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# Industry Research (/ibisworld) > Furniture Stores in the US

Last Updated: Aug 20, 2024  
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## Industry at a Glance

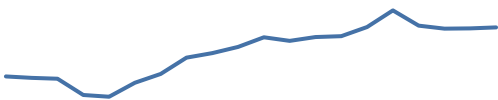
### KEY STATISTICS

P

5,440 \$ million

PROFIT

CAGR:  
2005 - 2024  
4.95 %

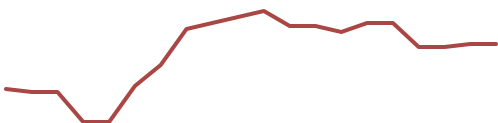


P

3.70 %

PROFIT MARGIN

CAGR:  
2005 - 2024  
2.77 %



R

147,037 \$ million

REVENUE

**CAGR:**  
2004 - 2024  
2.08 %

**PROJECTED:**  
2024 - 2030  
2.17 %



E

63,816 Units

ENTERPRISES

**CAGR:**  
2004 - 2024  
2.47 %

**PROJECTED:**  
2024 - 2030  
4.27 %



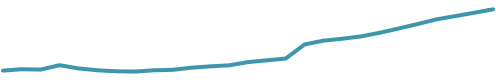
E

85,286 Units

ESTABLISHMENTS

**CAGR:**  
2004 - 2024  
2.98 %

**PROJECTED:**  
2024 - 2030  
4.12 %



E

477,496 Units

EMPLOYMENT

**CAGR:**  
2004 - 2024  
2.14 %

**PROJECTED:**  
2024 - 2030  
2.96 %



W

20,995 \$ million  
WAGES

**CAGR:**  
2004 - 2024  
2.18 %

**PROJECTED:**  
2024 - 2030  
2.80 %



I

27,805 \$ million  
IVA

**CAGR:**  
2004 - 2024  
2.56 %

**PROJECTED:**  
2024 - 2030  
2.71 %



Figures have been adjusted for inflation and are presented in 2024 currency.

EXECUTIVE SUMMARY

Over the last five years, furniture stores have been significantly impacted by the growth of e-commerce, with consumers gaining confidence in purchasing furniture online because of its convenience, extensive product range and competitive prices. This growth has led to an increase in online furniture stores and the need for traditional furniture retailers to establish a robust online presence. The COVID-19 pandemic heightened this trend, forcing even more consumers to shop online. Another trend that has shaped the industry is customization, with consumers seeking unique, personalized furniture. A notable increase in home renovations and redecorations, fueled by the pandemic also boosted consumer demand for furniture during most of the period. Conversely, the industry experienced a drop in revenue towards the end of the five-year period as high interest rates slowed down

the housing market, decreasing consumer demand for furniture.

Nonetheless, industry revenue is expected to increase at a CAGR of 3.4% to \$147.0 billion over the past five years, including a rise of 1.2% in 2024 alone.

The next five years will see furniture stores grappling with economic uncertainty, sparking potential adaptations, like offering more affordable options or better financing options to attract customers. Additionally, increased competition, particularly intensified by e-commerce and D2C brands, will lead to pressured profit and the necessity for stores to display unique selling points to stay competitive. Furniture stores will need to offer value-added services, like personalized design consultations and in-home installation and assembly services, to distinguish themselves and enhance customer loyalty. Lastly, a significant challenge on the horizon comes from the rise in competition from the used furniture market because of increased focus on sustainability and individuality. As environmentally-conscious consumers opt for second-hand furniture to reduce their environmental footprint and seek out unique, vintage, or upcycled pieces for their home decor, traditional furniture retailers may need to adapt their practices to maintain their market share. Still, industry revenue is expected to rise at a CAGR of 2.2% to \$164.0 billion over the five years to 2029.

## CURRENT PERFORMANCE

### **E-COMMERCE BOOM FORCES STORES TO ADAPT TO CHANGING CONSUMER PREFERENCES**

E-commerce has become more popular among consumers as they grow confident about purchasing furniture online. Convenience, extensive product range, access to product information and competitive pricing contribute to this shift in consumer preferences.

Online sellers disrupted the industry as iconic brands lost market share to emerging online platforms like Wayfair and Overstock. To remain competitive, traditional stores have developed their own websites, pushing them to develop efficient delivery routes as a cost-saving measure.

Retailers aiming to scale up operations often outsource delivery capabilities to third-party logistics companies to measure the feasibility of a new route

before purchasing new equipment. This strategy enables stores to serve a broader geography, supporting revenue growth.

Delivering products sold online has also resulted in a spike in product losses. This type of theft (sometimes described as 'porch piracy') has become more common, pushing retailers to allocate more resources toward loss prevention and insurance. These trends will remain a prominent threat as online shopping remains popular among consumers.

## **A RISE IN HOME RENOVATIONS FUELS GROWTH FOR FURNITURE RETAILERS**

The past few years have seen a boost in home renovations and redecorations, in part because of the fact that many people are spending more time at home because of flexible work policies following the pandemic. This has resulted in a surge in demand for furniture, boosting sales for both traditional and online furniture stores. Customers are leaning towards creating comfortable, efficient and aesthetic spaces in their homes for work and leisure.

The rise of influencers on social media platforms like Pinterest, Instagram and TikTok has fueled home renovation projects and influences consumers' design choices and driving trends within the home décor and furniture industries.

Unfavorable macroeconomic conditions, including high inflation and elevated interest rates, have contributed to weaker growth in more recent years, slowing down demand for discretionary products, including new furniture.

## **CUSTOMIZATION IS KING IN THE MODERN FURNITURE MARKET**

Customization has been a prominent trend for furniture stores in recent years. Consumers are looking for unique, personalized pieces that reflect their style and meet their specific needs.

From choosing the fabrics and finishes to the size and design, customization options have given consumers greater control and satisfaction in their

purchases. This trend has pushed furniture stores to offer customizable options or work with manufacturers that do.

Rising demand for customized pieces has also fueled technology adoption, with retailers using 3D configuration and augmented reality to help customers visualize their personalized furniture. Stores that offer these services have differentiated themselves within the industry.

## **SMART FURNITURE GAINING POPULARITY AMONG TECH-SAVVY CONSUMERS**

The widespread use of smart devices and innovation at the upstream manufacturing level, largely driven by technological advancements and new product design, have led to the emergence of smart furniture in the market. This trend has become a significant driving force for innovation in furniture stores, with more stores trying to incorporate technology into their product offerings.

From sofas with built-in speakers and charging ports to beds with self-adjusting comfort settings and smart tables for home offices, furniture has evolved beyond its traditional role.

With consumer demand for convenience and multifunctionality steadily growing, the smart furniture trend is expected to continue influencing furniture stores in the years to come.

## **FUTURE OUTLOOK**

### **UNCERTAIN ECONOMIC CONDITIONS WILL IMPACT FUTURE GROWTH**

Economic volatility and uncertainty caused by geopolitical tensions, trade disputes and fluctuating interest rates will challenge the growth of furniture stores. These factors can lead to the appreciation of the dollar and supply chain disruptions, both of which make imported furniture more expensive to domestic buyers.

Consumers are more likely to hold off on larger, non-essential purchases like furniture during an economic downturn or in periods of economic

uncertainty. These conditions may lead to reduced demand for furniture, contributing to slowed growth over the next five years compared to the previous period.

Furniture stores will need to adapt to these evolving conditions, potentially focusing more on affordable options or offering better financing options to continue attracting customers.

Also, stores will diversify their product lines to include more essential home items, or better utilize their online platforms to reduce overhead and reach a larger customer base.

### **PRICE WARS WILL INTENSIFY WITH INCREASED COMPETITION**

The rise of e-commerce and the proliferation of Direct-to-Consumer (D2C) brands have triggered an acceleration in price-based competition in the industry.

Customers can easily compare prices instantaneously online, which amplifies the pricing competition among stores. Because of the large number of furniture stores, price is a major factor that influences consumer buying decisions.

Over the next five years, this growing competition will lead to pressured profit for furniture stores that have to offer more competitive prices to stay attractive to customers.

To navigate this challenge, furniture stores may need to showcase unique selling points (like customization options, exclusive designs, excellent customer service or sustainability efforts) that can justify a higher price tag, or they may need to find ways of cutting costs without compromising on the quality of their products.

### **VALUE-ADDED SERVICES WILL BE A COMPETITIVE ADVANTAGE FOR FURNITURE RETAILERS**

As furniture stores become increasingly competitive, simply selling products will not be enough. Furniture stores must focus on offering value-added services to differentiate themselves and bolster customer loyalty.

These additional services could include personalized design consultations, in-home installation and assembly services or extended warranties. Some stores might also offer unique in-store experiences like workshops and events, stimulating a connection with their customers beyond the buying process.

Over the next five years, furniture stores that can successfully deploy such value-added services will gain a significant competitive edge, as customer experience becomes a key factor in purchasing decisions, alongside product quality and price. Offering these services not only enhances the consumer experience but can also serve as a strategic tool to justify premium pricing and boost revenue.

## **RIISING COMPETITION FROM THE USED FURNITURE MARKET WILL CHALLENGE TRADITIONAL FURNITURE STORES**

An increased focus on sustainability and uniqueness will contribute to a rise in competition for furniture stores from used goods stores.

There will be a rise in environmentally-conscious consumers choosing to buy second-hand furniture as a way to reduce their environmental footprint. This practice not only cuts back on production energy and waste but also offers an opportunity to reuse and recycle existing products.

