

摘 要

2019 年年底，随着病毒的迅速传播，疫情开始在国内外蔓延。在这样的背景下，家具产业开始受到疫情影响，销售营收逐年下降，直到政策放开才开始缓慢回暖。近些年家具产业发展缓慢，传统的销售模式已经不能满足消费者需求，所以家具厂商纷纷寻找新的销售模式。本文研究了香河家具城主要采用的传统销售模式，分析了第三方卖场的销售模式和代理商分销的销售模式，发现这两种模式对于消费者群体的辐射范围有限，大多局限于周边地区。近几年网络销售发展迅速，已经逐渐形成体系，而疫情正促使家具产业迅速地转向网络销售。网络销售不受地域限制，更方便消费者挑选心仪的家具。但是优点和缺点是并存的，虽然传统销售模式有限制，但同时对买卖双方的利益有更完善的法律保障，网络销售虽然成本低，但买卖双方却会面临更大的交易风险。

关键词：家具产业；网络销售；香河家具城；销售模式

ABSTRACT

At the end of 2019, with the rapid spread of the virus, the epidemic began to spread both domestically and internationally. Against this backdrop, the furniture industry began to be affected by the epidemic, with sales revenue decreasing year by year, and only slowly recovering after policy liberalization. In recent years, the development of the furniture industry has been slow, and traditional sales models can no longer meet consumer needs. Therefore, furniture manufacturers are looking for new sales models. This paper studies the traditional sales model mainly adopted by Xianghe Furniture City, analyzes the sales model of third-party stores and the sales model of agent distribution, and finds that the radiation range of these two models for consumer groups is limited, most of which are limited to the surrounding areas. In recent years, online sales have developed rapidly and have gradually formed a system, and the epidemic is prompting the furniture industry to quickly shift to online sales. Online sales are not subject to geographical restrictions, making it more convenient for consumers to choose their desired furniture. However, both advantages and disadvantages coexist. Although traditional sales models have limitations, they also provide more comprehensive legal protection for the interests of both buyers and sellers. Although online sales have low costs, both buyers and sellers will face greater transaction risks.

Key words: Furniture industry; Online sales; Xianghe Furniture City; Sales model

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Chapter One Introduction

1.1 Purpose of Research

The furniture industry has always been a relatively stable industry, and due to the unique nature of furniture products, it has been using traditional sales models such as third party stores or agent distribution for a long time, selling to a fixed customer group at fixed locations. However, since the outbreak of the epidemic at the end of 2019, the development of the furniture industry has begun to stagnate.

“A business model describes the design of the value creation and capture mechanisms needed to yield profit. We contend that for a business model to be viable in turbulent and hype competitive environments, its dynamics are important and must leverage, out of all key business model modules proposed in different studies, on a combined value and network perspective. These different elements present, however, distinctive challenges for small innovative companies and larger firms. Moreover, the business model of small firms is sited in the business models of their partners, big companies in particular.” Error! Reference source not found.¹

The purpose of studying the sales model of Xianghe Furniture City is to analyze the development process of the furniture industry in recent years through a comparison between traditional sales models and online sales models, in order to more clearly identify problems and propose reasonable suggestions. Stored transaction data has information that can be extracted by data mining techniques, for example knowing the pattern of sales in purchases by consumers.

“In this case, new business models have emerged, and online live broadcasting has gradually become the mainstream business model in the furniture industry.” Error! Reference source not found.³⁰ Studying the advantages and disadvantages of online live broadcasting can help us understand the development status of the furniture industry and have confidence in the development of the furniture industry.

1.2 Research Significance

The research content of this article takes the sales model of Xianghe Furniture City as the object, and conducts research and analysis on the traditional sales model - Third party stores and agent distribution sales model, as well as the online sales model - multi platform live streaming

and supporting design center sales model. Combined with the impact of the epidemic on the furniture industry, this article discusses which sales model is more suitable for the development of the furniture industry.

The sales model of Xianghe Furniture City is a microcosm of the furniture industry's sales model. Most furniture sales models adopt traditional manufacturer direct sales and agent distribution models. Therefore, studying and analyzing the sales model of Xianghe Furniture City also has reference significance for the development of the furniture industry and has a promoting effect on the improvement of the entire furniture industry's sales model

Chapter Two The Current Situation of the Entire Furniture Industry

It is understood that most of the salespeople work at home under the epidemic, and many projects can not directly go to Party A's site for face-to-face communication, resulting in project delay or loss. Some projects can not be paid back on time due to the delayed acceptance of the epidemic, and the enterprise is short of funds. The market is depressed, the number of projects (orders) is sharply reduced, and the "porridge is few and the monks are many". There is an abnormal situation of more than a dozen or dozens of projects competing with each other. The "price war" is fought to win the project, and the profit "shopping" is depressed. Even if the project is obtained, it is also like a chicken rib ". The company's profit is impossible to talk about, and the number of orders dropped by about 1/3 year-on-year this year.

