Digital Transformation of Furniture Companies: Multiple Case Studies

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Abstract

One of the important elements of furniture product sales is the physical store experience. However, the trend of online shopping recently has prompted furniture companies to develop physical and online channel integration strategies. This research combines qualitative and quantitative methods and analyzed IKEA, NITORI, Test Rite Retail, Mr. Living, and YKS. The data was collected from field surveys, companies, the internet, interviews, and questionnaires. The three research questions are: (1) how furniture companies utilize e-commerce platforms to position markets; (2) strategies for integrating physical and online channels; and (3) factors influencing consumer purchase intentions. Qualitative results found the ten platforms, Tmall, Taobao, MOMO, PChome, Rakuten, Shopee, Yahoo shopping center, Trplus, ETMall, and friDay shopping can target specific markets and audiences. Also, exclusive products on each platform should be launched to conduct a differentiation strategy. Physical channels can be rebuilt into distribution hubs and experience areas to optimize logistics and online services. Quantitative results found that interactive websites, such as AR/VR customization, intuitive navigation, and automated recommendations can enhance purchase intention. This research aims to explore integration strategies during digital transformation and examines the factors that affect consumer online purchase intentions to figure out the feasibility of the strategies.

Keywords: Furniture companies, channel selection strategies, online to offline (O2O), online merge offline (OMO), digital transformation.

家具公司數位轉型: 多個案研究

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摘要

傢俱產品銷售的重要元素之一是實體店體驗。 然而，最近網上購物的趨勢促使傢俱公司發展線上線下管道整合策略。 本研究結合了質性和量化方法，並分析了宜家家居、宜得利家居、特力屋、Mr. Living 居家先生和 YKS。通過實地調查、公司資料、網路、訪談和問卷收集資料。 研究中的三個研究問題是：（1）傢俱公司如何利用電子商務平臺定位市場；（2）整合實體和線上管道的策略；（3）影響消費者購買意圖的因素。 質性研究結果發現，十個電商平臺中，天貓、淘寶、MOMO、PChome、樂天、Shopee、Yahoo 購物中心、Trplus、ETMall 和 friDay 購物可以針對特定市場和受眾。 此外，每個平臺應推出獨家產品，以實施差異化策略。 實體管道可以重建為分銷和體驗中心，以優化物流和線上服務。 量化研究結果發現，網站的互動性，如 AR/VR 客製化、直觀的介面和自動推薦，可以增強購買意願。 本研究旨在探討數位轉型過程中的整合策略，並分析影響消費者線上購買意願的因素，以評估這些策略的可行性。

關鍵字: 家具公司、通路選擇策略、虛實整合(O2O)、虛實融合(OMO)、數位轉型