Also, the allure of unique, vintage or upcycled pieces is appealing to those seeking individuality in their home decor. Over the next five years, these factors will spark considerable growth in the market for used furniture, challenging new furniture retailers to adapt their practices.

## **INDUSTRY DEFINITION**

Operators in this industry primarily sell household, outdoor and office furniture, except those sold combined with office supplies and equipment. This industry predominantly markets and retails living room, dining room and bedroom furniture, upholstered and otherwise. Desks and home office goods, lamps, recliners, rugs and outdoor furniture make up the rest of sales.



# INDUSTRY IMPACT



## POSITIVE IMPACT

### Capital Intensity Level

low

### Concentration Level

low

### Technology Change Level

low

### Globalization Level

low - steady



## MIXED IMPACT

### Life Cycle Stage

mature



## NEGATIVE IMPACT

### Industry Assistance Level

low - steady

### Barriers To Entry Level

low - steady

### Competition Level

high - steady

# SWOT ANALYSIS

## S

## STRENGTHS

**Low Imports**

**Low Customer Class Concentration**

**Low Product/Service Concentration**

**Low Capital Requirements**

# W

## WEAKNESSES

- Low & Steady Barriers to Entry**
- Low & Steady Level of Assistance**
- High Competition**
- Low Profit vs. Sector Average**
- Low Revenue per Employee**

# O

## OPPORTUNITIES

- High Revenue Growth (2019-2024)**
- High Revenue Growth (2024-2029)**
- High Performance Drivers**
- Per capita disposable income**

# T

## THREATS

- Low Revenue Growth (2005-2024)**
- Low Outlier Growth**
- Consumer confidence index**

## KEY TRENDS

The industry is becoming increasingly price-competitive amid growing external competition. Mass merchandisers, warehouse clubs and online retailers benefit from lower operating costs, which enable them to offer lower prices and attract consumers.

Furniture stores compete in product offerings, service and convenience. Offering excellent service, a broad range of products and speedy deliveries are crucial in attracting and retaining customers.

Home renovations have driven revenue growth. Consumers changing the looks of their homes often encourages them to buy

new furniture, boosting new furniture sales.

High interest rates are slowing revenue growth. Elevated interest rates make furniture more expensive in the long term because many consumers opt for a payment plan to make it a more digestible purchase.

Growing internal and external competition will enhance price-based competition. Stores that can't offer low prices must offer value-added features like customer service to stand out.

Williams-Sonoma acquires a digital imaging company that enables consumers to visualize furniture in their spaces. This is an effort to make consumers more comfortable with online purchases.

Companies are investing in their logistical capabilities to serve a wider target market. Ashley Furniture, for example, acquired the western division assets of Wilson Logistics in 2021 to better serve the Pacific Northwest.

Economic uncertainty leads to lower spending on furniture. Consumers are less inclined to buy big-ticket items when uncertain about the economy's future, directly harming retailers.

Retailers are subject to a broad range of regulations. These regulations aim to ensure consumer safety, set accessibility standards and enforce fair work conditions.

Purchases are the most significant expense for furniture stores. The prices of lumber and steel, two main inputs for furniture production, are highly volatile, directly impacting furniture prices and purchase costs.

Retail stores face high wage costs due to their reliance on employees. Ensuring a positive shopping experience and staging attractive showrooms require significant human labor.

Furniture retailers open stores near densely populated areas. These locations typically have more households and higher construction activity as the need for new furniture in these regions tends to be higher.

Operating near manufacturers reduces transportation costs. Retailers in the Southeast benefit from close access to many furniture producers, lowering transportation expenses and giving them a competitive advantage.

Bedroom furniture is impacted by macroeconomic volatility to a lesser extent. Because most consumers have to furnish their bedrooms, even when living in a smaller space, this segment accounts for a significant share of revenue.

Households and individual consumers drive sales at the retail level. Businesses and other customers typically buy furniture from manufacturers and wholesalers to avoid the retail markup.

# Supply Chain

## EXTERNAL DRIVERS

### P

#### PER CAPITA DISPOSABLE INCOME

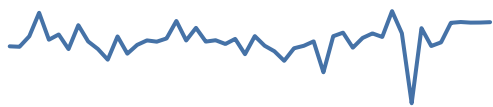
Disposable income significantly impacts new furniture purchases. When disposable income weakens, consumers become more likely to repair existing furniture, buy second-hand items or delay replacements. On the other hand, higher disposable incomes boost new furniture sales. Because of this, fluctuations in disposable income directly influence consumer behavior in the furniture market. Rising per capita disposable income represents a potential opportunity for retailers.

**CAGR:**  
1980 - 2024

**PROJECTED:**  
2024 - 2030

1.83 %

4.03 %



C

CONSUMER CONFIDENCE INDEX

Consumer confidence reflects individuals' optimism about the overall economy. Consumers feeling confident about the future of the economy are more likely to make large purchases, including furniture. Weak confidence, however, pushes consumers to postpone large purchases. A drop in the consumer confidence index poses a potential threat to furniture stores.

**CAGR:**  
1980 - 2024  
0.81 %

**PROJECTED:**  
2024 - 2030  
3.22 %



P

PRICE OF SAWMILL LUMBER

Fluctuations in lumber prices directly impact furniture costs. As wood remains a primary input for furniture manufacturers, increases in the price of lumber and other materials make furniture more expensive. Retailers that manage to pass these costs onto consumers often benefit from higher revenue. However, most retailers struggle to pass these expenses to buyers, resulting in weaker performance.

**CAGR:**  
1980 - 2024  
1.67 %

**PROJECTED:**  
2024 - 2030  
1.46 %



# H

## HOMEOWNERSHIP RATE

Furniture stores often experience fluctuations based on homeownership levels in the United States. As consumers buy homes, they buy new furniture and household goods to furnish these spaces. Weaker homeownership rates can harm new furniture sales. This correlation means that furniture retail is sensitive to the health of the housing market.

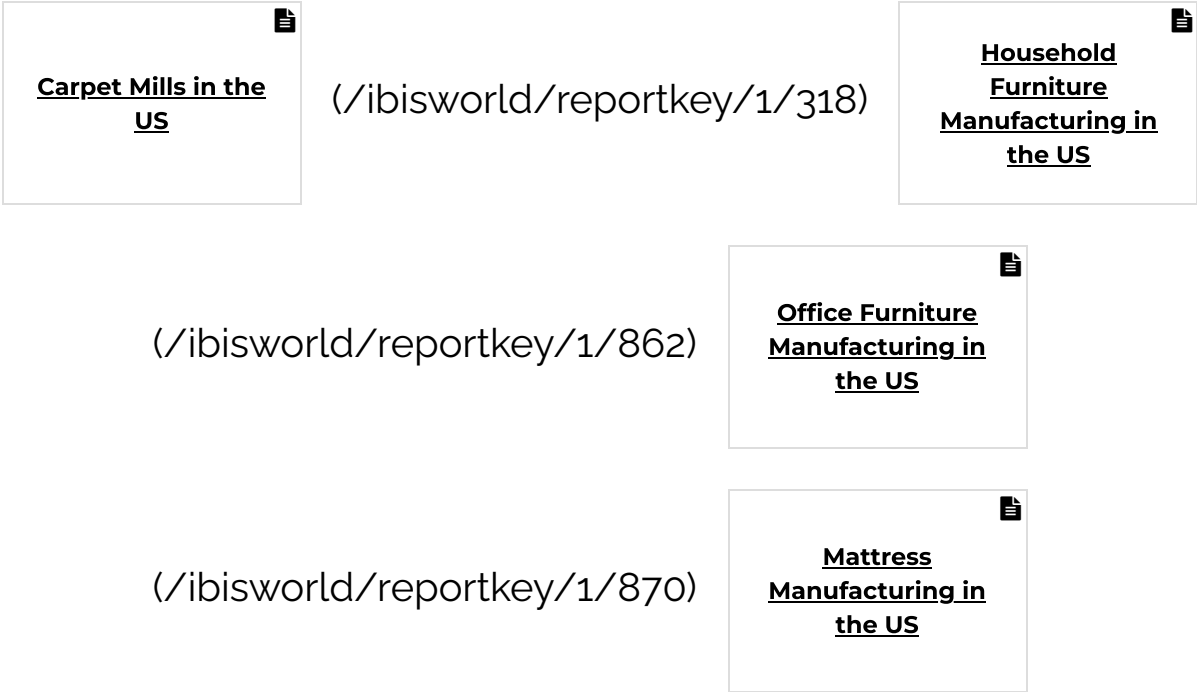
**CAGR:**  
1980 - 2024  
0.00 %

**PROJECTED:**  
2024 - 2030  
-0.13 %



## SUPPLY CHAIN

### TIER 1 SUPPLIERS



(/ibisworld/reportkey/1/876)

**Furniture  
Wholesaling in the  
US**

(/ibisworld/reportkey/1/918)



**TIER 2 SUPPLIERS**

**Wood Product  
Manufacturing in  
the US**

(/ibisworld/reportkey/1/396)

**Timber Services in  
the US**

(/ibisworld/reportkey/1/74)



**FURNITURE STORES IN THE US**



**TIER 1 BUYERS**

**Property  
Management in the  
US**

(/ibisworld/reportkey/1/1356)

**Interior Designers  
in the US**


(/ibisworld/reportkey/1/1410)

**Hotels & Motels in  
the US**

(/ibisworld/reportkey/1/1661)

**Casino Hotels in the  
US**

(/ibisworld/reportkey/1/1662)



**Bed & Breakfast & Hostel Accommodations in the US**

(/ibisworld/reportkey/1/1663)