2.1 The Impact of the Epidemic on the Furniture Industry

Taking Xianghe Furniture City as an example, since the epidemic in 2020, the gradual strengthening of the government's closure policy has led to the loss of customers for all furniture venues and manufacturers in Xianghe City. Due to the epidemic situation in the domestic market, the order could not be fulfilled on time, foreign customers could not normally visit the company, business personnel could not normally carry out sales activities, and customer loss was serious. Affected by the epidemic, the domestic real estate market is depressed, the demand for furniture consumption is reduced, and the domestic market is depressed. So far, many factories have no orders. In retail, the closure and control prevented the normal operation of shopping malls and stores, and the flow of people in various business districts dropped sharply. According to several furniture stores, due to the isolation of people in their homes, the shopping mall is almost empty and closed. The difficulty of sales has become a headache for furniture enterprises and the difficulty of working capital. It is understood that many enterprises have no cash flow in, and two-thirds of the cash flow of furniture factories can only last for nearly three months.

The furniture industry originally belongs to a mature offline business model. After years of operation, the integrated service of production, operation, sales, and logistics has formed an inherent model. Building a furniture city, dividing into booth groups for retail, and facing customers from surrounding cities with limited radiation, it can also ensure the orderly

development of the local furniture industry. However, since the outbreak of the epidemic, various regions have implemented lockdown management, The management of 'unable to enter,.

The premises in the furniture city are rented out to various manufacturers for operation in the form of annual rent, with annual rent ranging from tens of thousands to hundreds of thousands. In addition, the manufacturers' own processing costs, worker wages, and other necessary expenses may have been in a state of insufficient income during the epidemic. Due to the lockdown management during the epidemic, the venues were unable to operate at all, which means that businesses have to pay high rents for venues that are not profitable. The rent of the venues in the Furniture City is high, and manufacturers have withdrawn from the venues due to the inability to guarantee passenger flow during the epidemic. Therefore, more than half of the venues in the Furniture City are empty. For a long time, there has been no profit or even a loss of money, resulting in workers and sales personnel hired by manufacturers not receiving wages. At this time, they have resigned and switched careers to search for new jobs. The operation of the furniture city has experienced large-scale rent cancellations, which have invisibly increased operating costs. As a result, businesses have had to reduce operating losses by closing some venues due to rent cancellations. This has also led many manufacturers with booths in venues to seek new business models.

There are three main sales modes in China's furniture industry: third-party store mode, dealer distribution mode and network marketing mode. These three forms of sales models have different characteristics, suitable for selling different types of furniture, understand if the current challenge of brands is based on the union of all sales channels in order to gain, to locate and to provide a perfect experience to their customers, having regard to the online world and the offline world.

2.2 The Revenue of the Furniture Industry in Recent Years

Throughout 2022, furniture manufacturing enterprises above designated size achieved a revenue of 762.41 billion yuan, a year-on-year decrease of 8.1%, and a total profit of 47.12 billion yuan, a year-on-year increase of 7.9%

“Normal supply and demand models cannot explain the impact of changing retail consumption practices on activity centres”^{Error! Reference source not found.271}

According to data from the National Bureau of Statistics, the retail sales of household consumer goods in 2022 reached 163.5 billion yuan, a year-on-year decrease of 7.5%. This has been a consecutive month of year-on-year decline, mainly affected by the downward trend in the building materials, home furnishings, real estate and other markets. With the gradual reduction of the impact of the epidemic, the introduction and accelerated implementation of favorable policies to promote consumption and real estate, the furniture market is expected to recover.

From the above data, it is not difficult to see that from 2019 to 2022, the furniture industry has fallen into a low point in sales revenue. Regardless of which aspect, it has been in a declining state since the beginning of the epidemic, *“understanding the impact of customer preference certainty on the efficacy of the traditional selling paradigm is crucial.”* Error! Reference source not found.¹⁹⁴ So furniture manufacturers are shifting their focus from traditional sales models to online sales models, hoping to improve the sales development of the furniture industry through the internet.

