copeland
FURNITURE

www.copelandfurniture.com

SALES ASSOCIATE TRAINING MANUAL;

CONTACT US:
In addition to your Copeland Furniture representative you can receive specific, timely answers to any of your questions from the following contacts.

Product Knowledge and Sales Related Questions:
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THE PURPOSE AND SCOPE OF THIS MANUAL

This document was created to provide our dealers and their sales associates answers to the most common questions asked in the retail sales environment. It is designed to be used either as an in-depth sales training syllabus or as a quick, at your fingertips, reference guide. The manual is regularly updated with the latest products and developments so always refer to the most up to date edition. We have attempted to anticipate every common scenario and arm you with all the product information, sales talking points and company background you'll need to make the Copeland Furniture line a valuable profit center in your establishment.

As important is to know where to go for answers to those unexpected or out of the ordinary questions. In addition to your sales representative, please refer to the contacts listed on the first page of this manual and never hesitate to call or write us at any time.

Please refer to this document as often as needed and don't hesitate to offer suggestions on how it may be improved. All the best to you and your organization.

Ben Copeland
COPELAND FURNITURE

CONSTRUCTION DETAILS

The Value of Solid, North American Hardwoods

High value raw materials – in this case North American Hardwoods such as Cherry, Maple, Walnut, and Oak - are perhaps the only element that cannot be made cheaper through the global labor or any economies of scale. Their value is what the marketplace determines it to be. Consumers have *always* regarded these materials with high esteem and will pay a premium for solid wood. This is not to argue that there is no place for veneered products but rather an acknowledgement that consumers value these species for solid hardwoods as something with intrinsic value.

cherry

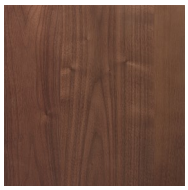
Year after year consumer surveys find that cherry is the number one preferred wood species. While most customers opt for natural cherry, the species is renowned among woodworkers for its ability to accept stains beautifully. When a new piece of cherry furniture arrives at your customer's home it will be very light in color, almost like Maple or Birch. Its color darkens with exposure to sunlight and in 3 to 6 months will have developed the rich, reddish patina the species in known for.

Helpful Tip: *Objects left on a piece of immature cherry will leave a lighter area where the wood is hidden from direct light. Not to fear - these areas eventually even out leaving a consistent color across the entire surface of the piece.*

maple

Maple is a heavy wood characterized by straight grain or clusters of curls (burls). It is highly resistant to abrasion and indentation and the natural color ranges from cream to light brown.

walnut



American Black Walnut is a dense wood with a uniform to highly figured grain. The color ranges from light gray-brown to dark purplish-brown. Walnut is America's own *exotic* wood species. It's rich brown color comes, not from a stain but, from the wood's natural characteristics. This is evident in the subtle golden undertones that give a sense of warmth and depth that could never be achieved with stains that blot out the entire surface of a piece.

oak

Strong, attractive and rot-resistant, Oak ranges in color from light to medium brown, commonly with an olive cast. It is harder and has more figure than Maple, with a distinctive open grain and coarse texture.

Not All Solids are Created Equal

Another issue affecting the ***value*** of furniture is that of wood "grades." Consumers often encounter products made of solid Cherry or solid Walnut but that are only available in very dark stains that obscure the natural character of the wood itself. This is usually because the manufacturer has specified a low grade of lumber to save costs. Low grade lumber is often full of defects such as knots, extensive undesirable sap wood, or even mildew stains which are then covered with dark stains.

Even more common is the use of inexpensive, less desirable species of wood (such as Poplar or Aspen) and merely call the finish Cherry or Walnut. The stains used may be vaguely reddish or brown but have none of the depth of real cherry or walnut and are simply an imitation of the real thing. Similarly, heavily distressed, faux-antique finishes or painted effects usually indicate sub-premium materials.