SIMILAR INDUSTRIES



**Department Stores in the US**

(/ibisworld/reportkey/1/1090)



**Warehouse Clubs & Supercenters in the US**

(/ibisworld/reportkey/1/1092)



**Household Furniture Manufacturing in the US**

(/ibisworld/reportkey/1/862)



**Office Furniture Manufacturing in the US**

(/ibisworld/reportkey/1/870)



**Furniture Wholesaling in the US**

(/ibisworld/reportkey/1/918)

RELATED INTERNATIONAL INDUSTRIES



**Furniture Retailing  
in Australia**

(/ibisworld/reportkey/61/411)

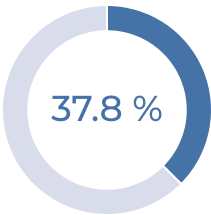
**Furniture & Home  
Furnishings Repair  
in the UK**

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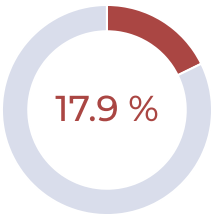
**Furniture Stores in  
Canada**

(/ibisworld/reportkey/124/1016)

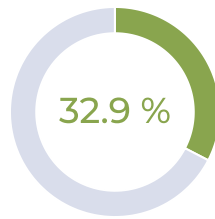
PRODUCTS & SERVICES



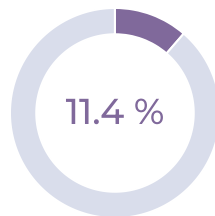
LIVING ROOM FURNITURE



DINING ROOM FURNITURE



#### **BEDROOM FURNITURE**



#### **OTHER FURNITURE**

### **CONSUMERS ARE FOCUSING ON FURNISHING LIVING ROOMS**

Living room furniture includes coffee tables, sofa tables, end tables, sofas, loveseats, chairs, bookshelves, ottomans, display cabinets, consoles, TV stands, sleep sofas, daybeds and futons. These pieces are often larger and more durable, making them more expensive than other furniture.

Elevated furniture prices have led many consumers to favor multipurpose furniture like sleeper sofas and daybeds. Weaker macroeconomic conditions in recent years, including high inflation, have resulted in many adults moving back with their parents, boosting the need for multifunctional furniture.

Living room furniture is among the most expensive pieces of furniture. High inflation and economic uncertainty have pushed consumers to purchase lower-priced pieces or wait until economic conditions improve, both of which harm new living room furniture sales.

## **SALES OF BEDROOM FURNITURE REMAIN STRONG DESPITE ECONOMIC VOLATILITY**

Bedroom furniture includes beds, headboards, dressers, chests, armoires, bed benches, bookcases, chairs, vanities, headboards and nightstands. Many consumers have turned to furniture retailers for a one-stop shopping experience for mattresses and bedroom furniture.

Bedroom furniture is considered less discretionary than other categories because it fulfills basic needs like sleep and storage. Items like beds, mattresses and wardrobes are essential for function and comfort in daily life, making them more of a necessity rather than a luxury.

Because most consumers prioritize furnishing their bedrooms, demand for this segment is impacted to a lesser extent by fluctuating macroeconomic conditions. However, macroeconomic uncertainty will push buyers to opt for more affordable pieces, slowing revenue growth.

## **RETAILERS MUST OFFER A RANGE OF PRICES FOR DINING ROOM PIECES TO APPEAL TO MULTIPLE MARKETS**

Dining room furniture includes dining sets and individual tables and chairs. It also includes other items, such as sideboard cabinets, serving carts, bar stools and wine storage units.

Older consumers place a high degree of attention on formal dining room furniture that fits the style of their home while also looking for quality, craftsmanship and brand recognition. Conversely, younger consumers favor price and practicality.

Retailers offer a broad range of products and prices to appeal to different age groups. Offering various low-priced furniture also enables retailers to survive the increasingly price-competitive industry.

With consumers favoring more affordable dining room furniture and the popularity of these pieces falling, the segment has been accounting for a weakening portion of revenue.

## **DEMAND FOR OFFICE FURNITURE GROWS AMID WORK-FROM-HOME REQUIREMENTS**

Other furniture includes office and computer-related furniture, infant furniture, outdoor furniture, carpets, lamps, mirrors and other decorative goods. Since fewer buyers consider these products necessities, they account for a smaller share of revenue.

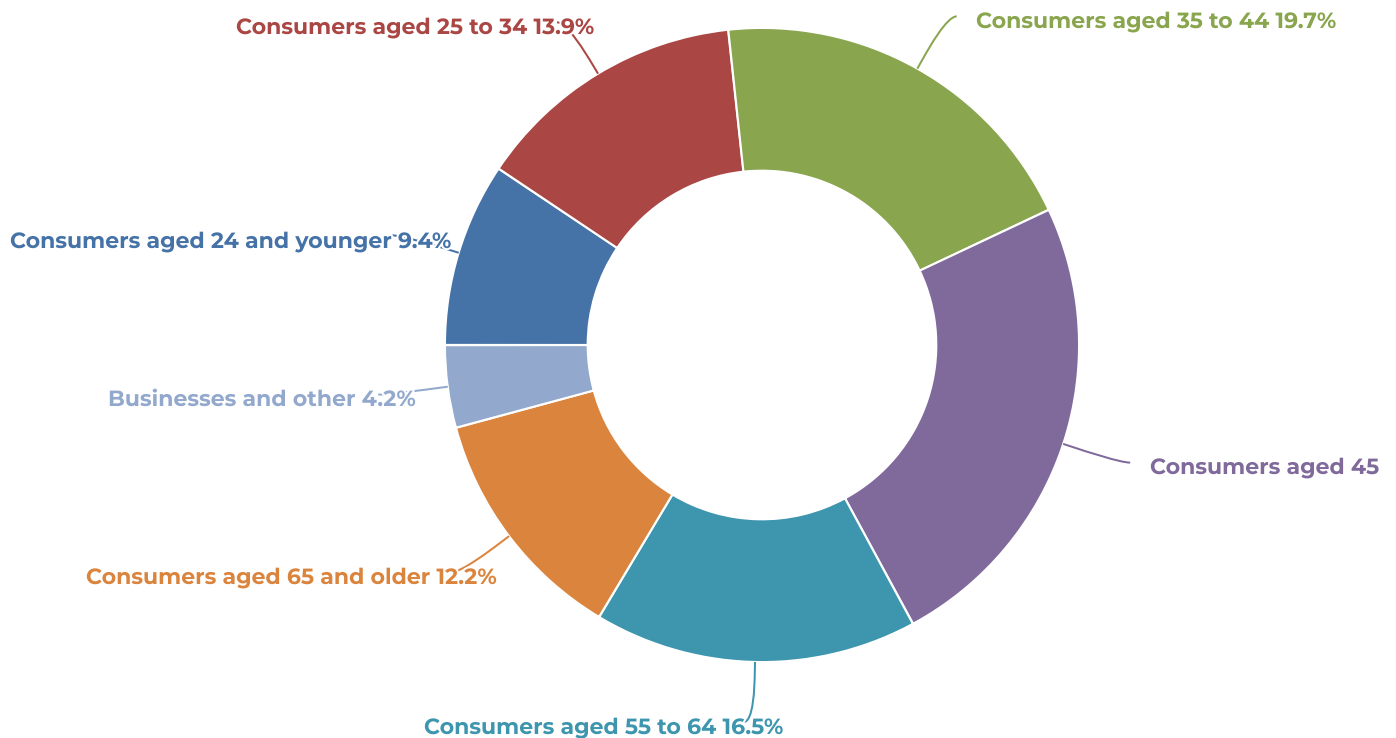
Sales for office furniture rose in 2020 as more companies required workers to work from home. This forced many consumers to set up a home office, boosting desk and chair sales.

Office furniture sales slowed rapidly as the economy reopened and return-to-office mandates became the norm. Although office furniture sales grew, large offices are more likely to buy furniture from wholesalers or manufacturers.

## **DEMAND DETERMINANTS**

Disposable income significantly impacts new furniture purchases. When disposable income weakens, consumers become more likely to repair existing furniture, buy second-hand items or delay replacements. On the other hand, higher disposable incomes boost new furniture sales. Because of this, fluctuations in disposable income directly influence consumer behavior in the furniture market. Rising per capita disposable income represents a potential opportunity for retailers.

## MARKET SEGMENTATION



### HOUSEHOLDS PURCHASE THE MOST FURNITURE FROM RETAILERS

Residential consumers generate the majority of revenue, as they commonly purchase new furniture after moving into a new home or apartment or to replace broken pieces. However, furniture sales vary broadly between age demographics.

Consumers under the age of 35 purchase smaller, less expensive furniture because they typically have limited space and disposable income. Many in this age group live in apartments with less space for large or additional furniture.

Consumers between the ages of 35 and 54 buy more expensive or larger furniture to fill their homes with, like bigger couches or dining room sets. Consumers over 55 tend to have the most disposable income and purchase furniture to redecorate their homes or purchase furniture for second homes. Homeowners often spend more on furniture, as owning their homes gives them more space to furnish. Renters are warier of big-ticket purchases, as

pieces might not fit in a different space. Heightened inflation and interest rates in recent years have weakened new furniture sales, largely because of the significantly higher long-term costs.

## **BUSINESSES PURCHASE FURNITURE FROM MANUFACTURERS AND WHOLESALERS**

This market segment includes furniture sales to businesses. This market generates lower revenue because many companies prefer to purchase furniture directly from manufacturers or wholesalers to reduce costs and streamline supply chains, minimizing reliance on retail stores for their furniture needs.

