



MARKETING PLAN

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I. EXECUTIVE SUMMARY

Nitori Co. Ltd is a listed company, originally established in 1967 in Sapporo, Hokkaido as a furniture specialist store. Since then, the company has aggressively expanded in size and has become one of the leading players operating in home furnishings. The company's fundamental aim is to provide European furniture to Japanese consumers at affordable prices. Nitori first expanded to outside prefectures in 1993, when it opened a store in Ibaraki. Since then, Nitori has continued to expand throughout Japan, and in 2007 opened its first overseas store in Taiwan. Currently Nitori has the No. 1 share of 10.9% in the home furnishing market (Euromonitor, 2016). Nitori is known for low price home furnishings. Nitori is able to keep their prices low because they are an SPA (Specialty store retailer of Private label Apparel) which means that design, manufacture, shipping and and sales are all done by themselves. According to website, Nitori currently operates 471 stores in the world (428 in Japan, 27 in Taiwan, 5 in U.S. and 11 in China).

An evaluation of the company's internal strengths and weaknesses and external opportunities and threats served as the foundation for this strategic analysis and marketing plan. The plan focuses on the company's growth strategy, suggesting ways in which it can build on existing customer relationships, and on the development of new products and/or services targeted to specific customer niches. Since Nitori markets products used primarily as a home furnishing goods and furniture by its clients, it currently is considered as a business-to-consumer marketer.

II. ENVIRONMENTAL ANALYSIS

A. General Information about The Market and Retail Industry

The affordable retail home furnishings market of Japan consists of home furnishing that can be purchased at a reasonable price from various outlets in Japan. The market consists of sales of chairs, beds, desks, cabinets and various other standard home furnishings. In Japan, like America, the great majority of beds, chairs, and desks are made out of wood. Also, in order to fit into the category of “moderately priced” it needs to be sold at a price that is clearly in contrast to low-end or high-end furniture.

According to the Japan Furniture Industry Development Association, “[Japan] is one of the top furniture producers in the world with an annual shipment value of 1,400 billion yen generated by approximately 10,000 furniture manufacturers.”¹ In recent years, many domestic brands have begun to appear in international furniture trade shows, including those in Milan and Cologne, impressing many people with their high levels of quality and design. Since 2011, the affordable home furnishing market has seen a steady upwards growth. There are multiple reasons for this. Eating at home has become more popular in Japan, thus more and more people are finding it more desirable to decorate their homes more extensively. Secondly, with the Tokyo 2020 Olympics looming, sales have seeming jumped up accordingly in unison. Thirdly, the housing market itself is seeing an increase. And if the housing market is experiencing a growth, it is almost a given that the home furnishing market will follow the same trend.

B. The Marketing Environment

1. Competitive Forces

Nitori is a clear leader of the market, followed by foreign competitor IKEA.² Behind these two big companies are various other competitors controlling about an equal amount of the market. These direct competitors are any companies selling furniture directly to customers, or any company that is selling moderately priced furniture in general. As for the indirect competitors, there are a number of places we can look. Furniture rental services are an alternative to furnishing an apartment that one is not planning to live in for the long term. Additionally, the second hand market for furnishings has been and still remains quite large, as furniture that is well taken care of does not depreciate as much as one might think. There are plenty of young first-time apartment or home owners who simply want the cheapest furniture that they can manage to find.

2. PEST Analysis

- Political forces:

Political factors have very little influence on the home furnishing market. There are no laws that directly limit or prohibit the sales of furniture. If a tax was imposed on imported furniture, it may hurt the foreign competitors, but as of now, there are no strong political forces working against the home furnishing market. This is considered a strength for Nitori as it has been a famous domestic brand for a long period of time.

- Economic forces:

Economically, the market for home furnishings is growing. While the economy of Japan itself remains on alert of the shrinking workforce and rapidly growing average age of Japan, the home furnishings market seems to be in great order, with the steady growth being a clear trend over the past few

¹“Export.” *Nippon Collection - Furniture from Japan* / JFA. N.p., n.d. Web. 18 July 2017.

² *Financial Data of Major Retailers In Japan*. 2016. Tokyo.

years.³ Additionally, as Japan continues to maintain a high average standard of living, more and more people will be able to purchase the moderated priced furnishings.

- Social forces:

Home furnishings are set to become increasingly important. As people are beginning to eat at home more, they want to surround themselves with a better designed living environment. Additionally, you can deduct that there is a bit of pride customers have when arranging and setting up the furnishings within their house. But, again, Japan is aging quickly, and to accommodate the growing population, extra care will be given to the stylistic trends (Nikkei Asian Review, 2017)

- Technological forces:

Japan is already a powerful leader in terms of utilizing technology. If technology within furnishings continues to grow, the market could see an unexpected boost where previously there was nothing. For example, if desks were beginning to be made with built-in computers, it may usher in a new draw for the market. This would allow the market to get scrambled with perhaps a new leader emerging if the trend caught on.⁴

3. Market Growth

In terms of barriers to entry, the market is moderately difficult to enter.⁵ For starters, the market is already highly saturated. The market is also extremely competitive, with Nitori controlling an intimidating amount of the market. Production costs, distributing licensing, and procuring wholesale deals make up the various challenges and barriers that make entry into this market rather difficult for small and startup companies.

4. Identify Needs in the Market

There is a growing trend in Japan of couples getting married later in life. According to Euromonitor, the average age of first marriage in Japan for both men and women is about 30 years old. Couples that get married later in life tend to enter the marriage with considerably more funds than do young married couples. As a result, these older couples have much more resources to spend on housing and, ultimately, home furnishings. These couples are also more likely to desire higher quality, longer lasting home furnishings.

Furthermore, as the Japanese population is getting older, there is a growing trend in the amount of single home/apartment owners in Tokyo. According to the 2015 Population Census, which serves as the base year of all the projections, the total population of Japan in 2015 was 127/09 million, including non-Japanese residents. Based on the result of the medium-fertility projection, Japan is expected to enter a long period of population decline. The size of the average family has continued to shrink. Accordingly, single-person households have grown to occupy 32.5 percent of the total 51.88 million households, making it now the largest segment of the population⁶ (Japan Times, 2016)

³ "Shrinking workforce threatens Japan's economy." *Nikkei Asian Review*. N.p., 11 Apr. 2017.

⁴ "Designers must integrate tech into furniture says Greg Lynn." *Dezeen*. N.p., 04 Nov. 2016.

⁵ T G, Working at Japan Retail News Follow. "Furniture & Interior Market Japan 2009." *LinkedIn SlideShare*. N.p., 17 Aug. 2009.