While we offer stained finishes as an *option* for most wood species and collections, every group in the line is available in a clear (or nearly clear) finish. Simply having that choice available is an indication that the customer is receiving high grade, premium hardwood furniture.

The *Behavior* of Solid Wood

Wood is dynamic material. Some say that it is still "living" even after it is made into furniture. Unlike composite materials and stone, it is constantly adapting to its environment and actually changing weight, shape and size. For instance, a 42" wide table will easily change 3/8" of an inch in width over the course of a year as the relative humidity in a living space varies with the seasons. Sometimes one surface of a wooden component will receive a different exposure to seasonal changes than the other side and a slight warping or "cupping" might occur. "Cupping" and warping are minimized by engineering the furniture so that wide expanses of hardwood, such as table tops, are stabilized by other components that run across the width of the panel and limit the extent to which the wider panel can move. We also retard variation in moisture content with the application of moisture resistant Greengard finishes. While engineering solutions can limit changes in shape they will never totally eliminate them.

Some interesting facts about solid hardwood furniture and how moisture and humidity effect it.

The hardwoods we use to make furniture have been dried to 6%-8% moisture content. The equalized moisture content (EMC) of a typical living environment varies from a low of 4% to a high of 11%. This change in environmental humidity impact the moisture content of everything in it. For example, when a 44" x 66" Catalina extension table leaves our factory it weighs about 120 lbs. Eight lbs, six ounces of that is water. If exposed over a long enough term to the driest residential environment (heated air in a winter climate) it will lose about 3 ½ lbs. of water. Exposed to a high humidity environment (un-air conditioned beach house) it will gain 3 ½ lbs. It almost never reaches those extremes, because the driest and most humid seasons usually only last for several months and moisture resistant finishes retards drying and uptake of moisture.

Think of the cellular structure of wood as bundles of long narrow tubes. As the moisture content of the cells is reduced the tube shrinks in width but not in length. With this variation in moisture content, solid wood furniture, shrinks, expands and moves. The movement is small and happens slowly and often time it is never noticed. For each 3% change in moisture content of finished wood the width of the wood will change 1% in its width. That means that if we make a table 42" wide out of lumber that is 8% moisture content, and it is left long enough in an environment with 11% EMC, it could expand by 3/8" in width. In a dry environment with a 4% EMC, it could shrink by a little more than 3/8" of an inch. From one extreme to the other, the change in width would be 3/4".

Solid wood glued panels

All solid wood panels in our line are made of color selected, kiln dried *staves* of wood that are arranged in the optimal aesthetic configuration and bombarded with high intensity radio waves which cause the glue to cure in about a minute. **Staves** are the individual longitudinal strips of wood that run the length of the panel. They may vary in widths according to the specification of the part and item in question.

Finger joined vs. full length panels

Most parts in our line use staves that run the full length of a given panel - i.e. the full length of a case top, or full length/width of a table top depending on grain direction. A smaller subset of our line and certain secondary and tertiary parts use finger joined panels. These are panels where the staves are made of shorter lengths of wood that are joined together at the ends to create a full stave.

Finger joined panels have varying specifications for color and character depending on their use and/or the nature of the product. For example, ***Essentials*** tables are a value priced collection that make use of shorter lengths of wood that have no utility for any full length panels. These tables are more inclusive of sapwood and small voids than is so for the rest of our line. High grade finger joined panels are used in some side rails and case sides. These panels specify full length end staves and a minimum length and width for the *shorts* used to make the finger joined interior staves. Their color and *void* spec is identical to that of full length panels.

Examples

Catalina Fixed Top Dining Table staves are made of single strips of wood running the full length of the table top. Small amounts of sapwood and voids (pin knots, pitch pockets, mineral streaks, etc.) are allowed but are kept to a minimum.

Catalina Buffet interior shelves, dividers and case bottoms are made of finger joined interior staves with full length staves at the panel ends. More in the way of color variance and voids are allowed on these secondary and interior surfaces.