“Firms engaging in business model innovation are likely to constantly experience environmental turbulence in which remaining strategically flexible is of crucial importance to ensure survival.” Error! Reference source not found.¹⁴

After the epidemic, the online sales model has been more widely applied to the furniture industry sales. Due to the increasing number of online live streaming merchants, the rental rate of offline venues has begun to decline. After on-site observation, at least one-third of the venues in each venue are empty. Moreover, since the number of online live streaming merchants has increased, many manufacturers have started to withdraw from the exhibition halls of Furniture City and use the vacant space of factories to build live streaming rooms, reducing operating costs. Sales personnel are gradually accepting online live streaming to introduce products, and due to the reduction of operating costs, the sales commission received by sales personnel has increased from 5% to 10% to 15%. This transformation has made more people willing to do furniture sales, allowing the furniture industry in Xianghe to regain its former vitality. In this environment, the offline business model is gradually transforming into an online live streaming business model.

Chapter Three Xianghe Furniture City Sales Model

With the rapid growth of the online market, the e-tailer platform has accumulated loyal consumers, which has caused e-tailers to be more concerned about fairness, especially by paying more attention to manufacturers' profits earned from the e-commerce platform. The main sales models of the furniture industry include Third-party store sales, finding distribution agents for distribution, and online sales. Factory direct sales and agent distribution are both the main sales models in the furniture industry, and online sales are a new type of sales model that is different from traditional sales models.

3.1 Traditional Sales Model

Furniture, like other types of goods, goes through the process of production, manufacturing, and sales. The sales process is not only the terminal link of the industrial chain, but also guides furniture enterprises in their next production steps.

3.1.1 Manufacture's Direct Sales Model

The direct sales model of furniture manufacturers is usually established by furniture manufacturing enterprises to sell products through their own branches, which is also known as the "front store and back factory" sales model. This sales model facilitates unified control and management by manufacturers. Sales and production can form an "interaction", and sales objectively guide production to achieve the goal of market influence on production. But at the same time, various pre-sales, during sales, and after-sales issues that arise during the business process must be addressed by oneself, which involves excessive energy from the enterprise, such as network construction

On the other hand, too little affects sales, consumes too much management funds, and increases management costs. Therefore, domestic small-scale furniture production and manufacturing enterprises using this form will only be limited to small-scale sales and cannot expand their business area. On the other hand, large-scale and powerful furniture manufacturing enterprises using this form have also encountered many management problems. Therefore, this sales method has a trend of gradually shrinking.

Furniture manufacturers' direct sales is the most beneficial sales model for businesses, which is an efficient marketing method by eliminating intermediaries, reducing the cost of product circulation, and meeting the maximization of customer interests. This form of sales model was first used by a group of manufacturers. Representative companies in the industry include Zhendan, Uby, Meishi, Guolin, and others. In the early stages of establishment, they used their own processing lines to produce their own products, and directly faced customers through the company's own sales team. They did not engage in franchise, distribution, or agency models. However, in the later stage, due to market changes, the sales model was forced to change for the survival of the enterprise, with fewer and fewer products produced by oneself. Most of them were sold on behalf of others' products. Xianghe Furniture City adopts many different sales models to meet the sales situation of different merchants, but currently there are still many manufacturers using traditional sales models. Customers directly learn about the products through the merchants and enter the furniture processing factory to choose their desired furniture, eliminating other links that cause furniture product prices to increase in the middle, allowing customers to buy furniture products at the factory price.

3.1.2 Third-Party Store Model

Due to the characteristics of furniture products (heavy display, space consumption), general agents, dealers with their own channels, terminal network, it is difficult to fully penetrate, cover each ideal corner of their area. At this time, play a relay role of various types of third-party stores appeared. These stores either cooperate indirectly with agents, dealers, or directly with manufacturers, so that the furniture brands can finally complete the ideal penetration of the market terminal. In terms of the characteristics of the current national stores, there are generally the following four types of stores: cluster stores, chain stores, characteristic stores, and comprehensive stores. Xianghe Furniture City mainly adopts the sales model of cluster stores.

“最具代表性的中国特色家具应该是中国传统家具，尤其是明清时期的家具。明清时期的红木家具是中国劳动人民劳动和智慧的结晶，代表着当时最先进的实木家具制造技术。随着社会经济和文化的进步和繁荣，家具不仅是人们生活的必需品，而且还增加了装饰的意义和个人偏好的表达。对于传统家具，我们可以继承优良的制造技术和美丽的装饰线条，结合现代元素，通过巧妙的各种材料、色彩和线条的设计，实现中国传统家具的现代化。” Error! Reference source not found. 58

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