⁶ Yoshida, R. (n.d.). Japan census report shows surge in elderly population, many living alone.

C. Target Market

Currently, Nitori is targeting mostly families with low to moderate annual income levels. Its target consists of Japanese people who make ¥8 million per year and under, which accounts for around 75% of Japanese income. Families who buy low budget furnishings are often constantly moving, and they generally need to purchase replacement furnishing more often than their higher income counterparts.

III. COMPETITORS' PROFILES

A. Identify Competitors

- **Direct Competitors:**

In order to help Nitori increase its profit and competitiveness in the market, we have taken a look at its rivals, especially focusing on their marketing strategies and their current operating activities. The rivals we are going to introduce are direct competitors of Nitori that are either well-known brands to Japanese population or are currently experiencing growth, which they consist of IKEA, MUJI, Otsuka IDC, Zara, and UNICO.

- **Indirect Competitors:**

In addition to direct competition from these brands in the industry, Nitori also faces some threats coming from indirect rivals, which include 100-yen (or 300-yen) shops, furniture rental services, and secondhand home furnishing businesses.

B. Competitors Marketing Strategies

Below is some general information of competitors' current marketing strategies:

- **IKEA**

Ikea has the uniqueness of being the largest foreign home furnishing company in Japan. They are well known for their mid-range costs and high quality product. However, they also have a fair amount of innovation. In their stores, they offer a babysitting service so that parents can shop freely while their child is being watched for them. As a foreign influence in a growing market, they will always draw attention to themselves. They are doing well financially with only 9 stores, so when (if) they chose to expand to more regions, they will continue to find success the way they already have

IKEA is growing at a steady 4% each year. The profitability comes from them now having a powerful market share within the Japanese market. Additionally, across the world, IKEA is also seeing a positive reflection of their numbers⁷. They seem to be targeting the 25-45 aged salary workers, positioning themselves as a unique option for homeowners. Their products include outdoor furniture, baby and children products, kitchen goods, bathroom goods, desks, chairs, beds and mattresses, decorations, lighting, tools and fittings, textiles and rugs, and wireless charging.

- **MUJI**

Established in 1980, MUJI is a Japanese retail company that sells a wide variety of household and consumer goods. According to MUJI Corporate Profile 2017, MUJI has the total of 445 stores in Japan and 443 overseas stores, with its latest store launched in India in late 2016. The brand is derived from the first part of Mujirushi Ryohin, translated as No Brand Quality. With its vision, "There is no one answer to what a good product is. Simply asking the question, though, creates infinite possibilities, and we pursue them," MUJI has thrived to create a powerful and unique brand image by promoting minimalistic design and emphasising on recycling so as to avoid wasting in production and packaging⁸.

Acknowledging the rising demand in environmental concern and simpleness, MUJI develops its marketing strategies mostly on attracting customers who prefer unbranded products for aesthetic reasons

⁷ IKEA celebrates 30 years of creating a better everyday life for millions of Americans - IKEA. (2015, September 6)

⁸ 2017 Muji Corporation Profile. (2017).

and minimising packaging. Because minimalism is MUJI's core value, no-brand strategy also helps MUJI spend little money on advertisement and traditional marketing channels. In addition, since online business is getting popular, MUJI also focuses on promoting globalization of MUJI online business. In connection with Porter's generic strategy, MUJI runs its business with differentiation strategy: It has a rising customer demand in a broad target market scope with its unique "no-brand" products and environmentally friendly service.

- **IDC OTSUKA**

IDC Otsuka does business both with consumers (B2C) and other businesses (B2B). For B2C, their main target segment is married couples (or unmarried partners in long-term relationship) in the age range of 30 to 70 in upper middle social class, who pursue unique and high-quality living styles. The rental and subscription service provide these consumers the opportunity to change interior styles anytime they want (e.g. change styles to match the season) or when they expect to have household member joining or leaving in the future (e.g. young couples thinking about having children, retired couples utilizing the space that was once their children's), they can change the interior layout easily with lower cost⁹. In the near future, with their downsized stores and the expansion of outlets and reuse center, IDC Otsuka will possibly expand their target market to younger consumers with slightly lower income than those in upper middle class. For B2B, they target businesses who purchase large amount of furnitures (e.g. hotels, restaurants, healthcare facilities) and also those who rent furnitures for short-term use (e.g. drama and film settings)¹⁰.

Among the leading furniture stores in Japan, IDC Otsuka has 1.6% of the market share and has been stagnating. Nitori and IDC Otsuka are both intending to expand their market by opening stores of smaller scales and improving their e-commerce services. While IDC Otsuka is changing their marketing strategies (e.g. opening new outlets and reuse centers) to reach out to consumers with income slightly lower than those of upper middle class, Nitori is trying to raise consumers' perceived quality of products (e.g. new product lines targeting older married females) to attract higher income consumers, and this might result in an overlap of their targets in the future. Moreover, it is one of IDC Otsuka's strength to provide *high-quality* living environment (i.e. *これがいい* this is what I want) to consumers (e.g. professional consulting, subscription service, maintenance service), which Nitori also aims at, but to maintain low costs, the farthest they have achieved is providing *affordable and fulfilling* living environment (i.e. *これでいい* this is good enough for now)¹¹.

- **ZARA**

Zara Home was founded in 2003, and is headquartered in A Coruna, Spain. It is part of the Inditex group, which was founded in 1985, also in Spain. It's flagship brand is Zara, but all Inditex brands are related to fashion, clothing, and accessories, in some way. Zara is well known for its unique business model – frequent use of customer feedback and data, combined with a highly controlled and efficient production network for quick production and restock times. A new item can go from design to store shelves in 15 days. This allows all Inditex brands to update their product line twice a week, including

⁹ IDC Otsuka 経営ビジョン (Rep.). (2017, March 10).

¹⁰ 会社情報. (n.d.). <http://www.idc-otsuka.jp/company/>

¹¹ IDC Otsuka Annual Report 2016 (Rep.). (2016).

Zara home. Zara home has been in Japan since 2013 and now has 17 stores in the country, but has only about .1% of the market. (Zara Annual Report, 2016)

Zara Home focuses on B2C, targeting women and families with their “fast fashion” style of home furnishings including tableware, linens, home décor, and items for babies and young children. Zara Home focuses on cost leadership; their designs aren’t unique – they follow the trends – but their supply chain is so efficient that they excel at doing it faster and cheaper than the competition. They spend very little money on advertising, preferring to increase their visibility by opening stores with large showrooms. In addition to their retail locations they have an online shop in Japan as well. All stores are company owned to ensure a consistent experience. They have a very minimal line of furniture, so they do not compete with Nitori in that way, but they compete on price and design of their other home furnishings.