Essentials Kidney Coffee Table uses falloff *shorts* from regular production and is most inclusive of sapwood and voids. No full length staves are used at the panel ends.

CONSTRUCTION DETAILS

Solids vs. Veneers - *what and why*

Our **solid** wood comes from sustainably harvested, domestic hardwood trees. We select species regarded for their exceptional beauty as well as their steady long standing market demand. Sawmills generally process raw logs with one of two techniques:

- **PLAINSAWING** - *produces widely spaced and broadly arcing grain patterns.*
- **QUARTERSAWING (often referred to as Rift Sawing)** - *produces closely spaced, parallel graining.*

Boards are then kiln dried to the ideal moisture content. Furniture made of solid wood must be engineered deliberately to allow room for the wood to move. In this sense, the final shape of the product is largely dictated by the properties of the materials themselves. This is an interesting variant of the modernist axiom *form follows function* and could be expressed as *form follows fabrication.* In both cases the designer is subservient to something other than their own internally derived sense of aesthetics (form follows fancy). The output of such a design process almost unavoidably reads as timeless rather than the product of shifting fads.

The benefits of using **solids** are fairly obvious. Well made solid wood furniture is extremely durable and when damaged can be repaired and renewed over generations – veneer over particle board, once damaged can never be returned to “as good as new”. Solid wood construction is a time honored tradition that is also as much an appeal to one’s sense of culture and heritage as it is to any practical criteria. Furniture built of solid wood often displays exquisite, traditional joinery techniques that heighten a sense of historical connectedness even when the style itself is Modern or contemporary.

VENEERS

A **Veneer** is a thinly cut overlay of solid wood applied over a substrate. Common furniture substrates include **Plywood**, and **Medium Density Fiberboard (MDF) or Particleboard .**

VENEER SHEETS

MDF

PLYWOOD

There are three main reasons manufacturers use **veneers** in their products:

- **Reasons of Construction** – *complicated shapes and curves are often impossible to fabricate out of solids. Very thin parts often require the strength of veneered plywood and certain design elements require the dimensional stability of veneered components.*
- **Reasons of Aesthetics** - *Interesting effects with wood grains can by achieved by matching and/or assembling veneer strips in any number of deliberate patterns.*
- **Reasons of Cost** - *Arguable the least credible but unquestionably the most common reason manufacturers use veneers is that they simply cost less than solids. As the market price of cherry and walnut rise, the cost of inexpensive MDF substrates can remain stable. With only a very thin strip of solid wood covering the substrate companies can deliver a product that has the look of wood at a fraction of the cost.*

CONSTRUCTION DETAILS

Solids vs. Veneers - *continued ...where*

Our reputation is as a solid wood specialist. This is not to say we never use veneers but rather that their use is limited to the specific areas where they are the *most appropriate* choice rather than simply the cheapest choice. For instance, framed panels, *that is panels surrounded on all four sides*, will often be made of high grade, veneered plywood. In these instances, a panel made of solids would have the potential to expand and break the frame apart during periods of high humidity. The plywood is also considerably stronger than solids of equal dimension. This includes **Case Backs** and **Drawer Bottoms** as well as **Sarah and Berkeley/Monterey Case Sides**.

How To Spot the Difference

This is an area that can even confound industry professionals. The technique of veneering wood is centuries old and expert practitioners can execute their craft so seamlessly that it's nearly impossible to spot the cues. This has the potential to confuse and frustrate consumers. Often a customer who insists on the quality of solid wood will be drawn to the very characteristics of a veneered product *believing* they are buying solid. Here are some of the **tells** of veneering that you can offer to help educate your customers and thereby avoid this frustration:

