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Case Study: managing your dealer network

**Fleetwood At-A-Glance**

Fleetwood Enterprises is a Fortune 1000 company and one of North America's largest producers of recreational vehicles and manufactured homes.

**Yearly Sales:** \$2.4 billion in fiscal year 2007

**Stock Symbol:** NYSE:FLE

**Market Capitalization:**  
Approximately \$500 million

**Number of Employees worldwide:** Approximately 9,000

**Fleetwood Homes Manufactured Housing Plants:** 19

**Fleetwood Homes Independent Retailers:** 950

**Fleetwood Homes Floor Plan Options:** 1,200

**Frequency of Product Revisions:**  
Dynamically throughout the year, as often as daily

**Fleetwood Retail Locations:** 956

**Unique Retail Locations Represented:** 863 (90% retailer participation)

**Total Registrations:** 2,116

**Total Retail Salespeople:** 1,903

# MANAGING YOUR BRAND ACROSS A RETAILER NETWORK



Fleetwood Homes Retailer Extranet



Multi-language Collateral, Retailer Web-builder, and Incentive program

## Would you like to:

- Ensure brand consistency across printed and online marketing efforts throughout a distributed retailer network?
- Provide your independent retailers tools that help them sell more effectively, increasing retailer loyalty?
- Have a flexible, low-cost, and easy way to create customized, localized, and branded collateral for your retailers that they could print on demand?

Fleetwood Homes, a leading producer of manufactured housing, was able to do just that with the help of Pivot + Levy. With 950 independent retailers in all 50 states, 19 manufacturing plants, and 1,200 different floor plans (with availability and inventory varying region to region); ensuring brand consistency and managing marketing collateral was time consuming, inefficient, and not at all cost-effective. Furthermore, managing collateral was just one part of the equation. A 2006 JD Powers & Associates study of the manufactured housing industry found that 40% of buyers perform home research on the Internet. So Fleetwood Homes knew that, as a sales strategy, a Fleetwood-branded Web presence for their retailers was crucial as was a more efficient way to manage collateral. They turned to Pivot + Levy to create a comprehensive on and off-line integrated solution.



**About Pivot + Levy:**

Pivot + Levy is an independently owned interactive strategy and design firm that specializes in developing applications and web sites for the B-to-B-to-C model. Pivot + Levy combines the creative thinking of a design firm with the engineering thinking of an application development company to design online marketing solutions for brand owners that rely on a partner channel to sell their products or services. The firm was founded over 30 years ago and is located in Seattle, WA.

**Expertise**

- + Interactive application design + development
- + Partner marketing applications and web sites
- + Interactive + social influence marketing
- + Consumer web sites
- + Print design services

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**Driving prospects to retailers**

Pivot + Levy also built a custom application for the Fleetwood Homes consumer Web site ([www.fleetwoodhomes.com](http://www.fleetwoodhomes.com)) which allows consumers to search for retailers in their geographic area and download floor plans. Once a prospect has found the right dealer, content on the site includes only floor plans of the products available through that retailer. In merely 10 weeks since launch, 16,735 floor plans were downloaded from the consumer site. Not only is this a valuable tool for consumers, but analysis of these downloads assists product development with knowledge of product popularity and floor plan preferences. If a prospect chooses to fill in a profile, leads are passed to the appropriate retailer in real time. In the six months since launch, 12,729 leads have been passed on to retailers via the Web site.

The same product locator functionality is also used on the retailers' sites so retailers can be assured that they will be providing accurate floor plan information to potential buyers.

Also available on the consumer site and retailers' sites are comprehensive pre-purchase planning resources regarding the process of purchasing and placing a manufactured home, thus ensuring that potential buyers see the dealer as a valued resource and are likely to be warm leads before they even set foot on the retailer's lot.

**Automating product information across plants and brands**

Because Fleetwood Homes products can change frequently, Pivot + Levy created a customized Web-based application to provide plant sales staff with the ability to select from a library of features and benefits covering six categories and then apply them to their floor plan products. In addition the plants can edit and create new features and benefits as needed when new features are introduced. As soon as the plant completes or edits this information it is available to the dealer to include in collateral they can order online through the Fleetwood Homes extranet as well as to the consumer through [fleetwoodhomes.com](http://fleetwoodhomes.com). This guarantees that retailers can provide accurate collateral specific to buyers preferences and limited to only the products available to that retailer.

This dynamic system creates customized product literature that is always up-to-date and accurate. Retailers can order the literature to be printed and mailed to them, emailed to customers, or downloaded to their desktop.

This "on-demand" solution eliminates the need for both Fleetwood Homes and retailers to carry inventory of collateral. Retailers have the flexibility to only order collateral for homes they sell as well as avoid the expense of disposing of collateral that has become obsolete.

**Right place, right time, right content, right brand standards**

Thanks to Pivot + Levy's work, Fleetwood Homes can now get the right content to right people quickly and efficiently, know that their brand standards are preserved and promoted, and be seen by their dealer network as a valuable partner providing timely, accurate, and useful marketing support and sales tools.