- **UNICO**

UNICO is a furniture shop which is managed by KK Misawa. The concepts of the brand are only one, unique and organic. UNICO has 46 shops (include clothing shops) and ranks 8th in the share of the furniture market. UNICO’S target is style conscious, affluent buyers who *want* to buy furniture, not *need* to buy. To compete with other companies, UNICO has a useful application on their website. It is a 3D simulator of the arrangement of furniture. This application makes it easy for the customer to visualize the furniture, and how they will arrange it in their room. Also, UNICO manages organic restaurants and organic apparel shops which contribute to the UNICO lifestyle. In conclusion, as same as Zara, UNICO has a very minimal line of furniture, so they are not in a competitive position against Nitori.

C. Conclusion

Based on our research, we identify Nitori's strongest competitor are IKEA, MUJI, and IDC Otsuka. IKEA and Nitori have similar operating concept. They both started in small furniture store, using SPA method, focusing on low price furnishing and high importance on employment. The biggest sales point of Nitori and IKEA is the competition on pricing and low cost between two companies. MUJI is also a strong competitor, but Nitori and MUJI do not have same strategy. MUJI is more focusing on quality and simple design. IDC Otsuka and Nitori might have overlapping targeting customers based on their similar marketing practices.

IV. NITORI ANALYSIS

A. General Information

Nitori was founded in 1967 and was first listed on the stock exchange in 1989. They acquired a woodworking company called “株式会社マルミツ” and changed its name into “Nitori Furniture” in 2000. Nitori Furniture is currently the manufacturer and provider of Nitori’s various home furnishing products. The company first reached sales of 100 billion yen in 2003 with their 100 stores around Japan and both the amount of sales and number of stores tripled by 2012 along with overseas expansion. Furthermore, Nitori first entered the e-commerce market (NITORI Net) in 2004, and started the Nitori mobile application in 2014, where customers can purchase Nitori products completely online.

Along with their slogan “お、ねだん以上 ニトリ” or “offering beyond the expected value, NITORI” in English, they are continuously expanding and aim at 3,000 stores, 3 trillion sales by 2032. In order to achieve the goal, Nitori has been aggressively expanding their stores toward city centers in popular shopping districts like Shinjuku and Shibuya. They became tenants of department stores and malls to set up new shops, and like many big box supermarkets, Nitori have built their own malls in suburban areas that sells not only their home furnishing products, but also incorporate other types of shops such as apparel shops and restaurants.

Meanwhile, promoting their new slogan “perfect coordination NITORI”, Nitori has been adding new product lines and brands under Nitori, Ltd. in order to realize their mission statement: “To provide the foundation of *prosperous home living* to the global community”. The first large scale launch of a new brand was in 2011, when they started a new business format called “Deco Home”. Deco Home stores quickly expanded across Japan because unlike the traditional format where the physical stores require large retail space, Deco Home stores sells only the smaller home furnishing items (no big furnitures like bed frames or kitchen stoves) and therefore require less retail space. Deco Home was then converted into a Nitori subsidiary later in the same year. In March 2017, Nitori introduced a new brand that is very similar to Deco Home called “Nitori Express”. Nitori Express is different from Deco Home in a way that its stores provide full lineup of products and services by utilizing e-commerce. This new business format again allows Nitori to increase the number of stores that require less retail space. Since 2015, Nitori began introducing a new product line every year. “Quality Line” was the first new product line to be introduced in 2015; as its name suggested, it included higher quality home furnishing products. In 2016, they introduced another product line called “DAY Value” where the products were to be sold at the same low prices as their main product line, but with less conventional color design that is also easy to coordinate, targeting younger consumers. Nitori has already announced that there will be a new product line coming up later this fall, which they named “&Style”. &Style products are of stylish and more sophisticated design, targeting consumers in their 30s.

Besides its B2C businesses, Nitori also sells their products to other businesses that include commercial complexes, welfare and healthcare facilities, and hotels. They set up showrooms in three main cities - Tokyo, Osaka, and Sapporo - as a platform for their B2B businesses. In the showrooms, they provide special services like professional consulting and interior planning, in which the clients can choose to customize their home furnishings.

Nitori follows a unique business model called “manufacturing logistic retail” (製造物流小売業). They take responsibilities of market research, product design, raw material acquisition, product development, manufacturing, quality check, logistics, import and export, business transactions, promotion, store management, e-commerce, and customer service centers. They own factories in Japan and abroad, and have huge logistic centers across Japan that support their logistics system. This means

that Nitori is able to directly deliver their products to customers without going through intermediaries, which is how they are able to keep their the prices of their products low.

B. SWOT Analysis

- *Strength*

Nitori is currently the leading company in the home furnishing industry. Its strengths consist of its market share and its reputation with customers. Nitori has the largest market share in Japan, leading with nearly 11 percent. The company is also expanding its market outside of Japan to attract global customers with various business units located worldwide. One of the most important features that helped Nitori become well-known in the Japanese market is its long history of contributing to the development of the furniture industry, bringing Westernized furniture to the Japanese community. Therefore, Nitori has the advantage of operating its business in the domestic market supported by many loyal customers.

In addition, Nitori is also cost leader in the industry with the support of a skilled workforce and convenient store locations. Compared to other companies' goods, those of Nitori have affordable prices that can attract a vast range of the population.

- *Weakness*

The weaknesses that Nitori is currently experiencing are technological competitiveness and high cost investments in products research. There are rapid changes and updates for technology, and Nitori has to adapt to new trends everyday. Thus, Nitori needs to develop strategies that are able to assess both short-term and long-term technological developments of the company. In addition, since Nitori is among the top companies that create trends and improvements in its products, they have invested a great amount in research and development. Other companies can utilize Nitori's results and create better versions of the products within a short amount of time. This leaves not enough time for Nitori to gain profit back from its investment.

- *Opportunities*

Due to the changing demographics in Japan, there is an increasing demand for smaller and single unit furnitures and home items. Nitori can utilize this aspect to increase the company's profitability and growth rates. Nitori can turn all the "Deco Home" to "Nitori Express" that will allow customers to have access to the full lineup of products despite limited space for in-store displays. With globalization and the merging of international business markets, Nitori can also have its brand exposed to foreign markets . This can help Nitori further expand its revenue growth.