- **The Surface Looks *Too* Perfect** - *Wood is a natural, living product with irregularities in grain pattern, variations in color and density and even small voids or indentations. These characteristics are unique in each individual piece and are the desirable marks of solid wood construction. If the surface is completely blemish free and 100% consistent then you may be looking at a veneer.*
- **The Grain Pattern Repeats Itself -** *Often you will see a surface where the same arcing curves are repeated - maybe only twice, maybe eight times or more. This is likely a veneer.*
- **There is No Visible End Grain -** *Follow a surface with your eyes, parallel to the grain. When you come to the end of a panel does the grain pattern and glue lines continue over the edge? If so you are **likely** looking at a solid. On the other hand, does the grain on the edge of the panel seem to be oriented in a different direction with no evidence of any glue lines? That's a veneer.*

Of course, the most obvious ***tell*** may only become evident after years or months of use. Damage to veneered furniture can sometimes result in *de-lamination* where the top veneer layer becomes separated from the substrate. What may have only been a nick, scratch or ding in a piece of solid wood furniture can have the effect of rendering a veneered piece useless - particularly if the damage has the effect of allowing moisture to reach a MDF substrate.

CONSTRUCTION DETAILS

The Finish (top coats) - *to protect and beautify*

To preserve order and continuity, the discussion here will be limited to top coats. You can refer to the finish options section of our catalog for information on stains and color.

While there are several processes and types of finishes possible, the overwhelming majority of wood finishes on the market can be understood by dividing them into two basic groups: **Solvent Finishes** and **Oil and Wax** finishes. Each of these types has their own set of advantages, benefits *and* limitations:

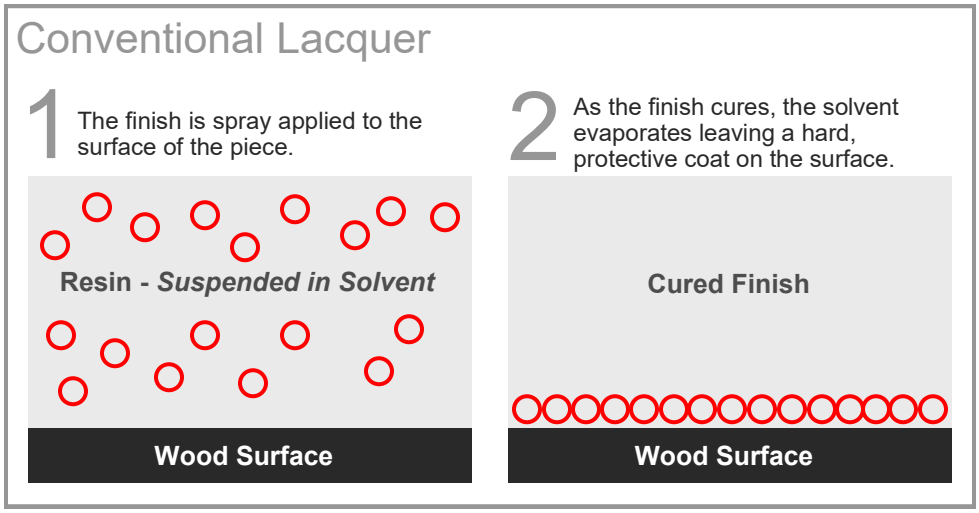
Oil and Wax

This two part finish begins with a coat of oil (often boiled linseed oil) which penetrates the surface of the wood, offering a degree of protection and highlighting the wood's natural color. After drying the piece may then receive one or more coat of wax which is buffed into the desired degree of glossiness. **Oil and Wax** finishes have the two main advantages - *natural beauty and ease of application*. For the manufacturer these finishes require very little overhead investment in the way of special equipment or processing. They can be applied as easily by an individual in his home as they can by a factory producing millions of dollars of merchandise a year. As such, **Oil and Wax** also has some appeal as the preferred choice of traditional craftsmen. The principle limitation of **Oil and Wax** finishes is durability. They provide relatively little protection from scratches and dings and are extremely susceptible to water damage.

