

# 200 MAJOR FURNITURE MANUFACTURERS WORLDWIDE: PERFORMANCE AND STRATEGIES

## SCENARIO

After the crisis, the global furniture market is again on a growing trend, with opportunities arising in different parts of the world. Trade barriers are lowering and import penetration is increasing. Foreign markets are within everyone's reach.

On the other side, global sourcing strategies and international fragmentation of production are moving the operating boundaries of companies far from the headquarters.

Are the largest furniture players catching the opportunities through effective internationalization strategies? Are the key players performing better than other companies? Is there some lesson to learn?

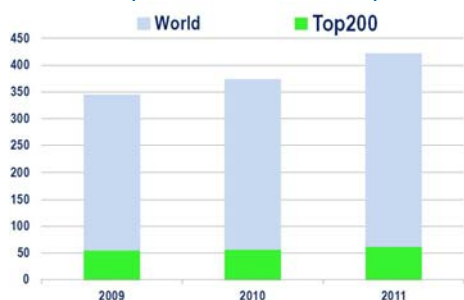
CSIL invested in research activity in order to answer to those questions: the report summarizes the results of this comparative analysis.

### BACKGROUND

The study is aimed at analyzing the performance and the strategies of the leading players in the global furniture scenario and, more in depth, to analyze if they are taking advantage of the growth opportunities globally, through effective internationalization strategies and adequate product differentiation and product innovation strategies.

CSIL selected a panel of 200 manufacturers and gathered information from official sources and through direct interviews. Those companies accounts for around 15% of world furniture production.

#### Share of the 200 companies on world furniture production



Source: CSIL

### COMPANIES INCLUDED

The companies analyzed in this report belong to one or more of these categories:

- companies with shares quoted on the world stock exchanges;
- companies that supply business information to the press and/or through their websites;
- companies that have an on-going dialogue with CSIL because of current research work

### COUNTRIES COVERED

Companies selected have headquarters in the following countries:

Australia, Austria, Brazil, Canada, China, Denmark, Finland, France, Germany, Hong Kong, India, Israel, Italy, Japan, Liechtenstein, Lithuania, Malaysia, Netherlands, Norway, Poland, Romania, Russian Federation, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Thailand, Turkey, United Kingdom, USA, Vietnam

### THE REPORT OFFERS:

#### A COMPARATIVE ANALYSIS

An overview of the performance of the top 200 furniture companies broken down according to:

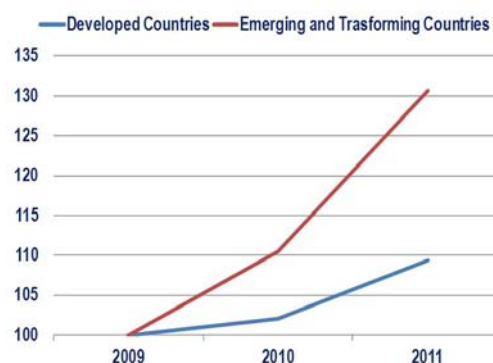
- headquarter location in developed countries/ emerging countries
- headquarter location in: North America, South America, Western Europe, Central and Eastern Europe, Developing Asia, Other Asia
- furniture product specialization: kitchen, office, upholstered, home furniture

Basic data on major 200 furniture manufacturers are summarized in table format. Indicators covered are the following (among others):

Turnover, number of employees, turnover per employee profit margin, ROE, EBITDA

A qualitative analysis on the strategic growth initiatives implemented by companies (Market differentiation, Product differentiation, Product innovation, Plant expansion, retailing and branding strategies...)

#### Turnover growth of the 200 companies by headquarter location, 2009-2011



Source: CSIL

### 200 COMPANY PROFILES

Information provided:

- Company name, Headquarter address
- Controlled companies, subsidiaries and other related companies
- Brands and trademarks
- Activity
- Year of establishment
- Turnover and employees, 2009-2012
- Furniture product specialization
- Production, manufacturing plants location
- Sales breakdown by product and geographical area (when available)
- Strategic growth initiatives