- *Threats*

Some threats that Nitori needs to focus on are competition with foreign brands, price competition, government regulations, and external business risks. One of Nitori current biggest competitor is IKEA. Over the past few decades, Japanese people started to use foreign products as a way to identify their social status. Thus, IKEA is gaining customers favor with its good quality western-styled furniture. In addition, government regulation is another the factor that Nitori needs to pay attention to, especially when Japan is moving forward to international integration in business. While expanding its brand to overseas market, Nitori is also facing the risks of external business operation. This means the company has to come up with safe and appropriate strategies when entering a new market with new cultures and traditions.

C. Current Marketing Strategies and Marketing Mix

1. Current Marketing Strategies

- Nitore focuses heavily on its own private label European-style furniture and home furnishing products. These products are not only of high quality, they are also priced reasonably. As such, they are able to be highly competitive in home furnishings market. In order to strengthen its position, Nitore concentrates on improving the quality and range of its private label product lines.
- Nitore is serious about learning from its competition. According to Forbes News, “Every year Nitore flies about 800 employees to the U.S. to visit Wal-Mart, Target and other stores. Traveling on chartered buses, the Japanese staffers scrutinize store layout and sales techniques as well as product design, materials, colors and prices.”¹² (Forbes 2010)
- Nitore has been increasing focus on its website and overall online shopping experience. It offers free shipping for orders of greater than 7000 yen, which is especially beneficial in larger cities where customers often do not have access to a vehicle. At the same time, Nitore’s large number of retail locations (353 in 2015) allows customers to see items in person before placing the order. While originally Nitore stores were concentrated in suburban areas, it has in recent years it has been focusing on urban locations. It operates large shipping hubs just outside of major metropolitan areas. Nitore also has a customer loyalty/points program to help retain repeat customers.
- Nitore imports 80% of its raw materials, and due to its large economies of scale, can produce its own private label products for 30-50% cheaper than competing major brand products. Nitore runs its own furniture factories in Indonesia and Vietnam (Forest 500, 2016)
- The low economic growth in Japan has allowed Nitore to see consistent market share gains, with consumers increasingly seeking out budget priced home furnishings. Additionally, while Nitore sells furniture that needs to be assembled, in the same way as rival IKEA, Nitore also offers a specialty assembly service. This allows them to target the older generation of customers, who may be physically unable to build the furniture on their own, and customers who live in temporary homes (rental apartment rooms) that they usually do not have the tools to assemble furniture.

2. Current Marketing Mix

- *Product*

Nitore provides a wide variety of home furnishing products and services. Because Nitore is a manufacturing logistics retailer, they are able to monitor the whole process from production to delivery and provide high-quality and safe products to its consumers. In the meantime, in order to further increase their product variety, Nitore also sells products from some small domestic brands. Besides quality and safety of the products, they have been developing products with special functions. For example there are the product lines called “N-warm” and “N-cool” that the textile they used for blankets or pillows can maintain itself at a certain temperature; it helps consumers adjust to the extreme temperatures in summer

¹² Harney, A. (2010, June 07). Nitore Furnishes Japan.

and winter. Nitori's products are often of simple and natural colors that matches the taste of Japanese consumers' idea of "European style" interiors. Consumers can easily coordinate Nitori's products to create homes of their ideal lifestyles. The new product lines "Quality Line" and "&Style" follow similar concepts, but are presented with higher quality design and give consumers the opportunity to experience the richer and higher-quality lifestyle.

The services that Nitori provides are mostly related to the sales of their products. They provide free curtain quotation service to customers who want to buy their curtains. They also provide trade-in services for 3,000 yen per purchase under the condition that the sizes of the used furnitures has to match the sizes of the newly purchased furnitures.

- Price

Nitori's products are of relatively low and affordable prices. Sometimes, there can be sales for certain products that are out of season. The price elasticity of demand of furnitures is moderate because furnitures are necessities, but at the same time, most people buy it only once in awhile like when they move or their old furnitures are worn out. On the other hand, consumers are more sensitive to the prices of other interior goods like kitchenware or pillow cases because there are more competitors in the market, and consumers buy these products more frequently.

- Promotion

Nitori does promotion mainly through TV advertisements, digital magazine, and social media. In their promotions, they most often present to the audience complete coordination of a room using Nitori's products, and the coordination style usually matches the season or a specific occasion. For example, in summer, they would show a room of ocean villa theme, or in Spring when many people start new jobs or enter new schools, they would show a room with simple coordination composed of their lower priced products. Through these promotions, they are gradually encouraging consumers to associate Nitori to their new slogan "perfect coordination NITORI" instead of the traditional slogan that emphasized on price and value.

Nitori also intends to increase the brand's exposure in order to raise awareness and popularity through sponsorship of sports teams and events, including Nitori Ladies' Golf Tournament and Nitori Women's Marathon team. Recently they built a art village made up of three art museums in Hokkaido named "Nitori Otaru Art Base". Their purpose of building the art village is to to preserve the historical architectures and support Hokkaido's community; in return, they will gain more support from the local community and increase the perceived value of their brand.

Their loyalty program is another way that encourages consumers to stay with the brand. Customers can become members anytime with no additional costs. They will get 1 point every 100 yen purchase, and the points can be used for future purchases. It also simplifies delivery procedures because the membership cards already have record of all the information Nitori needs to deliver the products to the customers' homes, so customers will not have to provide the information every time they use the delivery service.

- Place

Consumers can find Nitori's products either in physical stores or online store. Their physical stores take on many different formats, there are the typical large scale Nitori's furniture stores, smaller scale Deco Home or Nitori Express, and Nitori furniture shops inside department stores or malls. The

stores can be found in city center near train stations or suburban areas where customers usually drive to get to the stores. Consumers can also purchase Nitori's products online directly through Nitori's official online store and smartphone application, or indirectly through Rakuten, Japan's largest e-commerce site.

For customers who purchased Nitori's products, Nitori offers them delivery and assembly services. Nitori claims to deliver everywhere in Japan, but additional costs may occur if the destination is a very remote place. Customers can either choose to pay and specify the date they want the furnitures to be delivered or else the furnitures will only be delivered according to Nitori's delivery schedule. Delivery service is free if customers buy over 18,426 yen in store or 7,000 yen online. Certain products come with free assembly service after purchase, and others do not; those that do not come with assembly service can be free if the single purchase is over 36,852 yen. Some stores provide free truck rental service that customers can use the truck for 90 minutes within the stores' business hours. Recently, they started another service in which customers can purchase their products online, but instead of delivering it to their homes (it might cost if the purchase is not over 7,000 yen) they can choose to have their purchased items delivered to a Nitori store nearby them (no cost no matter how little the amount of their purchases are).