Corporate and business clients require chairs, tables and desks for their day-to-day operations. Other businesses also have couches and chairs for their lobbies and waiting rooms.

Although many companies have started requiring employees to return to work in the office, the trend of working from home remains much higher than pre-COVID levels. This and unstable macroeconomic conditions have stifled demand from businesses for office furniture.

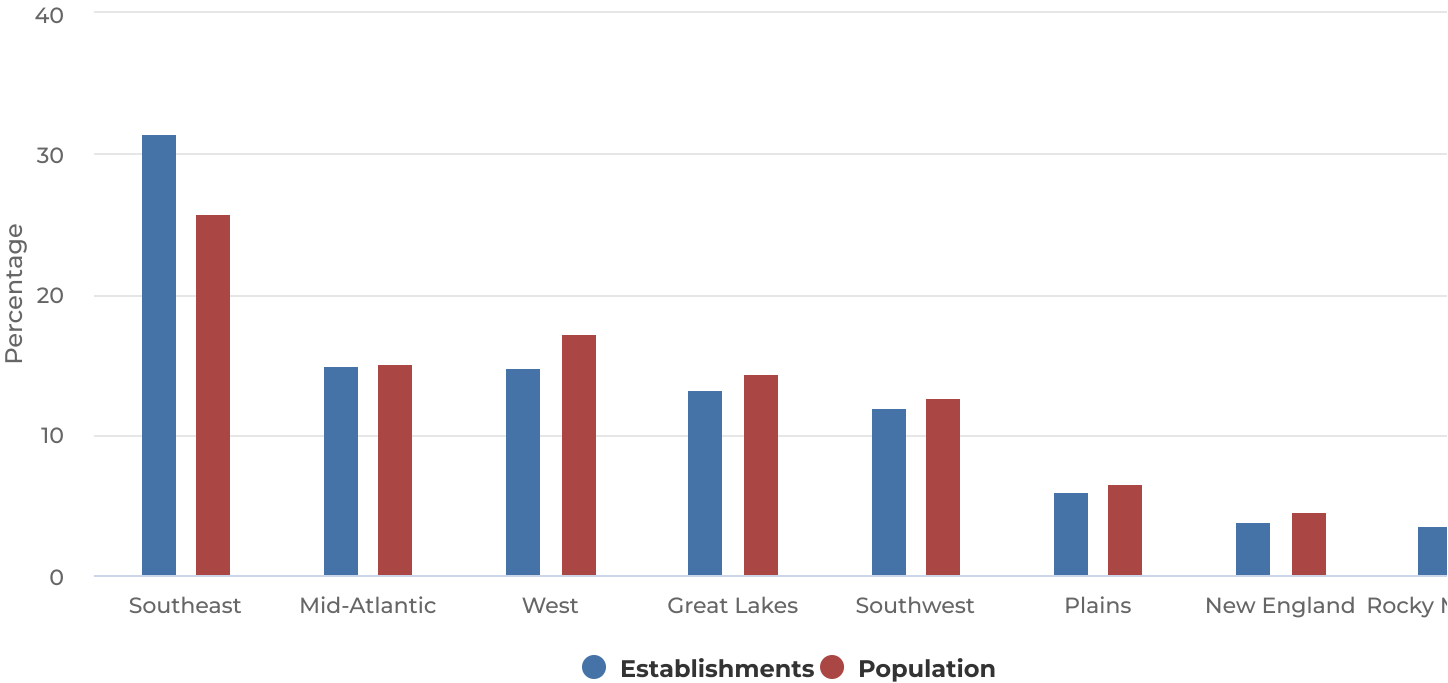
## **INTERNATIONAL TRADE**

■ **IMPORTS**  
low and steady

■ **EXPORTS**  
low and steady

## **BUSINESS LOCATIONS**

Distribution of Establishments vs Population



FURNITURE RETAILERS LOCATE NEAR POPULATION-DENSE AREAS

Furniture retailers locate stores near population-dense areas, focusing on urban regions, mainly in the Southeast, Mid-Atlantic and the West. This approach maximizes foot traffic.

Residential areas drive most furniture sales, as families and individuals need home furnishings. High residential construction activity in metropolitan zones correlates with increased furniture purchases.

Urban locations help retailers reduce delivery costs, benefiting both the business and the customer. By staying close to their largest markets, stores can ensure timely and cost-effective deliveries.

EASY ACCESS TO PORTS IS BENEFICIAL FOR STORES SELLING IMPORTED FURNITURE

Many furniture stores are strategically located near ports. This proximity helps them manage transportation and tariff costs more efficiently, particularly as furniture stores carry a broad range of imported furniture.

Key regions with well-positioned ports include the Southeast, Mid-Atlantic and West. By being close to major trade routes, stores can quickly process and transport imported furniture, cutting down on delays and expenses associated with domestic distribution.

## **LOCATING CLOSE TO FURNITURE MANUFACTURERS CAN LOWER STORES COSTS**

Furniture stores often choose locations near manufacturing hubs. This strategic positioning helps them reduce transportation and logistics costs. Proximity to manufacturers also ensures quicker inventory replenishment, leading to consistent product availability and more efficient operations. Stores benefit from faster response times for custom orders and adjustments. This enables retailers to maintain a stock of furniture that matches current design trends, enhancing customer satisfaction and providing a competitive advantage.

# **Competitive Landscape**

## **BASIS OF COMPETITION**



**HIGH** competition



**STEADY** competition

The industry is becoming increasingly price-competitive amid growing external competition. Mass merchandisers, warehouse clubs and online retailers benefit from lower operating costs, which enable them to offer lower prices and attract consumers.



Furniture stores compete in product offerings, service and convenience. Offering excellent service, a broad range of products and speedy deliveries are crucial in attracting and retaining customers.

## BARRIERS TO ENTRY



**LOW** barriers

### FACTORS FOR INCREASED BARRIERS

**Life Cycle Stage**

mature

**Industry Assistance Level**

low - steady

**Competition Level**

high - steady



**STEADY** barriers

### FACTORS FOR DECREASED BARRIERS

**Capital Intensity Level**

low

**Concentration Level**

low

**Technology Change Level**

low

**Globalization Level**

low - steady

## LEGAL

Furniture stores must comply with safety and employment laws, obtain necessary licenses and follow state and local regulations. Adherence to these requirements is crucial to avoid legal issues and ensure smooth operations.

## START-UP COSTS

Furniture stores require a high initial investment, including acquiring a store, furniture and a knowledgeable workforce. Retailers benefit from high foot traffic; acquiring a location with high exposure is often more expensive, driving up the cost.

## DIFFERENTIATION

New furniture stores face challenges in competing with established retailers. Differentiation through a reputation for high-quality pieces and having

reliable distribution channels is crucial for maintaining customer satisfaction.

## **LABOR EXPENSES**

Operating a furniture store is labor-intensive as they rely on staff for showroom setup, customer assistance and management tasks. The need for human labor keeps wage costs elevated, impacting overall operating expenses for new entrants.

## **MARKET SHARE CONCENTRATION**

 **LOW** concentration

## **MAINTAINING LOW PRICES BENEFITS LARGE STORES**

Major retailers like IKEA and Ashley have captured more market share in a highly competitive industry by offering lower prices that appeal to increasingly price-sensitive buyers.

Ashley lowers costs by having an integrated supply chain. By manufacturing its own furniture, the company can avoid price markups and offer lower retail prices, capturing a larger portion of the market.

IKEA can lower prices by selling unassembled furniture. These price cuts enable large retailers to generate more revenue, as their lower-priced products look more appealing.

## **SMALL RETAILERS COMPRISE MOST OF THE INDUSTRY**

Many furniture stores are small and meant to serve local markets. This practice prevents retailers from expanding to serve a broader geography, keeping their market share low.

With more consumers buying furniture online, retailers should enhance their digital presence to keep customers engaged. As reliance on physical stores decreases, smaller retailers can expand geographically, although they may struggle to differentiate themselves from competitors.