Solvent Finishes

This is a general term that applies to any number of finish types including **Varnishes**, **Lacquers**, **Shellacs** and **Paints**. In this type of finish a solid component *or resin* is carried to the product by a liquid solvent. As the finish *cures* the solvent evaporates and a solid film of resin settles on the surface of the piece. This creates a hard, protective coat that is durable and, depending on the properties of the finish, can offer aesthetic enhancements as well. In the furniture industry, the majority of all clear top coats are some form of **lacquer**. The term lacquer implies that the resin is derived from Nitrocellulose fibers and can be subdivided into two main subgroups: **Conventional** and **Catalyzed**.

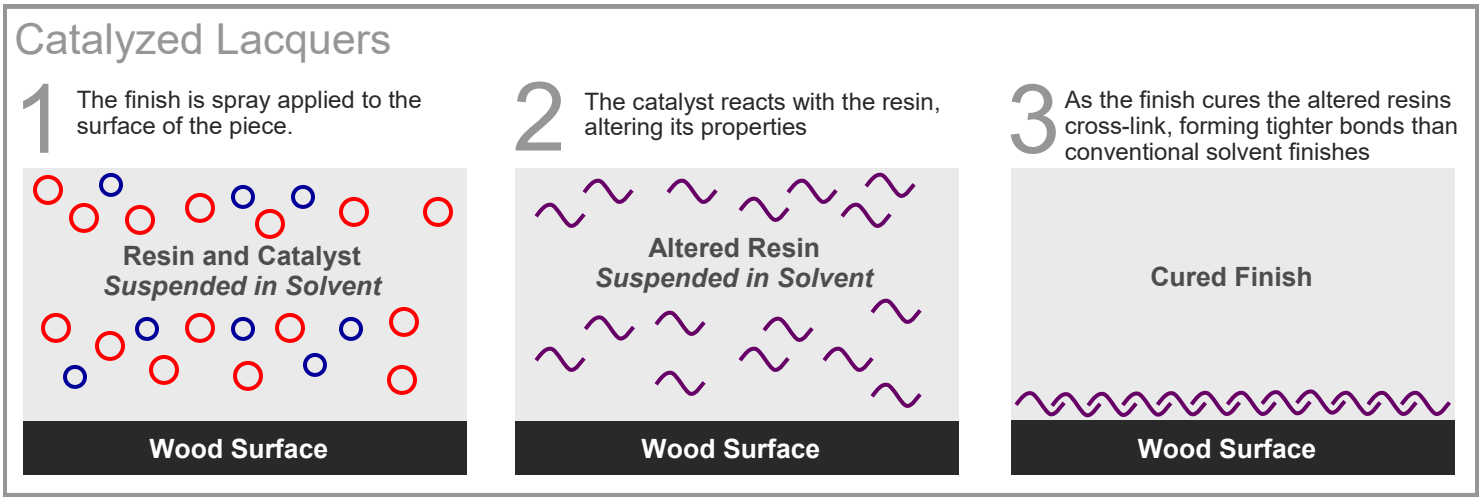
Conventional Lacquers provide durable albeit not superior protection. If there is such a thing as a furniture industry standard, conventional lacquers are it. Manufacturers opt for these finishes due to their relative ease of application and their highly forgiving nature. Typically a manufacturer will apply many layers of finish until they have built up a thick coating which can then be buffed into a high gloss. The resin is soft enough that it takes easily to this process. This allows the manufacturer to take fewer precautions with regard to airborne dust in the factory and runs in the finish. They know that errors of this nature can be easily repaired with buffing.



The limitations of conventional lacquers are: only moderate protection *and* a somewhat artificial look and feel. Compared to their **catalyzed** relatives, conventional lacquers offer limited durability and protection. They are comparatively soft and susceptible to water damage. The required thick buildup can also make a surface seem to be synthetic or 'plastic'. Depending on the raw materials used to build the furniture this may not be a problem however with solid wood customers have the expectation that the finish look and feel as *natural* as possible.