V. RESEARCH INFORMATION

General Information

Besides researching through secondary sources, we decided to conduct a survey in order to have a better view of customers' thoughts and purchasing decisions. The purpose of our survey was to investigate consumers' purchasing habits of home furnishing products. The survey was conducted online. We started sending out the link of the survey to our friends and colleagues on July 8th and received 57 responses by July 14th. The survey and simple statistic analysis are in the appendix for your reference.

Survey Format

The survey contained 14 questions and our target samples were people who currently live in Japan, both Japanese and foreign residents. The survey was written in both English and Japanese. The first five questions were to obtain basic personal information (gender, age, Japanese fluency level, occupation, and annual income). For Question 3, the options for their Japanese fluency level were stated in detail about how much they are able to engage in Japanese conversations. For Question number 5, which was about the respondent's annual income, was not a required question because we noticed that it might cause discomfort to some respondents; however, all respondents gave an answer to the question. Question 6 and 7 were about the household they currently live in. For Question 7, we decided to combine the results of "apartment (continuum)" and "apartment", which they mean different things in Japanese but are basically the same type of residential real estate. Question 8 to 14 were about their purchasing habits of home furnishing products. For Question 9, 10, and 11, respondents could select more than one item, and we had the items displayed in random order, to make sure that the results we get would be reliable (one item was not most frequently chosen because it was the first item that showed up). There were some errors with Question 13 because some respondents chose repetitive items despite that we wanted them to rank the items (we could not make respondents give a different answer for number 1 to 5 with the online survey); all the errors were recorded.

Survey Results and Analysis

The majority of the respondents were female and male respondents accounted for roughly 30%. They were mostly students at the age 24 and below but there were approximately 30% of non-student respondents who were above 24 and below 54 years old. Though some were not students, more than half of the 30% of non-student respondents were part-time workers. Around 85% of them were able to communicate in Japanese, and the rest might experience difficulty consulting with staff in stores. Most respondents' annual income levels were under 5 million yen, while there were 2 respondents who earned between 5~7 million yen annually. The respondents either currently live with their parents/relatives or are living alone, only 2 respondents have children, and they live in either houses (一戸建て) or apartments. Three quarters of them had bought home furnishings on their own in the past and the reasons to why they bought home furnishings last time were mostly because they moved to a new place or they had to replace old furnitures. Surprisingly, a quarter of them answered that they bought new home furnishings because they wanted the new design/model. The most popular home furnishing brands for our respondents were first place Nitori, second place IKEA follows with 3 less votes, third place Muji with 11 less votes, and fourth place Zara Home with another 7 less votes. The majority would go to a physical furniture/interior stores to buy home furnishing products, and 100-yen shop was also a popular choice. Despite the prosperity of internet in since last decade, there were still almost 40% of our respondents who have never

visited an online shopping site. Among the 11 criteria they were given to rank the top five, the item “affordable price” was most commonly chosen as the first or second place, while “simple design” and “high quality” comes in the second place. Other items like “good functionality”, “convenience location”, and “uses safe and harmless material” were also some criteria that many of them would take into serious considerations when they make buying decisions. Lastly, most of them are conscious about how they want to coordinate their rooms using the furnitures they like, whereas having consultants to plan for them was not quite their preferred way to shop for home furnishings.

We did correlation analysis for a few of the question items, focusing mainly on the associations between their Japanese fluency (Question 3) or income level (Question 5) with the other items because we wanted to see if those two factors affect the respondents’ buying behavior/decisions. The results were:

- Japanese fluency did have an affect on their brand choices (Question 10). Those whose Japanese that were at elementary level chose IKEA (6 votes) more often than Nitori (3 votes). However, most of them would still prefer going to stores to buy home furnishings than buying online; and they seemed okay to talk to consultants in stores.
- Income level also had an affect on their brand choices and criteria when choosing home furnishing products (Question 13). We looked into only the top 1 choice they had for Question 13 (because of the errors), and “affordable price”, “simple design”, “good functionality”, “convenient store locations”, and “high quality” were the most popular answers for those whose annual income is below 5 million yen. It was difficult for us to test those whose annual income was between 5~7 million because we had only 2 respondents, but the two of them also chose “convenient location” and “high quality”. The least popular criteria were “seasonal design”, “cutting-edge design”, and “after service” for all income groups.

From the results, we can see that first, consumers in the annual income range below 5 million prefer products of lower prices and simple design. Second, Nitori and IKEA, who are the two strongest competitors in Japanese home furnishing industry are indeed the top choices for many of our respondents, but foreign residents prefer IKEA over Nitori, while Japanese prefer Nitori over IKEA. Finally, there should be room for improvement for the e-commerce market; if any of the company is able to capture the online shopping market by maybe creating a real enough virtual simulation of furnishing layout or better logistic system that makes buying online a lot more convenient than going into stores, their market share should grow even more.

VI. MARKETING OBJECTIVES

A. Goals and Objectives for Three-year Marketing Plan

Identify Goals

- Increase sales by 7% each year over the next 3 years.
- Draw more foreigners' attention and purchases
- Increase functionality of the website (foreign language, 3d model)
- Introduce new brands targeting higher end middle aged consumers, and value-conscious, stylish young consumers

Possible Risks

- Globalization with the expansion and investment of new foreign brands coming to the furniture market in Japan
- Changes in consumer preferences based on western cultures with the result of both decrease in Japanese population and increase in immigrants from overseas
- Consumers do not respond to new urban locations
- Consumers do not respond to the new brand

B. Marketing Mix

- Products:

In order to increase its perception as a stylish product that appeals to modern lifestyles, Nitori has been introducing new lines of branded furnishing products. These new lines focus on two major demographics. The first brand is a more premium brand of furnishings, using higher-quality materials, accompanied by a higher price tag. This brand will target a wealthier, often older demographic than standard Nitori.

The second brand will focus the other way, targeting a young demographic. This brand will be value priced similarly to existing standard Nitori products, but will feature stylish design with simple and primary colors that are easy to coordinate. With these new lines, consumers will be able to see a new side of Nitori's brand and products.

Under the **BCG Matrix** these new product lines have the potential to be Stars – Nitori is the market leader and as such these new lines will be riding that same wave. Nitori will need to carefully monitor overall trends as well as customer feedback in order to ensure that they become well established amongst Nitori's existing products.

- Price:

Nitori is currently a price leader in the home furnishings industry, and that should not change. Nitori's current slogan is "Value more than its price." However, Nitori should be willing to and in fact plan to increase its price on its new product line of higher valued furniture. Consumers seeking a more premium furniture option expect to pay more than the regular Nitori price; if it were too cheap, it wouldn't stand out from Nitori's existing offering.