# INDUSTRY GLOBALIZATION



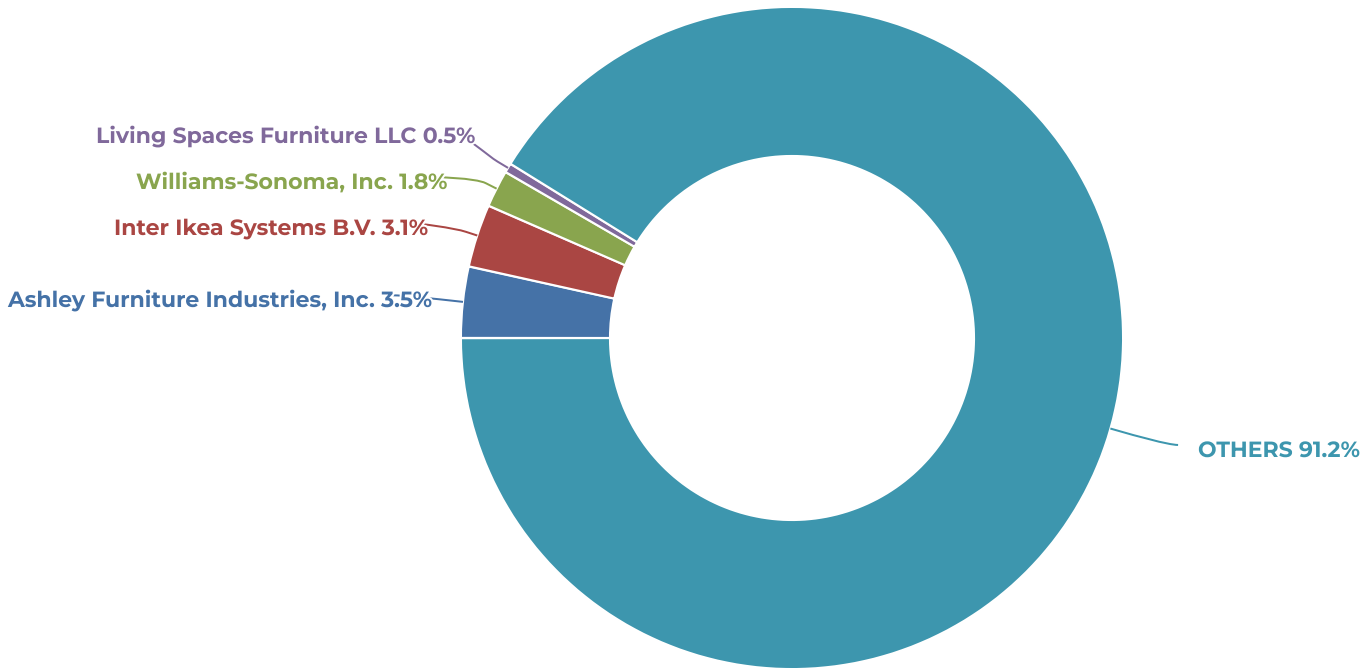
LOW globalization



STEADY globalization

## MAJOR PLAYERS

Market Share for 2024



2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

## ASHLEY FURNITURE INDUSTRIES, INC.

SUB-BRANDS: ASHLEY, ASHLEY FURNITURE INDUSTRIES, ASHLEY HOMESTORE

MARKET SHARE: 3.5 %  
REVENUE: 5,116,700,000 \$ million

### ENDURING DURING HARD ECONOMIC TIMES

Ashley Furniture Industries Inc. (Ashley Furniture) in fiscal year ending in December, 2020 had \$6.6 billion in sales. The revenue for fiscal year 2020 experienced a 2.7% increase from the fiscal year 2019. Ashley Furniture is #62 on Forbes list of "America's Largest Private Companies 2021".

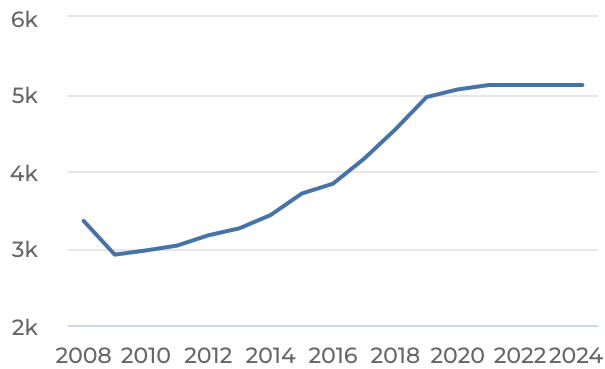
## ENVIRONMENTAL STEWARDSHIP AWARD FROM LOCAL ORGANIZATION

Ashley Furniture was a 2021 Wisconsin Business Friend of the Environment award winner. The Wisconsin Manufacturers & Commerce (WMC) gave its award to Ashley Furniture for its Environmental Stewardship. The WMC has presented this award for over three decades to companies that have demonstrated environmental leadership.

YEAR	REVENUE \$ MILLION	GROWTH % CHANGE	OPERATING INCOME \$ MILLION	GROWTH % CHANGE
2008	3,353		144	
2009	2,914	-13	125	-13
2010	2,968	2	128	2
2011	3,031	2	130	2
2012	3,165	4	136	4
2013	3,256	3	140	3
2014	3,428	5	147	5
2015	3,708	8	159	8
2016	3,835	3	165	3
2017	4,160	8	179	8
2018	4,540	9	186	4
2019	4,960	9	218	17
2020	5,059	2	117	-47
2021	5,117	1	247	111
2022	5,117		247	
2023	5,117	0	247	0
2024	5,117	0	247	0

\* Estimates

### REVENUE



REVENUE OPERATING INCOME

## INTER IKEA SYSTEMS B.V.

SUB-BRANDS: ASHLEY, ASHLEY FURNITURE INDUSTRIES, ASHLEY HOMESTORE

**MARKET SHARE: 3.1 %**

**REVENUE: 4,504,380,000 \$ million**

### IKEA PAUSES OPERATIONS IN RUSSIA.

In March of 2022 Ingka Group, the parent company of Inter IKEA Systems BV, announced that they are halting retail operations, including those of sub-suppliers, in Russia and Belarus due to the Russian invasion of Ukraine. This decision impacts 15,000 IKEA workers, as well as long standing production operations. The lasting effects of this decision hangs upon the unknown results of the conflict.

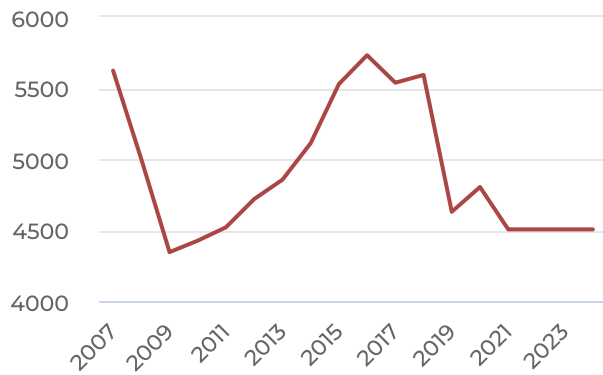
### IKEA EXPANDS DESPITE ONLINE SALES INCREASE AMID PANDEMIC.

Inter IKEA Systems BV (IKEA) announced its plans to open an additional 50 stores worldwide in October of 2020. The furniture store saw eCommerce surge in 2020 due to the COVID-19 (coronavirus) pandemic mandates keeping consumers at home. As stores began to reopen in late of 2020, IKEA saw that demand for in-person purchases was pent-up. The 50-store expansion adds to the 445 that IKEA currently operates, and is an attempt to bring the in-person experience in varying size formats, ranging from small to large.

YEAR	REVENUE \$ MILLION	GROWTH % CHANGE	OPERATING INCOME \$ MILLION	GROWTH % CHANGE
2007	5,622		256	
2008	4,998	-11	228	-11
2009	4,344	-13	198	-13
2010	4,425	2	201	2
2011	4,519	2	206	2
2012	4,718	4	215	4
2013	4,854	3	221	3
2014	5,111	5	233	5
2015	5,528	8	252	8
2016	5,731	4	205	-19
2017	5,537	-3	286	40
2018	5,592	1	251	-12
2019	4,628	-17	260	3
2020	4,803	4	269	3
2021	4,504	-6	252	-6
2022	4,504		252	
2023	4,504	0	252	0
2024	4,504	0	252	0

\* Estimates

## REVENUE



**REVENUE OPERATING INCOME**

## WILLIAMS-SONOMA, INC.

SUB-BRANDS: MARK GRAHAM, POTTERY BARN, POTTERY BARN KIDS, REJUVENATION, WEST ELM, WILLIAMS-SONOMA, WILLIAMS-SONOMA CALIFORNIA, WILLIAMS-SONOMA HOME

**MARKET SHARE: 1.8 %**

**REVENUE: 2,676,200,000 \$ million**

### WILLIAMS-SONOMA INC. PARTNERS WITH NEST ETHICAL HANDCRAFT PROGRAM

Recently, Williams-Sonoma Inc. partnered with Nest Ethical Handcraft Program in order to celebrate International Woman's Day. The program will showcase the work of more than 3,600 global artists that produce over 400 handcrafted products for William-Sonoma Inc's family of brands. Nest and Williams-Sonoma Inc. have partnered since 2014 and most notably, have worked together to develop and industry-wide set of compliance standards for home-based craft production. Additionally, as part of the program Williams-Sonoma Inc. has pledged \$50.0 million to purchase Nest's Ethical Handcraft products as part of the company's larger pledge to have 75.0% of all Williams-Sonoma Inc's products meet one or more of the company's social and environmental initiatives. <https://ir.williams-sonomainc.com/investor-information/news-releases/news-release-details/2022/WILLIAMS-SONOMA-INC.-PARTNERS-WITH-NEST-ETHICAL-HANDCRAFT-PROGRAM-TO-EMPOWER-FEMALE-ARTISANS-GLOBALLY/default.aspx>

## WILLIAMS-SONOMA INC. ANNOUNCES NEW SUSTAINABILITY GOALS

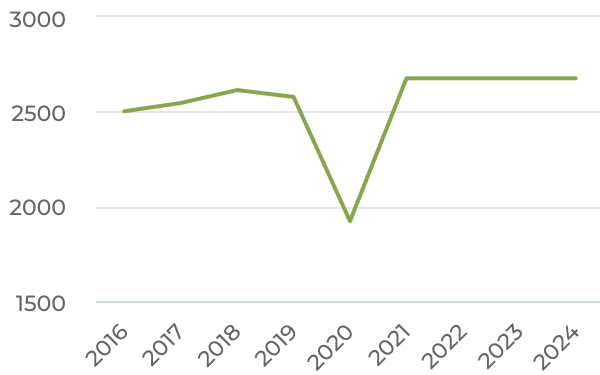
Williams-Sonoma Inc. recently announced its new sustainability goals in regards to its commitment to ethical production. Along with the purchases of Nest Ethical Handcraft products, the company has also committed to doubling its investments in Fair Trade USA programs by 2025. Williams-Sonoma Inc. was the first home retailer to offer Fair Trade Certified products with the launch of its rug factory in India. The company has expanded its Fair-Trade Certified products offering and now works with 17 Fair Trade certified factors in five countries. <https://ir.williams-sonomainc.com/investor-information/news-releases/news-release-details/2021/WILLIAMS-SONOMA-INC.-EXPANDS-INDUSTRY-LEADING-COMMITMENT-TO-ETHICAL-PRODUCTION-WITH-NEW-SUSTAINABILITY-GOALS/default.aspx>