CONSTRUCTION DETAILS

Catalyzed Lacquers are known as “reactive” finishes, meaning an acidic additive acts as a catalyst, causing resins to cross-link upon curing. This creates a much more durable and moisture-resistant coating than with non-catalyzed finishes. Because they are so much harder than conventional lacquers, they can be applied with only a few thin coats resulting in the most natural look and feel possible.



The Copeland Furniture Finish

Our standard Copeland Furniture top-coats are **catalyzed**. Our finishes are **Kitchen Cabinet Manufacturers Association (KCMA**) rated - meaning they are made to withstand the type of heat, grease and spills typically found in a kitchen setting. This durability is a significant advantage over the industry’s standard conventional lacquers. Also noteworthy is the matte, satin look and feel of our finish which contrasts favorably with the heavy build-up and high gloss of conventional finishes..

GREENGUARD Certification

As the public’s concern over indoor air quality continues to grow, it’s important that you have a response to your customers’ concerns. Most solvents finishes contain small amounts of formaldehyde and other toxic chemicals that can off-gas in the home. Individuals with particular sensitivities sometimes report that this has an adverse affect on their health.

We use finishes that are GREENGUARD Certified for low chemical emissions as the standard option on all of our products. GREENGUARD certification is a testing program of UL (Underwriters Laboratory) focusing on the issue of indoor air quality. Further information about GREENGUARD certification, can be found at: www.greenguard.org

Helpful Sales Tip: *As you explain the advantages and benefits of one finish over another, have your customer run their hand over a surface pointing out the soft, satin feel. Explain how this is only possible if the finish is durable enough to provide superior protection without a thick build up. For many years our dealers associates have had great success with this simple tactile demonstration.*

CONSTRUCTION DETAILS

Joinery Techniques - *Bringing it all Together*

Over and over, customers say they are drawn to our furniture because of how *solid* it feels. This is because the nature of the raw materials themselves has, in many ways, dictated design and construction. Tight fitting, precision milled joints are a absolute must with solid wood furniture in a way that is not always the case with veneers. These techniques and choices often result in visual interest and character that customers desire and respond to.

Case Types

Our line can be understood by examining the various types of case architecture we use to create different collections.

Frame and Panel cases derive their main structure from the four legs which are joined by an apron assembly near the top and bottom of the case. These parts make up the **frame**. A solid wood top is affixed and 1/4" top-grade veneer **panels** are integrated into the case sides and back. Because the panels are framed on all four sides this, a veneer is the ideal material. Were we to use a solid panel the expansion of the wood in high humidity could potentially cause the frame to break apart.

Frame and Panel Collections

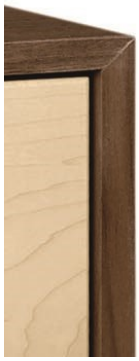
- *Berkeley Bedroom*
- *Monterey Bedroom*
- *Sarah Bedroom*
- *Sarah Home Office*

Solid Side Collections

- *Linn Bedroom*
- *Olso Bedroom*
- *Exeter Dining*
- *Lisse Dining*
- *Sarah Dining*

Solid Side construction means that the main vertical structural members are 3/4" solid wood side panels. Side panels may intersect with tops in a butt joint (Linn and Exeter) or a dovetailed joint (Olso) or a modified butt joint where the structural side panel is inset behind a decorative leg treatment (Lisse and Sarah Dining Buffets)

Forty-five Degree Miter construction refers to the angle in which solid wood tops and sides are joined to create a perfectly seamless perimeter. Stylistically, these cases are highly refined and visually Modern. The technique to produce this style of case requires extreme precision and is only attainable through exacting detail. The leading edge of the cases is beveled to present a thin delicate, line that belies their considerable heft.