- Places:

Nitori has been aggressively expanding both at home in Japan and abroad in Asia and even North America. At home in particular, Nitori has begun to expand into urban centers. This strategy is crucial to

capture the urban market who might find it difficult to make the trip out to the suburbs to look at furniture.

Nitori should focus on its website to make the virtual shopping experience more pleasant. There should be a feature where you input the parameters of your room and it creates a virtual space. There, you can arrange furniture virtually as you see fit. In addition, Nitori should provide its shopping website in multiple languages, such as English, Chinese, and Korean.

- ***Promotion:***

Nitori should continue its use of above the line promotion such as television, radio, and print. However, in order to capture more of the young demographic, it should look towards increasing its presence on social media. Nitori should partner with fashion and lifestyle bloggers and online personalities to promote its home furnishings.

C. Marketing Strategies

Overall Marketing Strategies

Based on our primary and secondary researches, our overall marketing strategy for Nitori will be based on three main aspects: pricing, product quality, and lifestyles trendings. We suggest besides maintaining a top position in pricing competitiveness, Nitori should focus more on developing its products' perceived quality, especially through modern and advanced technology, and promoting more detailed and meticulous support for individual lifestyle in order to further expand its market and attract more consumers.

Marketing Strategies

1) Continue to maintain and promote low-price strategies

One important factor that helps Nitori win the biggest market share in Japan market is the affordability of its goods throughout different income groups. Nitori has been famous for its operating model: supporting and promoting low-price strategies in order to target low-mid income families. As a result, Nitori has achieved 28 years consecutive increase in its operating profit. To further raise its profit, we recommend Nitori to continue to utilize its low-price strategies and to be a leader in pricing competition with its rivals.

- Promote rewards cards with occasional and seasonal discount
- More advertising on price competitiveness
- Continue to develop social media outreach, especially strengthen the relationship with Line
- Collaborate with both domestic and foreign suppliers to keep production cost as low as possible

2) Improve the perceived quality of products

Nitori did not have the necessary technological expertise about quality control and logistics. It was essential for Nitori to acquire these skills before it was able to manage the manufacturing and logistics processes necessary for an integrated company. Nitori should concentrate on improving perceived quality of its goods. Modern and advanced technology is another factor that greatly affects the

customer's' purchasing decisions in current market. In order to compete with its biggest rivals, IKEA and MUJI, Nitori needs to promote its brand and quality more actively through e-commerce and online marketing strategies.

- Design and produce more multifunctional furnitures to assist customers
- Improve the functionality of the main website with foreign language support
- Implement 3D-model visualization of furniture and home furnishing products on the website to enhance customer online shopping experience
- Increase the amount of trucks to improve shipping and delivery

3) Enhance more customer interactions with customized products

Another aspect that Nitori should focus on is the customers' experience with its products. The company can improve their customer service and enhance lifestyles trendings by establishing new products brands that target and support specific groups of consumers. With the combination of good customer service and specialized support for individual lifestyles, mass and individual consumers could enjoy fashionable home furnishing products at an affordable price with its customized products.

- New sub brand that assists a specific group of consumers: single young adults who are currently living in a small single apartment
- Sub brand that focuses on “premium” furniture products at a higher price. Targeting older, more affluent consumers.

D. Target Markets - Customer Persona

Customer Profile

Madoka Homura



Demographics

Madoka is a mid-20s, Japanese business woman who works at a small accounting firm. She earns about \$60K per year. She has a college degree from Tokyo University in general business. Madoka is married, but does not yet have kids. Madoka and her husband are considering to have children within the next couple years.

Psychographics

Madoka works hard during the week, giving her very little free time during the week. It's during the weekend that she has time to do the things she enjoys most, meeting her friends at various cafes. She also tries to donate at least one day of her weekend to her husband, who she has been seeing less and less lately. When she is alone, she loves to spend her time reading books, or studying English. She is considering whether or not she wants to stay in Japan for the rest of her life, or if she wants to pursue business ventures in a different country.

Buying Habits

While Madoka is generally quite strict about her weekly budgeting (Immediately putting half of every paycheck towards savings), she is also known to buy something that is outside of her budget if the display is nice enough, and she feels like she must have it. She browses online stores, but never buys anything through apps. In her mind, you can't trust the quality of an item that you buy without firstly examining it in-person. In addition, she also uses her savings during big moves in her life. When she married and moved in with her husband last year, she bought everything from furniture to new clothing. Buying all new things is her symbolic notion of a fresh beginning.

Customer Profile

Takeshi Matsubara



Demographics

Takeshi is a 22 year old Japanese male fresh out of graduating from an average Japanese university. He was hired straight out of college, and has just started his new job – in Tokyo, a big change for the country boy.

Psychographics

Takeshi is new to the big city life (even though he lives on the outskirts), and is eager to experience what it has to offer. His income is modest (40k a year), and he hopes to spend a good amount of that meeting new people and enjoying city life. Newly living on his own, has resolved to learn to teach himself how to cook so that he's not totally reliant on the conbini. He enjoys bike riding and exploring the city on his day off. He would like to own a car someday (sooner rather than later), but is not sure that's a viable option in Tokyo.

Buying Habits

Takeshi is fashion conscious to a point, but he tends to focus on function over form. He loves checking out all the latest gadgets, but doesn't often end up buying them. He's always got his eyes on the best deals, but he isn't afraid to save and spend money for something he really wants. For larger purchases, he tries to do as much research as possible before making a decision.

E. Conclusion

Nitori is the leader in the home furnishings market by a solid margin, but the market is almost stagnant due to Japan's declining population, and things don't appear to be improving soon. They are facing increasing competition from Ikea and Muji in both online and brick and mortar sales. Nitori will need to expand its target markets, as well as reinforce its online presence in order to sustain the growth they've enjoyed in recent years.

VII. TEAM DYNAMICS

Our team includes three males and two females. We have one Japanese native speaker and one English native speaker. In our first meeting, before we discussed the main task, we decided to talk about our own strengths and weakness as well as how we want to work as a team. We took turn to talk about our individual concentration in order to come up with common purpose and vision.

Based on individual opinions, we came up with our team code of conduct:

- Promote a two-way communication between team members
- Trust each other and be honest when one needs help or support from others
- Be proactive in helping one another
- Create a fun and friendly working environment
- Listen to one another actively and treat every opinion equally

We divided the tasks based on individual preference, strength, and weakness. We mapped out all major tasks then broke them down into smaller tasks. We set deadlines for each task and encouraged team members to finish on time.

We communicated mostly through Line and Google Team Drive. We met at least one time a week to update our tasks and set new deadlines. For every meeting, we would assign one person to be our secretary, whose responsibility is to write a meeting report and task reminders for each team member.