YEAR	REVENUE \$ MILLION	GROWTH % CHANGE	OPERATING INCOME \$ MILLION	GROWTH % CHANGE
2016	2,502		150	
2017	2,546	2	153	2
2018	2,614	3	157	3
2019	2,578	-1	155	-1
2020	1,922	-25	145	-6
2021	2,676	39	274	89
2022	2,676		274	
2023	2,676	0	274	0
2024	2,676	0	274	0

\* Estimates

### REVENUE





**REVENUE OPERATING INCOME**

## LIVING SPACES FURNITURE LLC

SUB-BRANDS: MARK GRAHAM, POTTERY BARN, POTTERY BARN KIDS, REJUVENATION, WEST ELM, WILLIAMS-SONOMA, WILLIAMS-SONOMA CALIFORNIA, WILLIAMS-SONOMA HOME

**MARKET SHARE: 0.5 %**

**REVENUE: 670,620,000 \$ million**

## WILLIAMS-SONOMA INC. PARTNERS WITH NEST ETHICAL HANDCRAFT PROGRAM

Recently, Williams-Sonoma Inc. partnered with Nest Ethical Handcraft Program in order to celebrate International Woman's Day. The program will showcase the work of more than 3,600 global artists that produce over 400 handcrafted products for William-Sonoma Inc's family of brands. Nest and Williams-Sonoma Inc. have partnered since 2014 and most notably, have worked together to develop and industry-wide set of compliance standards for home-based craft production. Additionally, as part of the program Williams-Sonoma Inc. has pledged \$50.0 million to purchase Nest's Ethical Handcraft products as part of the company's larger pledge to have 75.0% of all Williams-Sonoma Inc's products meet one or more of the company's social and environmental initiatives. <https://ir.williams-sonomainc.com/investor-information/news-releases/news-release-details/2022/WILLIAMS-SONOMA-INC.-PARTNERS-WITH-NEST-ETHICAL-HANDCRAFT-PROGRAM-TO-EMPOWER-FEMALE-ARTISANS-GLOBALLY/default.aspx>

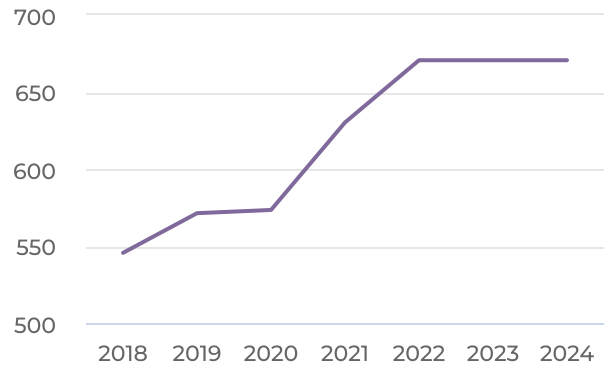
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YEAR	REVENUE \$ MILLION	GROWTH % CHANGE	OPERATING INCOME \$ MILLION	GROWTH % CHANGE
2018	546		13	
2019	571	5	13	5
2020	573	0	13	0
2021	630	10	14	10
2022	671	6	15	6
2023	671		15	
2024	671	0	15	0

\* Estimates

REVENUE



REVENUE   OPERATING INCOME

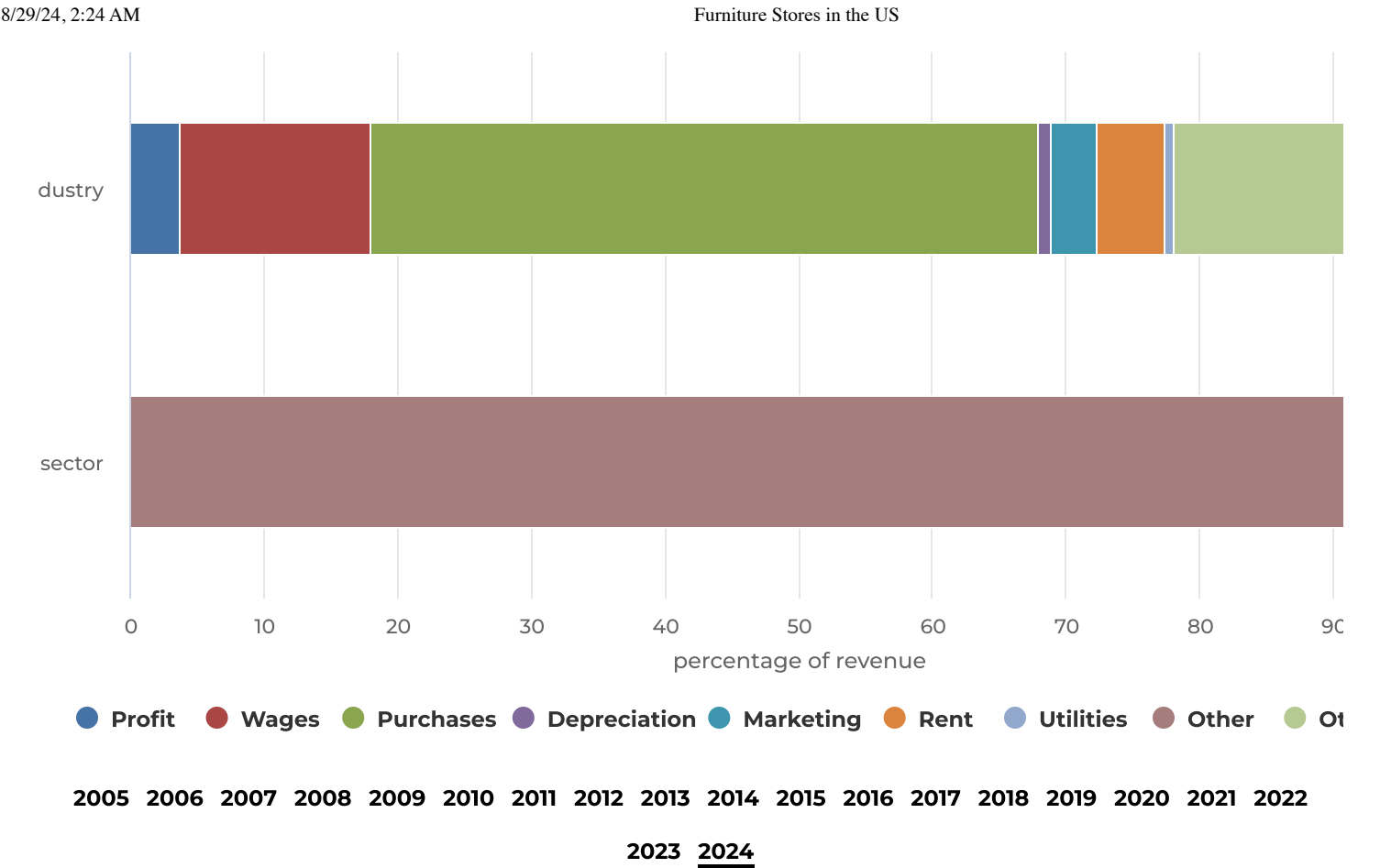
OTHER COMPANIES

MARKET SHARE: 91.2 %  
REVENUE: 134,060,444,671 \$ million

Costs & Operations

COST STRUCTURE

Benchmarks for 2024



PROFIT VARIES BETWEEN FURNITURE STORES

A furniture store's profit can differ depending on its size, scope and location. Establishing efficient inventory management, effective marketing strategies and good customer relationships can boost profit. Stores offering exclusive or high-quality furniture charge higher prices, increasing profit. Similarly, furniture stores located in areas with high rents or areas that require more sales personnel will have higher operating costs, impacting profit. In recent years, unfavorable macroeconomic conditions, like high interest rates and elevated inflation, have placed downward pressure on profit. Fluctuations in disposable income and consumer confidence have discouraged many from buying new furniture, pushing the average profit margin down.

## **THE INCREASED FOCUS ON CUSTOMER SERVICE KEEPS WAGE COSTS FOR STORES HIGH**

Furniture stores require knowledgeable salespeople who can effectively interact with customers, navigate furniture options and close sales. Paying competitive wages to attract and retain employees contributes to wages growing as a share of revenue.

Many furniture stores offer interior design or customization services, requiring skilled designers and craftsmen. Furniture sellers offering these specialized services will have to allocate more resources toward hiring experienced workers, pushing wages higher.

Warehousing and delivery personnel are essential for furniture store operations. These roles involve physical labor and often require employees to work irregular hours or on weekends, leading to overtime wage costs. Together, these factors make wages a significant expense.

## **PURCHASES ARE THE LARGEST EXPENSE FOR FURNITURE STORES**

The primary expense for furniture stores is the cost of buying inventory from manufacturers or wholesalers. The vast range of inventory needed to meet customer preferences necessitates substantial spending.

Furniture pieces are often made from expensive materials like hardwood, leather or high-end fabrics. Fluctuations in the cost of these materials, driven by supply chain disruptions and heightened downstream demand, contribute to the overall climb in purchase costs.