Forty-Five Degree Miter Collections

- *Astrid Bedroom*
- *Audrey Dining*
- *Catalina Home*
- *Iso Dining*
- *Linear Office*
- *Mansfield Bedroom*
- *Moduluxe Bedroom*
- *Sloane Bedroom*

CONSTRUCTION DETAILS

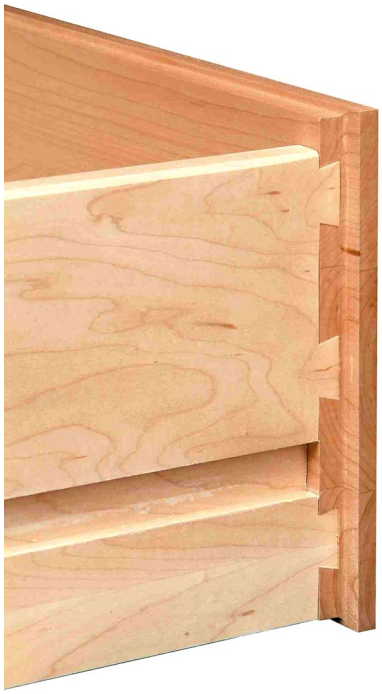
Joinery Techniques - *continued*

Furniture shoppers everywhere can be observed using a fairly standard battery of tests to determine the quality of a piece of furniture. This is similar to opening and slamming the doors of a new car to judge how solid an automobile feels. The customer may not know everything about cars but a heavy door that makes a firm sound when slammed *feels* like quality. As the thinking goes, the level of care evident in the surface elements, such as the doors, is probably the same throughout the vehicle. Knowing these sets of tests and how our product stacks up against competitors will be an advantage in your sales efforts.

Drawer Boxes

This may be the number one test customers apply to a case piece. This is probably because drawer construction is the first area where many manufacturers will try to cut costs. Many opt for significantly thinner interior parts (some using drawer sides and backs as thin as 3/8") as well as sub-grade materials such as poplar, rough grade plywood or veneered MDF. Our drawer fronts are solid wood, **3/4" thick**. Drawer sides and backs are also solid wood - *cherry, maple or ash* - and are a full **5/8" thick**. Drawer bottoms are 1/4" high-grade plywood panels.

You'll notice that our drawers are joined with what's called an **asymmetrical English dovetail** joint. *Asymmetrical* refers to the fact that the *pins* (seen on the drawer front and back) and *tails* (seen on the drawer side) are of different widths. This is the gold standard in traditional joinery and is both aesthetically and structurally superior to other common techniques.



Another thing to notice is that the drawer front integrates *directly* with the drawer side. Often you will find furniture where the drawer front is simply screwed on to a pre-existing drawer box. This is usually because the manufacturer has opted to purchase pre-manufactured drawer boxes rather than going to the trouble of designing, engineering and building the components to match their individual designs. Sadly, many manufacturers who market themselves as **Made in the USA** engage in this practice, effectively outsourcing components that make up nearly half of the product.

The final area some manufacturers cut corners is in leaving drawer boxes unfinished. Not only is this unsightly, it is potentially hazardous to your customers clothing. Delicate garments can be snagged or even torn on rough unsanded surfaces. This becomes more pronounced with age or as the unprotected wood is exposed to changing humidity. Our drawer boxes are fully finished and sanded on the interiors.

Helpful Sales Tip: *There are few elements that can communicate quality like a well constructed drawer box. Offer to take a drawer completely out of it's case and let the customer feel the solid construction and heft of the piece. This is another 'field-tested' technique that sales associates have been successful with for years.*

CONSTRUCTION DETAILS

Joinery Techniques - *tests of quality*

Drawer Glides

Equally important to how the drawer is put together is how it functions. Is there a lot of "*play"* from side to side or up and down? Does it open and close smoothly or with great friction? Some customers will test the drawers of every piece they look at until they find the *feel* of quality they're looking for. Our glide mechanisms can be divided into two categories: **Undermounted and Side Mounted** glides

Under Mounted Glides

While all of our items use ball bearing drawer glide, it's important to note that not all bearing glides are created equal. Epoxy Coated Wheel Glides (the white glides you see mounted to the sides of drawers) sell for less than a dollar per set and have a lifetime that matches the price. You will never find a set of these on our furniture.