VIII. LESSONS LEARNED

- **Andrew:**

I feel like we were able to apply many of the lessons learned from the water bottle assignment to this final project. I felt that our survey this time was well structured and asked far more relevant questions. We were also able to reach audience this time by putting the survey online.

In contrast to my old group's water bottle assignment, I felt we were able to spend much more time on an appealing visual design for the power point presentation, and I hope it helped to keep the audience more engaged. We also made sure that we added charts/graphs this time as visual aids. The brief discussion we had in class about effective presentations came in handy here.

As far as the work itself is concerned, I felt that this time we got started early enough (almost immediately) and were able to delegate work and set milestones for the group, but even with all that I feel we didn't have enough time that we needed.

One of the issues, and I don't know how this really could have been solved, is that it seemed almost impossible to get the entire group together to meet at the same time, no matter if it was virtually or in person. In the same way, while most of us visited various stores, our schedules never allowed us to go as a complete group. I feel like a really strong consideration for future group projects would be to make sure everyone has a schedule that is compatible with each other.

Lastly, even though people were completing their assigned parts individually, we should have taken better care to make sure that what everyone was writing was not contradicting the writings of other group members, and that multiple people weren't writing the same thing. There was time wasted there that could have been saved if we had paid better attention from the start.

- **Jenny:**

Through this project, I learned about how to format a proper marketing plan. I was able to apply the marketing concepts we learned in the lecture on this project, which I think was more helpful than just studying for the quiz.

Due to my very tight schedule, I had to delegate work, and I am glad that most of my teammates were cooperative and being helpful. I think I spent too much time on creating and analyzing the survey and doing the company research. I should not have written long paragraphs for some parts (marketing mix, general company information, etc), and rather be more succinct.

Most people on my team had strong characters like me and we liked to insist on the way we do things, but sometimes it could be difficult to exchange ideas, and I would like to work on improving communication between members next time. Language barrier could be another issue because while I read most of the sources in Japanese, it was difficult and time consuming to have to translate the information into English, and I failed to do that at the beginning, so some information I found was not passed down to the other members. Next time, I will work on enabling better flow of information between members maybe through more organized meetings.

- **Nhi:**

Having learned from past experience with Water Bottle Project, I feel that I have performed better this time. We have a great team with two people who can speak and read Japanese, so the research was much easier to conduct. In the beginning of the project, before going straight to the tasks, we sat together

and talked about our goals, strengths, and weaknesses so as to understand one another better. We also wrote down some rules while working as a team, so we could agree on the same page.

The main problem that we was struggling with was the contrast in individual availability. We hardly have all members in the meeting, and thus, it created difficulty in communicating and assigning tasks. Another problem was that we did not have a chance to go to Nitori as a group, but everyone did go there and examine the store display by themselves. However, during meetings, everyone was really focusing on discussion and suggestions, which made the tasks easier. The survey was done better than my previous survey, and we did it early in the process, so we could be able to reach more people. We also had different strengths and weaknesses, so we were able to assign individuals to do the task that he or she felt comfortable doing. Everyone always communicated, and our group on Line was more active than my previous group.

In the end, although the time was a bit short, team members listened to each other actively, and the atmosphere was lighter and friendlier, so we got the tasks done on time according to our schedules.. Everyone was willing to help one another, and people always spoke up when they need help. I have learned a lot from my past experience and improved my communication with my group.

- **Yoshiaki:**

I think our final project was able to use many skills which learned from lessons compare to water bottle project. Water bottle project was our original product and we needed to create by ourselves but final project was real company and there was many information which were able to apply many methods we learned in class. Final project had much more things to do in individually. We needed to think and use knowledge from class.

For group work, we spent much more group meeting outside of the class and it made us to prepare and summarize our information correctly to explain to our group member. For example, we had 5 competitors research. We researched 5 competitors and our company in individually and summarized it to explain and decide which company is the most competitive company of Nitori and how to compete them. In that work, we used SWOT, 4Ps, Ansoff matrix...many methods we learned. Water bottle project also had competitor research but not deeply like final project.

Also we could have better survey question and format which used google doc and we got much more response than water bottle project. That survey, I could sent to my friends who lives far from Tokyo and able to get response. Last thing I can say, we should meet all together more and divide our work perfectly. I think we done good work but after presentation, I felt some regret which is I could do or we could do better.

- **Zach:**

I learned that good communication between the group and a strong is irreplaceable. Nhi did a fantastic job leading our team, put so much effort into contacting and keeping everyone together. In the future, all groups I am a part of should elect a leader who is able to make executive decisions. It's a little annoying to have to work with deadlines, but it's also something that we need to get used to, as it's a key part of almost all businesses. As for the communication, I wish I updated the group on what I was doing more often. I spent far too long not contacting group members. This leads to various group members becoming stressful towards each other (even if nothing is wrong). Therefore, I believe a strong leader with strong goals within a group that communicates a lot, is the best way to assemble any kind of team.

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X. APPENDIX

Survey Questions

Questions 1, 2, 3

Survey for you

Thank you for your participation in this survey, which is a part of our project for our university's marketing class. Please answer all questions as instructed. This survey will take you approximately 5 minutes to complete. Your responses are anonymous and therefore cannot be traced back to the respondent. All of your answers will be kept confidential, they will only be used for the purpose of this project.

アンケートにご協力頂まして、誠にありがとうございます。このアンケートは匿名で行われる上、データは今回のマーケティングクラスのプロジェクトのみに使わせて頂きます。

* Required

1. Please select your gender. あなたの性別をお答えください。*

- Male 男性
- Female 女性
- prefer not to say 答えたくない
- other その他

2. Please choose your age range. あなたの年齢は次のうちのどれにあてはまりますか? *

- 24 and below 24歳未満
- 25 - 34歳
- 35 - 44歳
- 45 - 54歳
- 65 and over 65歳以上

3. Which of the following best describes your Japanese fluency level? あなたのにほんごレベルはどのくらいですか? *

- None - I can neither speak nor understand any Japanese. にほんごがまったくできない・はなせない
- Beginner - I just started learning Japanese and know only some very simple phrases. にほんごをまなびはじめたばかりで、かんたんなたんごしかわからない
- Elementary - I can construct basic sentences to order meals, ask time, and ask for directions. サバイバルにほんごでかんたんなぶんしょうがきくせいできる
- Intermediate - I can engage in casual conversations with people but occasionally make some grammatical mistakes. 多少のミスはあるが日常会話ができる
- Fluent - I can participate in all manners of conversations and only rarely makes grammatical mistakes. 幅広い話題について流暢に話せる
- 母国語レベル/Native - I can use the language the way an educated native speaker of the language would.