## **CAPITAL INTENSITY**



**LOW** capital intensity

## **LABOR EXPENSES**

Operating a furniture store is labor-intensive as they rely on staff for showroom setup, customer assistance and management tasks. The need for human labor keeps wage costs elevated, impacting overall operating expenses for new entrants.



## **VALUE-ADDED SERVICES HELP ATTRACT CONSUMERS**

Traditional retailers often offer interior design services to compete with warehouse clubs, supercenters and online retailers, to help customers with space decoration and furniture selection. These added services help retailers become more profitable, which is crucial when competition is high.

Offering financing services can mitigate some losses by allowing consumers to make smaller monthly payments, reducing the initial up-front cost of furniture and making large purchases more manageable.

Offering customization options, like choosing fabrics or designs, helps furniture stores reduce inventory and cater to a broader range of customer preferences. By carrying customizable options, consumers can build pieces that better accommodate to their spaces and needs, driving sales.

## **INCORPORATING AUGMENTED AND VIRTUAL REALITY INTO FURNITURE**

Augmented Reality (AR) and Virtual Reality (VR) technologies let consumers virtually place furniture in their homes before purchasing, improving the shopping experience and reducing product returns.

Major retailers like IKEA have already integrated AR in mobile apps. Over the coming years, more furniture stores will continue to adopt these technologies, transforming the industry landscape.

# REVENUE VOLATILITY

 **MODERATE** revenue volatility

## CHANGES IN THE HOUSING MARKET IMPACT DEMAND FOR FURNITURE

The health of the housing market directly impacts furniture store revenues. When home sales are high, demand for new furniture increases as homeowners seek to furnish their new spaces.

Downturns in the housing market typically lead to weaker furniture sales. Fewer home purchases mean fewer people need new furniture, contributing to revenue volatility.

The cyclical nature of the housing market creates a recurring pattern of revenue fluctuations for furniture stores, closely tying their success to housing trends.

## MACROECONOMIC CONDITIONS DRIVE FURNITURE SALES

Economic conditions largely dictate consumer spending habits, especially on big-ticket items like furniture. When the economy is prosperous and consumer confidence is high, spending on furniture tends to climb, boosting store sales.

However, during economic downturns or periods of uncertainty, consumers often postpone discretionary purchases or opt for more affordable options. This dependency on the broader economy's ebb and flow leads to high sales volatility for furniture stores.

Higher interest rates also contribute to weaker demand for furniture. Since furniture is often considered a large purchase, many consumers opt to finance it. Because of this, higher interest rates push the long-term buying costs higher, encouraging consumers to postpone the purchase and contributing to volatility.

# REGULATION & POLICY

■ MODERATE regulation

■ STEADY regulation

## CONSUMER PRODUCT SAFETY IMPROVEMENT ACT

The Consumer Product Safety Improvement Act (CPSIA) imposes strict safety standards on children's products, including furniture. This regulation mandates that furniture stores verify their items are free from hazardous materials like lead and phthalates and are designed to prevent injuries. For instance, products must pass rigorous testing for durability and stability to ensure they're safe for young users, directly impacting manufacturing and compliance costs.

## CONSUMER PRODUCT SAFETY COMMISSION LAWS

The Consumer Products Safety Commission (CPSC) laws impact furniture stores by requiring compliance with safety standards to reduce potential hazards. Stores must ensure every piece of furniture sold meets these standards. Non-compliance can lead to recalls, fines and potential liability lawsuits, which could significantly impact a store's reputation and financial health. These regulations influence sourcing, quality control and risk management practices.

## THE FAIR LABOR STANDARDS ACT

The Fair Labor Standards Act (FLSA) significantly impacts furniture stores by stipulating minimum wage rates, overtime pay and record-keeping requirements. This influences labor costs and human resources policies, potentially increasing expenses. The law also outlines standards for youth employment, limiting the hiring of younger workers in specific roles or hours and requiring businesses to implement age-verification procedures and adhere strictly to these regulations.



## THE OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION

Under the US Department of Labor, the Occupational Safety and Health Administration (OSHA) promotes safe and healthful working environments. OSHA guidelines include safety equipment requirements, hazardous and toxic material handling, building design and maintenance regulations, medical and first aid protocol and many others. Some retail subsectors are subject to significantly more OSHA regulations than others. Furniture stores that do not follow mandatory OSHA guidelines are subject to penalties.

## AMERICANS WITH DISABILITIES ACT

The Americans with Disabilities Act (ADA) mandates that furniture stores ensure accessibility for individuals with disabilities. This means providing adequate space for wheelchair access and accommodating customers with diverse disabilities. For instance, stores should have wide aisles for wheelchair maneuverability and other modifications to their layout. Such regulations ensure inclusivity and equal access.

## INDUSTRY ASSISTANCE



**LOW** assistance



**STEADY** assistance

## NATIONAL FURNITURE ASSOCIATION (NFA)

The NFA supports furniture stores by offering a platform for networking, sharing best practices and providing access to industry-specific statistics. The NFA supplies resources for professional development and represents industry interests to government bodies, regulators and the public. This assistance elevates industry standards and ensures members stay informed and competitive in a dynamic market.

## HOME FURNISHINGS ASSOCIATION (HFA)

The HFA benefits furniture retailers by offering members resources like vendor discounts, networking opportunities and access to industry trends and data. The association provides training and educational opportunities that help retailers stay competitive. The HFA also advocates legislative and regulatory matters, giving the industry a collective voice. These supports enhance operational efficiency and promote sustainable growth.

# Questions for Owners

**Furniture stores are facing various forms of disruption, including e-commerce and furniture rental businesses. Do you differentiate through innovation? If not, how do you differentiate from competitors? ?**

Sales & Marketing

Many operators differentiate themselves from competitors through customer service and other perks, such as complimentary interior design help and providing free white glove delivery and assembly.

**Are your company's sales heavily dependent on the health of housing market and overall US economy?**

Sales & Marketing

Consumer confidence levels dropped as unemployment skyrocketed. However, the homeownership rate increased as consumers fled urban cities in search of more space. While the overall economy impacts demand for furniture, the industry is also heavily influenced by consumer trends.

**Many furniture retailers work directly with manufacturers to cut down on purchase costs and increase profit margins. Do you contract directly with manufacturers to reduce costs?**

Strategy & Operations

Large companies benefit from vertical integration and developing beneficial relationships with manufacturers.

**Furniture retail is subject to rapidly changing consumer trends that often change year to year. How do you manage inventory?**

Strategy & Operations

Operators typically rely on customer feedback and trade association data in order to stay up with the latest trends.

For example, in 2020 office furniture became increasingly popular as individuals working from home set up dedicated spaces for work. Successful operators were able to quickly adapt to this trend and focused on stocking office related products in store.

**Many retailers have been able to implement technology, such as automated customer service responses, to reduce labor. Have you been able to reduce wage costs through automation over the past five years?**

Technology

Unlike other retail industries, furniture stores require employees that are knowledgeable in interior design to set up showrooms and work on the floor with customers, limiting the ability to reduce wage costs through automation.

**Point-of-sale (POS) systems have become a key technology for retailers. POS systems help aggregate all data into one system, such as inventory, tracking, sales and manage employees in real time. Does your company use point-of-sale (POS) systems or any other management technology?**

Technology

Companies use POS systems to keep track of the most popular items through analyzing what consumers order to ensure that these items are kept in stock.

## **How would you ensure that our crop services operations comply with all relevant regulations and environmental standards?**

Compliance

Typically, furniture stores are subject to very little regulation.

Compliance with regulations and environmental standards is a critical aspect of the crop services industry, as it ensures sustainable and responsible practices that align with legal requirements and protect the environment.

se and responsible practices that align with legal requirements and protect the environment.

## **What does your company do to remain compliant with new consumer regulations, such as the Federal Equal Credit Opportunity Act?**

Compliance

Companies stay up to date with new consumer regulations by following broader retail associations, like the National Retail Federation, and working with in-house compliance departments.

## **Retailers have increasingly implemented financing options through third-party applications, such as Afterpay and Klarna. Do you have any challenges with customers paying on time?**

Finance

Many companies offer financing on big-ticket items, such as couches and dining room sets, to attract a broader range of customers. For example, financing companies such as Klarna and Afterpay set up payment plans for customers that are typically interest-free if paid on time.

Therefore, companies can run into challenges with customers paying on time.

**How do you develop and manage financial budgets for each furniture store location, ensuring efficient allocation of resources and achieving financial objectives?**

Finance

Strategic financial planning and budgeting are critical for managing resources, optimizing profitability, and ensuring that each store operates within financial limits.

**Do you manufacture any branded products? How do you promote your products and services?**

Establishment of brand names

Operators should stock brands that consumers can readily recognize as high quality, such as IKEA, Ashley Furniture Industries and Williams-Sonoma. Since furniture is expensive, consumers tend to purchase brands they are familiar with.

**Is your company dominant in any particular regional markets? What range does your company have in terms of viable operating area?**

Having a clear market position

Consumers need to be aware of the type of products a company offers and the market segment they target. Furniture stores tend to be located in areas of high population due to increased visibility and foot traffic in those areas.

**What is your historical performance in meeting consumer expectations? What are the key factors for attracting customers?**

Production of goods currently favored by the market

Operators should keep up with changing consumer trends and fads in furniture styles.

**When the warehouse clubs and supercenters industry is faring well, how does your company compete? How do you distinguish your company?**

Demand from warehouse clubs and supercenters

Because of the large size and diverse offerings of these retailers, operators may be able to offer furniture with greater discounts, enticing customers away from traditional furniture stores. However, demand from warehouse clubs and supercenters is anticipated to increase.

