 $50K $350K

1

Basic Pilot – Under $50K List (USD)

Utilize **TrueBlue** or the **Client Continuing CDA** (where applicable).
– Steelcase team: Speak to your leader and Pricing Manager for any exceptions.

2

Standard Pilot – $50-350K List (USD)

Competitive project discounting
– Steelcase team: Must be approved by RVP
– Limited to one use per client, per year

3

Strategic Pilot – $50-350K List (USD)

Pilot Experience discounting
– Reserved for strategic opportunities
– Steelcase team: Must be approved by RVP and Pricing Manager
– Client agrees to Strategic Pilot terms and conditions outlined in the Letter of Understanding *(see next page)*
– Limited to one use per client, per year

Strategic pilot experiences are a controlled marketing program and are reserved for strategic opportunities.

What makes a pilot Strategic?
A pilot is strategic when the nature of the account, type of experiment, size of the pilot or other factors require better discounting and extra effort. These factors could include but are not limited to:
– Anticipated size of account or future opportunity
– Regional priority
– Management priority
– Competitive account
– Willingness to partner
– Involvement of key influencers

Pricing Considerations and Financing Options

Pricing Considerations

Pricing is an important part of the pilot process. The goals of a pilot are to support decision making, encourage new ways of working and enable experimentation.

- How large is the pilot space?
- Is there a larger business opportunity that is connected to the pilot?
- What are the implications of this pilot space on the greater organization?
- How will the client measure the pilot? Can we partner to establish measures?
- What is our relationship with the client? Is this a competitive account?
- Does this client have a Continuing Agreement with Steelcase and the dealer?

Strategic Pilots
Letter of Understanding

- Client must sign a Letter of Understanding
- Pre and post occupancy measurement are required
- Solution needs to be 100% Steelcase family of brands
- A Steelcase design team (RAC or GR Applications Team) will review the design before order entry
- You (Steelcase and dealer) shall have access to the space during the pilot experience

Steelcase Financial Services

Find a way to "yes" by offering financial solutions.

Pilot financing options can help your client consider a pilot experience now. Work with your Financial Services Manager to develop an approach that fits your client's needs.

- 0% financing for 12 months is available
- Establish a Master Lease with the client – which will simplify additions over time
- With Financial Services Manager approval, product can be returned during months 7-11 of the lease.
  - Return to Grand Rapids with the cost paid by the customer
  - Missing or damaged pieces will be replaced by the client

Pro-tip

Most clients want to make some modifications / additions to their pilot space. To support this, we suggest spending up to $300K list on the initial installation and reserve $50K list for minor additions after 30 days.

Mock-up or Pilot?

Pilots and Mock-ups are both important parts of our business and it's vital that we deliver best-in-class experiences that support the needs and expectations of the client. Strategically, they are not the same thing – and it's worth understanding the difference as you develop your strategy.

Mock-up

Is this for comparison and evaluation, but no one will occupy the setting?
This is a mock-up.

Are you showing one setting type only for evaluation?
This is a mock-up.

Intent
– Test products and settings
– Compare solutions
– Respond to A+D and customer requests
– Present to the furniture committee

Competition
– Competitive landscape
– Often 2-5 competitors shown side-by-side

Customer Benefit
– Informs a standard
– Levels the playing field (client benefits, not us)
– Finalizes a single application

Investment
– Dealer pays – with deep discounts from Steelcase

Pilots

Will users LIVE IN the space for 30-90 days or more?
This is a pilot.

Does the range of settings support multiple work modes and allow for easy transitions?
This is a pilot.

Intent
– Test overarching spatial concepts
– Inform a larger project
– Explore multiple settings for all work modes
– Users live in the space for 30-90 days

Competition
– Partnership – ideally no competitors
– Exclusivity for Steelcase and dealer

Customer Benefit
– Reduce risk before large scale implementation
– Validates and refines a range of settings
– Gain user and leader buy-in

Investment
– Client pays – supported by attractive pricing

Can I use Mock-up pricing for a pilot?
No, Mock-up pricing – and the associated manufacturing priority lead times – *do not apply* to a pilot. Steelcase and dealer: Work closely to ensure that the Mock-up program isn't burdened with pilot orders.

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