



Case Study: **deploying technology via extranet to provide resources and enhance efficiency**



# PUTTING FLEETWOOD'S HOUSE IN ORDER

Creating an extranet to simplify and centralize communication, sales and marketing resources, training, and distribution of sales leads



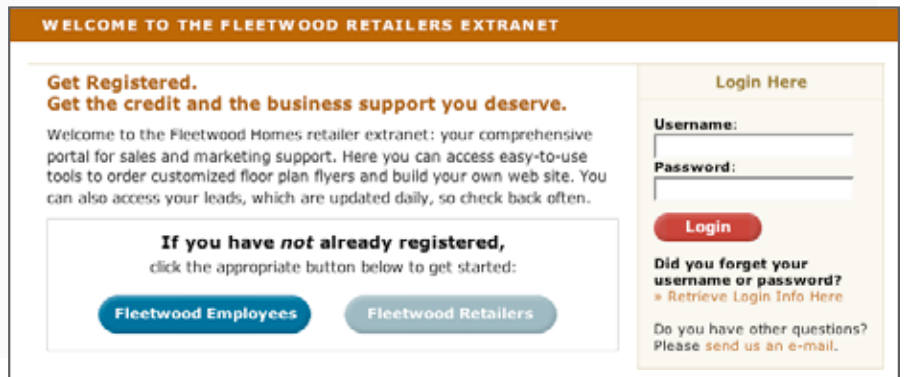
fleetwoodretailers.com



fleetwoodhomes.com



fleetwoodhomes.com floor plan search



The Fleetwood Extranet centralizes resources for employees, retailers, and managers

Like many large organizations with a distributed sales force and extended network of independent retailers, Fleetwood Homes needed to find a way to provide accurate, up-to-date, and on-brand marketing information and resources to its sales teams, communicate to its retailer network, distribute and manage sales leads, and provide the corporate team with information from the field to help them make better decisions. Added to the usual complexities involved in communicating with a distributed sales force was the fact that Fleetwood, as a leading producer of manufactured homes, has 19 manufacturing plants (who operate independently and produce regionalized products), offers 1200 floor plans, and has 950 independent retailers (whose own sales staffs have varying levels of experience and knowledge of the Fleetwood brand and offerings). To manage all this, Fleetwood needed to centralize the information and create tools and processes that were easy to access and easy to utilize. To put their house in order, they turned to Pivot + Levy to create an extranet:

[www.fleetwoodretailers.com](http://www.fleetwoodretailers.com)

**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

**Fleetwood Homes Number of Employees with Access to the Extranet:** 2,700

**Fleetwood Homes Manufactured Housing Plants:** 19

**Fleetwood Homes Independent Retailers:** 950

**Fleetwood Homes Floor Plan**

**Options:** 1,200

**Frequency of Floor Plan**

**Changes:** 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 (32 Parent retailer admins + 440 Retailer admins + 1,431 retail salespeople)

**Building the framework**

To determine and facilitate the needs of this broad range of users, Pivot + Levy began by establishing the key business rules to define the critical information and application requirements of all potential users. This included defining the permission structure and user-class hierarchy that brought corporate management, plant management and sales, field sales, and retailers to the channel, all with the appropriate access to applications and administrative tools.

The solution required corporate and user data integrations and daily data transactions between Fleetwood's internal information technology group and Pivot+Levy. Verification of new users, access, and the maintenance of product information are among the activities of this mission critical data relationship.

**Determining the layout**

Once the user hierarchy was established, Pivot + Levy worked with Fleetwood to determine key content and applications for the extranet, including report generators for ongoing program evaluation. A clear priority was a lead management system. Fleetwood knew that most prospects shop around before buying and that at least 40% use the Web to shop. Previously, Pivot + Levy had built a custom application for the Fleetwood consumer Web site ([www.fleetwoodhomes.com](http://www.fleetwoodhomes.com)) which allows consumers to identify a desirable floor plan, search for retailers, view and download regionalized floor plans, and order literature. The logical next step was to efficiently collect, distribute, and track the resulting leads as well as provide tools to retailers to follow up and close sales much easier.

**Collecting and distributing leads**

Now, through the extranet, online and off-line leads are updated in real time, and assigned to retail centers based on the prospect's desired home location. Leads are made available to the three closest retailers who now have 24/7 access and can follow up the same day of the inquiry. The leads provided are much more than just names and contact information—they include a comprehensive profile of what the prospect is shopping for, including what floor plans they are interested in and how much they are planning to spend on their home. Retailers can easily respond with the right product recommendation, moving the prospect quickly to a purchase decision.

Once leads are distributed, the extranet provides tools to assist plant and retailer staff to market to them. Through the extranet, plant managers are able to produce customized marketing materials that reflect the homes manufactured in their facility. Once created by a plant, retailers can order low-cost collateral that reflects the unique features and benefits of their specific homes. They can also select floor plans to be emailed directly to prospects with a personalized message.

Other extranet features include:

- **The Web Builder.** Another custom application from Pivot +Levy, the Web Builder allows every Fleetwood Homes dealer to create a customized, Fleetwood Homes-branded Web site in six easy steps with absolutely no programming skills. Content includes all product available to the retailer, and is centrally maintained to ensure the correct product content is always available on the Web site.
- **Online ordering of "print on demand" floor plan literature.** This dynamic system creates customized product literature for more than 1200 floor plans, based upon current availability and product attributes. When a product change is implemented, plants can update Web and print materials literature via a Web-based application that dynamically modifies product literature available online in real time. Retailers can order the literature to be printed and mailed to them or downloaded to their desktop and be assured that the latest specifications are presented.

**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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- **Fleetwood Academy.** This online application provides sales training and certification to the Fleetwood sales organization. A hosted application, the Fleetwood Academy makes training content available on demand and reduces training travel costs and logistics headaches.
- **News from Fleetwood, including Rooflines Newsletter**
- **Graphic standards, logos, and product imagery**

**Analyzing usage and data**

The retailer extranet is also an effective tool for Fleetwood's management and sales teams. It provides valuable information back to them in the form of detailed reports; including: extranet sign up and participation by retail location, Web Builder participation, sales leads reports and sales leads assignment activity reports; all giving Fleetwood the tools to make better and timelier business decisions and monitor retailer performance.

**Early results****Early numbers are impressive:**

- Since launch, 1186 sales consultants from a total of 778 retail sales locations have registered on the extranet. This enables Fleetwood to communicate directly and easily with the majority of their retail sales consultants, previously a difficult and time-consuming task.
- Consumer site visitor-saved floor plans (which requires registration and thus generates a lead): 2,375. This also enables product development to monitor market interest in floor plan configurations.
- Year-to-date lead generation (Q1 and Q2 of 2007), via the consumer Web site: 12,729.
- Fleetwood Homes sites created in just in three months using Web Builder: 133. In addition to providing an inexpensive and easy-to-implement Web presence for retailers, this also broadens Fleetwood's brand's exposure to search engines.

**Thanks to centralizing communications and information through the extranet, Fleetwood now has:**

- Accelerated and more frequent communication to sales staff
- The ability to communicate directly with the majority of its retail sales consultants
- A content-rich site with wide-ranging, self-service capabilities for retailers
- Easy-to-access and easy-to-utilize reports which helps Fleetwood make better business decisions
- A solution that enables central control of communications and brand identity
- Consistent and up-to-date floor plan marketing across all 19 plants