**How do you advertise to new homeowners? Do you offer discounts for new homeowners?**

Homeownership rate

The Furniture Stores industry is sensitive to the level of homeownership in the United States. When consumers purchase homes, they are more willing to purchase furniture and household goods to furnish the space.

**Do you track trends in disposable income? Do you appeal to consumers with high or low disposable income?**

Per capita disposable income

Disposable income largely affects new furniture purchases. Growth or contraction in disposable income impacts affects the ability of consumers to purchase new household goods.

**Datatables & Glossary**

**INDUSTRY DATA**

YEAR	REVENUE \$ MILLION	ENTERPRISES UNITS	ESTABLISHMENTS UNITS	EMPLOYMENT UNITS	WAGES \$ MILLION	IVA \$ MILLION	IMPORTS \$ MILLION	EXPORTS \$ MILLION
2004	97,492	16,757	47,382	39,164	312,934	13,637		
2005	98,666	17,137	48,766	40,195	323,343	14,177		

YEAR	REVENUE \$ MILLION	ENTERPRISES UNITS	ESTABLISHMENTS UNITS	EMPLOYMENT UNITS	WAGES \$ MILLION	IVA \$ MILLION	IMPORTS \$ MILLION	EXPORTS \$ MILLION
2006	98,817	16,895	48,400	39,543	328,847	14,029		
2007	96,109	16,449	52,782	42,626	324,543	13,662		
2008	84,850	13,987	49,591	39,390	305,169	12,205		
2009	74,319	12,295	47,742	37,713	270,335	10,735		
2010	76,071	13,024	46,723	36,783	257,953	10,590		
2011	77,915	13,476	46,437	36,325	253,648	10,515		
2012	81,520	14,813	47,684	36,697	256,514	10,819		
2013	84,665	15,739	48,166	36,865	265,478	11,337		
2014	89,971	16,815	50,300	38,260	275,413	11,957		
2015	99,591	18,564	51,654	39,245	289,930	12,987		
2016	105,625	19,515	52,681	39,815	310,790	14,023		
2017	111,550	20,465	55,862	41,594	325,987	14,664		
2018	118,412	21,563	57,680	42,912	343,221	15,563		
2019	124,196	22,709	59,446	43,722	353,140	16,127		
2020	149,370	27,599	73,513	54,488	441,550	19,780		
2021	154,343	27,586	77,336	57,365	461,817	20,638		
2022	148,788	27,091	79,265	59,009	461,423	20,475		
2023	145,241	27,169	81,616	60,953	464,148	20,473		
2024	147,037	27,805	85,286	63,816	477,496	20,995		
2025	151,045	28,776	89,515	67,082	495,660	21,748		
2026	154,707	29,688	93,978	70,550	513,436	22,477		
2027	157,645	30,495	98,620	74,200	530,284	23,153		
2028	160,796	31,206	101,947	76,789	543,047	23,691		
2029	164,009	31,916	105,228	79,339	555,605	24,224		
2030	167,244	32,645	108,668	82,017	568,808	24,780		

*Future values are projections made by IBISWORLD.  
Figures have been adjusted for inflation and are presented in 2024 currency.*

## ANNUAL CHANGE

YEAR	REVENUE %	ENTERPRISES %	ESTABLISHMENTS %	EMPLOYMENT %	WAGES %	IVA %
2004	N/A	N/A	N/A	N/A	N/A	N/A
2005	1.2039992554597	2.2701801755403	2.9209404415179	2.6325196609131	3.3262604894323	3.9615353
2006	0.15286673754894	-1.4141356839811	-0.75052290530288	-1.6220923000373	1.7022171502089	-1.044248
2007	-2.7398158029745	-2.6353833985367	9.0537190082645	7.7965758794224	-1.3088153457383	-2.614435
2008	-11.715087784098	-14.971879103346	-6.0456216134288	-7.5916107539999	-5.969624980357	-10.66784
2009	-12.411775268	-12.092965239423	-3.7284991228247	-4.2574257425743	-11.414658762849	-12.04620
2010	2.358685658961	5.9300709817229	-2.1343890075824	-2.4659931588577	-4.5802430317939	-1.346055
2011	2.4237274227307	3.4652162196388	-0.61211822870963	-1.2451404181279	-1.6689086771621	-0.710642
2012	4.6260488505124	9.9253365259316	2.6853586579667	1.0240880935995	1.1299123194348	2.8894970
2013	3.8583094072618	6.2530633422353	1.0108212398289	0.45780309017086	3.4945461066453	4.788906
2014	6.2666974385178	6.8344772058539	4.4305111489432	3.7840770378408	3.7423063304681	5.4695594
2015	10.693297987279	10.400663177946	2.6918489065606	2.5744903293257	5.2709930177588	8.6145815
2016	6.0582127287939	5.1239832579232	1.9882293723623	1.4524143202956	7.1948401338254	7.9760451
2017	5.6092949194393	4.8652453490872	6.0382301019343	4.4681652643476	4.8897969690144	4.5744049
2018	6.1519942514808	5.363920406375	3.254448462282	3.168726258595	5.2867138873636	6.1282221
2019	4.88469017024	5.3191833507246	3.0617198335645	1.8875838926174	2.8899746810364	3.6250381
2020	20.269275645409	21.532808873432	23.663492917942	24.623759205892	25.035396726511	22.650781
2021	3.3295010421956	-0.04778747044857	5.2004407383728	5.2800616649537	4.5899671611369	4.3377070
2022	-3.599516168753	-1.7966611354397	2.4943105410158	2.8658589732415	-0.08531517895617	-0.788041
2023	-2.3836101062035	0.28834934964873	2.9660001261591	3.2944127167042	0.59056440619562	-0.010224
2024	1.2361237196465	2.3411977841856	4.4966673201333	4.6970616704674	2.8758068547101	2.5467958
2025	2.7258537846045	3.49364138566	4.9586098539033	5.1178387865112	3.8040109236517	3.5880651
2026	2.4248483062938	3.1682432009786	4.98575657711	5.1697921946275	3.5863293386596	3.3543468
2027	1.8989432288499	2.7169318139714	4.939453914746	5.173635719348	3.2814216377504	3.0047951
2028	1.9989228956979	2.333863483579	3.3735550598256	3.489218328841	2.4068235134381	2.3254206



YEAR	REVENUE %	ENTERPRISES %	ESTABLISHMENTS %	EMPLOYMENT %	WAGES %	IVA %
2029	1.9978096483683	2.2729457607783	3.2183389408222	3.3207881337171	2.312507020571	2.2493584
2030	1.9725806894155	2.2857232379252	3.2690918766868	3.3753891528756	2.3763285067629	2.2956477

*Future values are projections made by IBISWORLD.*

## KEY RATIOS

YEAR	REVENUE PER EMPLOYEE \$	REVENUE PER ENTERPRISE \$ MILLION	EMPLOYEES PER ESTABLISHMENT UNITS	EMPLOYEES PER ENTERPRISE UNITS	AVERAGE WAGE \$	WAGES/ REVENUE %	ESTABLISHMENTS PER ENTERPRISE UNITS	IVA/ REVENUE %
2004	17	311,542	14	7	43,578	2	8	1
2005	17	305,143	14	7	43,846	2	8	1
2006	17	300,494	14	7	42,662	2	8	1
2007	17	296,137	14	6	42,097	2	8	1
2008	16	278,042	14	6	39,994	2	8	1
2009	17	274,913	14	6	39,709	2	7	1
2010	17	294,904	14	6	41,055	2	7	1
2011	17	307,179	13	5	41,455	2	7	1
2012	18	317,798	13	5	42,176	2	7	1
2013	19	318,915	13	6	42,703	2	7	1
2014	19	326,675	13	5	43,414	2	7	1
2015	19	343,502	13	6	44,793	3	7	1
2016	18	339,859	13	6	45,120	3	8	1
2017	18	342,191	13	6	44,984	3	8	1
2018	18	345,003	13	6	45,344	3	8	1
2019	18	351,691	13	6	45,668	3	8	1
2020	18	338,286	13	6	44,797	3	8	1
2021	18	334,209	13	6	44,689	3	8	1
2022	18	322,454	14	6	44,374	3	8	1

YEAR	REVENUE PER EMPLOYEE \$	REVENUE PER ENTERPRISE \$ MILLION	EMPLOYEES PER ESTABLISHMENT UNITS	EMPLOYEES PER ENTERPRISE UNITS	AVERAGE WAGE \$	WAGES/ REVENUE %	ESTABLISHMENTS PER ENTERPRISE UNITS	IVA/ REVENUE %
2023	19	312,920	14	6	44,109	2	8	1
2024	19	307,932	14	6	43,968	2	7	1
2025	19	304,734	14	6	43,877	2	7	1
2026	19	301,317	15	5	43,778	2	7	1
2027	19	297,284	15	5	43,661	2	7	1
2028	19	296,100	15	5	43,626	2	7	1
2029	19	295,189	15	5	43,599	2	7	1
2030	20	294,025	15	5	43,565	2	7	1

*Future values are projections made by IBISWORLD.*

## GLOSSARY

### BRICK-AND-MORTAR

A store that has a physical presence and location, opposed to an online retailer.

### ELECTRONIC DATA INTERCHANGE

The transmission of electronic documents between businesses from one computer system to another.

### UPHOLSTERED FURNITURE

Furniture with leather or fabric covers, springs, webbing or padding, primarily in the form of chairs and sofas.

### BIG-BOX STORE

A retail store that is differentiated by its size and large range of products, including electronics, household goods and other consumer products.

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