

MIT OpenCourseWare  
<http://ocw.mit.edu>

15.992 S-Lab: Laboratory for Sustainable Business  
Spring 2008

For information about citing these materials or our Terms of Use, visit: <http://ocw.mit.edu/terms>.

## US Office furniture industry

	2006 Mkt Share	2002 Mkt Share	2002-2006 Market share increase	2006 Growth (%)
<b>Herman Miller</b>	<b>15%</b>	<b>16%</b>	<b>-1%</b>	<b>15%</b>
Steelcase	25%	29%	-4%	10%
Haworth	13%	13%	0%	6%
HNI	24%	19%	5%	9%
TOTAL C4 (%)	77% <sup>(1)</sup>	77%		
TOTAL C4 (\$M)	8,766	6,853		
TOTAL INDUSTRY (\$M)	11,384	8,900		

(1) C4 market share in 2006 assumed equal to 2002 value. The assumption does not influence the relative performance of the firms.

Source: 2006 revenue data from Hoovers; 2002 market share data provided by the case