Questions 4,5,6

4. What is your current occupation? あなたの職業について次のうちのどれにあてはまりますか? *

- full-time employee worker 正社員
- part-time worker パート・アルバイト・フリーター
- self-employed 自営業
- student 学生
- unemployed 無職

5. Please choose your annual income range. あなたの年収は次のうちのどれにあてはまりますか?

- under 3 million yen 300万円未満
- 3~5 million yen 300~500万円未満
- 5~7 million yen 500~700万円未満
- 7~10 million yen 700~1000万円未満
- 10~20 million yen 1000~2000万円未満
- over 20 million yen 2000万円以上

6. Who do you live with now? あなたの世帯構成に一番近いものは次のうちのどれですか? *

- living alone 一人暮らし
- living with parents (not married) 親と同居 (未婚)
- living with spouse 夫婦
- living with spouse and children under 6 years old 夫婦と子供 (未就学児)
- living with spouse and children older than 6 years old 夫婦と子供 (小学生~)
- living with spouse, children, and grandparents 三世帯同居
- living with a partner (not married) 恋人と同棲
- Other: _____

7. What kind of house do you live in? あなたの現在のお住まい形態は次のうちのどれにあてはまりますか? *

- a (single-unit) house 一戸建て
- apartment (condominium) マンション
- apartment アパート
- Other: _____

Questions 8, 9, 10

8. Have you ever bought home furnishings (i.e. furniture, interior goods) on your own? あなたは自ら家具・インテリア雑貨を購入したことがありますか? *

- yes はい
 no いいえ

9. (For those who answered yes for Question 8) Last time you bought home furnishings, what was the reason? (choose all that apply) (問題8を“はい”と答えた方) 前回、あなたの家具・インテリア雑貨を購入した理由を次のうちから選んでください。(複数回答可)

- new design/model 他のデザイン/モデルにの買い替え
 replace old/broken furniture 壊れた/古い家具の買い替え
 moving to new place 引っ越し
 change in the number of household members 家族/同居者の人数の減少/増加
 Other: _____

10. Where would you want to visit (physical/online store) if you're thinking about purchasing home furnishings? (choose all that apply) あなたは、家具・インテリア雑貨を購入したいと思うとき、以下どちらのブランドのお店/インターネットショップを訪ねますか? (複数回答可) *

- IKEA イケア
 Unico ウニコ
 Zara Home ザラ ホーム
 Nitori ニトリ
 Muji 無印良品
 IDC Otsuka 大塚家具
 Other: _____

Questions 11, 12, 13

11. Where do you buy home furnishings? (choose all that apply) あなたは家具・インテリア雑貨をどのようなところで購入しますか? (複数回答可) *

- online shop インターネットショップ
 furniture store/interiors shop 家具専門店・インテリアショップ
 secondhand store リサイクルショップ
 online auction site/advertisement website (e.g. Craigslist) ネットオークションサイト/広告サイト (例:メルカリ)
 100 yen shop 100円ショップ
 Other: _____

12. Have you ever visited an online shopping site to just check out or buy home furnishings? あなたは家具・インテリア雑貨の公式通販サイトを訪れたことがありますか? *

- yes はい
 no いいえ

13. Select the top five important criteria that you would consider when you purchase home furnishings, and then rank the five items of your choice from 1~5, from 1=absolutely important~5=somewhat important. PLEASE SCROLL THE HORIZONTAL BAR TO SEE MORE ITEMS! あなたは家具・インテリア雑貨を選ぶ際、次の項目の中から、最も重視するポイントを5つ選んで、重要さでランクをつけてください。あなたは家具・インテリア雑貨を選ぶ際、次の項目の中から、最も重視するポイントを5つ選んで、重要さでランクをつけてください。(1=最も重要~5=やや重要)!スクロールバーを左右に動かしてみてください、項目は合計11個あります! *

	convenient location of the stores 店舗へのアクセスのしやすさ	good functionality (e.g. multi-purpose, collapsible, anti-odor) 機能性 (例: 一つのアイテムがいろいろなものとして使える、省スペース、消臭機能付き)	high quality 高品質	uses safe and harmless material 安全・健康に悪影響がない	after service (e.g. maintenance, guarantee) アフターサービスの充実性 (例: 商品のメンテナンス・保証)	affordable price 手頃な価格
1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Simple statistical analysis for the survey results

3&10	3&11	3&14.1
3 IKEA=6, Nitori=3, Muji=3, Zara=1	3: 1=6, 2=2, 5=2	neutral どちらとも言えない level 3 4
4 Nitori=11, IKEA=8, Muji=8, Zara=5	4: 1=10, 2=4, 3=0	agree ややそう思う 2
5 IKEA=4, Nitori=4, Muji=4, Zara=0	5: 1=5, 2=2, 3=0	strongly disagree そう思わない 1
6 Nitori=19, IKEA=16, Muji=8, Zara=8	6: 2=9, 1=25, 3=4	strongly agree そう思う 0
	1=furniture store/interiors shop	disagree あまりそう思わない 0
	2=online shop	
	3=secondhand store	neutral どちらとも言えない level 4 5
	4=100 yen shop	disagree あまりそう思わない 4
	5=online auction site/advertisement website	agree ややそう思う 2
		strongly agree そう思う 0
		strongly disagree そう思わない 0
		agree ややそう思う level 5 2
		neutral どちらとも言えない 1
		disagree あまりそう思わない 1
		strongly disagree そう思わない 1
		strongly agree そう思う 0
		strongly disagree そう思わない level 6 14
		agree ややそう思う 7
		disagree あまりそう思わない 5
		neutral どちらとも言えない 4
		strongly agree そう思う 2

5&10	5&13.1
income 2	criteria income level 1
Nitori 8	6 9
IKEA 7	8 8
Muji 3	2 6
IDC 2	3 6
Zara 2	1 4
	4 3
	10 3
	11 2
income 3	5 1
Nitori 1	7 1
Zara 1	9 0
others 1	
IKEA 0	43
IDC 0	
Muji 0	criteria income level 2
	6 5
	1 2
	3 2
	2 1
	8 1
	10 1
	4 0
	5 0
	7 0
	9 0
	11 0
	12
	1=convenient location of the stores
	2=good functionality
	3=high quality
	4=uses safe and harmless material
	5=after service
	6=affordable price
	7=cutting-edge design
	8=simple design
	9=seasonal design
	10=well known and reliable brand
	11=environmental friendly