Most collections use an **Under Mounted Soft Close** glide. These glides provide a gentle *bump* as the drawer is fully extended and a soft automatic retraction as the drawer closes. Since they are under mounted there is no visible hardware.

Under Mounted Soft Close:

- *Astrid*
- *Audrey*
- *Berkeley*
- *Catalina (bedroom, dining)*
- *Exeter*
- *Invigo*
- *Iso*
- *Linn*
- *Lisse*
- *Mansfield*
- *Moduluxe*
- *Oslo*
- *Sarah*
- *Sloane*

Side Mounted Glides

All home office collections feature **Full Extension File Glides**. These allow drawers to open wide enough for easy access to all contents and are strong enough to support the heavy load associated with office storage. File cabinets also feature an anti tip mechanism that allows only one file drawer to be opened at a time. These glides may also be used on items where oversized drawers or intended use requires greater load bearing capabilities such as storage bed drawers.

Side Mounted Glides:

- *Catalina Home Office*
- *File drawers (all collections)*
- *Linear Home Office*
- *Sarah Home Office*
- *Storage Beds (all collections)*

CONSTRUCTION DETAILS

Joinery Techniques - *tests of quality*

Bed Rails

All Copeland Furniture bed rails are fastened with a simple to use but extremely durable system designed to keep the joint firm and rigid for the life of the product. Here's how it works:

1. A headless, threaded machine bolt is screwed into the headboard. Wooden dowel pegs align the bed rail with the headboard or footboard. This forces the bed rail into proper orientation and prevents any future twisting.

2. The parts are then joined together with a special contoured washer and hex nut using the supplied open-end wrench.

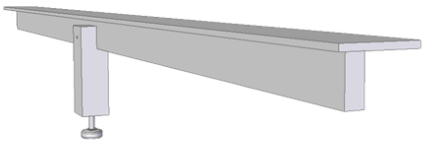
1.

2.

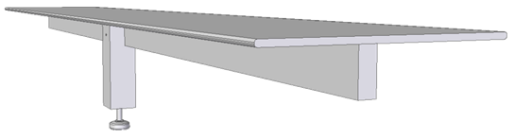
Bed Slats and Platforms

Mattress support may come in one of three forms depending on the collection: ***T-Slats, Platforms Kit , Solid Deck.***

A **T-Slat** is a 3" plywood slat reinforced by a solid hardwood spine. Viewed from the side, the parts form the shape of a **T**, hence the name. T-Slats always come in packages of three and are standard on beds requiring box spring and mattress.

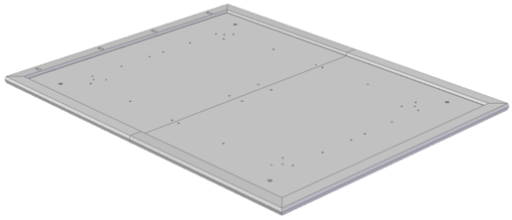


Platform Kits are similar to T-Slats in that they consist of a plywood horizontal element reinforced by a solid wood spine. However they differ in that they are much wider and are intended to provide the direct support for the mattress. They come in sets of six platforms and are standard on all beds intended for mattress alone (minus those mentioned in the section titled Solid Deck).



For both systems above, mattress supports are attached to wooden cleats on the side rails using, supplied, Philips head screws. Note: some beds may be ordered in either T-slat or Platform Kit configurations depending on the consumers preference.

Solid Deck construction is unique to Astrid, Contour and Moduluxe (plinth version) beds and consists of two 3/4" Baltic Birch plywood panels that create a rigid foundation capable of supporting the beds' highly cantilevered platform.



All beds include adjustable center support legs that assure a level sleeping surface as well as compliance with standard mattress warrantees.