

REVISION OF RESEARCH PROJECT

PART A : BRIEF DETAILS OF PROJECT

1) Research Proposal

Title of the project : Standardization-Driven Transformation in Chinese Furniture
 Industry: A Stakeholder Interview Study Under the 15th Five-Year Plan
 Project Start : From 04/ 2026 to 06/2026
 UMREC Reference No.: UM.TNC(P&I)/UMREC/2/6226

2) Principal Investigator (PI)

Name :Datin Sri Prof. Dr. Suhaiza Hanim Binti Dato Mohamad Zailani
 Title :Research Supervisor
 Position :Professor
 Service : ☒ Permanent Staff ☐ Contract Staff
 Telephone :+60-124270063
 E-mail :shmz@um.edu.my
 Department :Department of Decision Science
 Academy/Faculty :Faculty of Business and Economics
 Institute/Centre

3) Co- Investigator (if any)

Name :Prof.Ir.Dr.CHONG WEN TONG FASc
 Title :Research Co- Supervisor
 Position :Professor
 Service : ☒ Permanent Staff ☐ Contract Staff
 Telephone : +60-127235038
 E-mail :chong-wentong@um.edu.my
 Department :Department of Mechanical Engineering
 Academy/Faculty :Faculty of Engineering
 Institute/Centre

4) Student Principal Investigator (PI) only.

Name :JINGLIN DING
 Title :PhD Candidate
 Position :UM PhD Student (23086721)
 Telephone :+60-135492113
 E-mail :23086721@siswa.um.edu.my
 Department :Institute for Advanced Studies
 Academy/Faculty :Institute for Advanced Studies
 Institute/Centre
 Degree/Programme :Doctor of Philosophy

5) Research funding/ Grants:Self-funded

PART B : REVISION

No	Comment(s) by UMREC (Please include the original comments)	Response by researcher
1	In item 10(ii), The recruitment strategies are unclear. Kind specify how potential participants will be identified, how they will be approached, and how contact information will be obtained. This is important to be addressed as your study involves recruiting 4 types of participants. Kindly state the sampling strategy and its justification, particularly regarding inclusion/exclusion criteria to ensure principles of fairness and justice is applied throughout data collection.	Revised. Item 10(ii) has been updated as follows: 1) Added how contact information will be obtained for each participant type. 2) Stated purposive sampling as the primary strategy with snowball sampling as a supplement, with justification provided. 3) Added a dedicated Inclusion and Exclusion Criteria paragraph with a statement on fairness and justice principles.
2	Item 13, kindly specify how participants personal information, privacy and confidentiality will be respected. Additionally, please clarify whether interviews will be conducted physically or online and please explicitly outline the measures to preserve confidentiality during the data collection process.	Revised. Item 13 has been updated as follows: 1) Clarified that all interviews will be conducted face-to-face at participant-agreed locations. 2) Added specific confidentiality measure.
3	Form 2– Participant Information Sheet (PIS): There are two PIS provided, one with a header of PIS and the other one without any header. I suggest adopting the headered version of the PIS for its completeness and discarding the version without the header. It is suggested that the contact details for the UMREC be presented in bullet points rather than a paragraph to enhance readability for the participants. It is recommended to refer to the provided template of PIS in the UMREC website to increase readability and check completeness.	Revised. Form 2 has been updated based on the PIS following the UMREC website template with organized sections.

Date: 10/04/2026

Signature of Applicant: JINGLIN DING

Name in Full: JINGLIN DING

Approval by Chairperson of UMREC:

The amendment of the research project has been:

☐

Approved

☐

Not Approved

☐

Need further revision: _____

Signature & Stamping:

Date:



FORM 1: APPLICATION FORM

PART A: Brief Details of Project

1. Research Title : Standardization-Driven Transformation in Chinese Furniture Industry: A Stakeholder Interview Study Under the 15th Five-Year Plan
Start Date for Data Collection : 01-4-2026

2. Principal Investigator/Supervisor
 Name :Datin Sri Prof. Dr. Suhaiza Hanim Binti Dato Mohamad Zailani
 Title : Research Supervisor
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 Telephone : +60-124270063
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 Department :Department of Decision Science
 Academy/Faculty/Institute/Centre : Faculty of Business and Economics

3. Co-Investigator (if any)
 Name :Prof.Ir.Dr.CHONG WEN TONG FASc
 Title : Research Co- Supervisor
 Position : Professor
 Telephone : +60-127235038
 Email : chong-wentong@um.edu.my
 Department : Department of Mechanical Engineering
 Academy/Faculty/Institute/Centre : Faculty of Engineering

4. Student Principal Investigator (PI) only
 Name :JINGLIN DING
 Title : PhD Candidate
 Position :UM PhD Student (23086721)
 Telephone : +60-135492113
 Email : 23086721@siswa.um.edu.my
 Department :Institute for Advanced Studies
 Academy/Faculty/Institute/Centre : Institute for Advanced Studies
 Name of Degree/Programme : Doctor of Philosophy

Please tick:

☐ Undergraduate	☐ Master (Coursework)	☐ Master (Research)	☐ Master (Mix-mode)	☒ PhD/Doctorate
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5. Research funding/Grant : Self-funded

6. Amount of Research Grant : Self-funded

PART B: Data Collection

7. New data to be collected from human participant. Please tick any that apply.

☐	Focus group
☐	Experimental procedures/treatment/intervention
☐	Internet survey
☐	Observation
☒	Personal interviews
☐	Telephone survey
☐	Action research
☐	Questionnaire
☐	Others (please state): Click here to enter text.

8. Existing records with personal data.

☐	Yes
☒	No

9. Brief description of study.

i. Background of study (less than 300 words).

Under China's 15th Five-Year Plan, the furniture industry is experiencing a fundamental shift toward smart and green manufacturing, with standardization elevated from a quality management tool to a strategic element of industrial competitiveness. This transformation is characterized by comprehensive upgrades of mandatory environmental standards, creating dual pressures for traditional manufacturing sectors to achieve green transformation while meeting strict compliance requirements. As the world's largest furniture producer, exporter, and consumer, China's furniture industry faces unique challenges during this standardization-driven transformation. The industry operates under dual-standard pressures which are international markets demand stringent environmental certifications, while domestic consumers show limited willingness to pay premium prices for high-standard products. Additionally, the industry's strong

clustering characteristics bring both advantages and disadvantages. Current research reveals significant gaps in understanding standardization as a core transformation driver. Existing studies treat mandatory and voluntary standards as parallel rather than synergistic, and fail to address deeper institutional problems such as poor inter-departmental coordination and conflicting goals. The conflict between fire safety standards and environmental standards exemplifies structural contradictions within China's administrative system. Furthermore, stakeholder theory remains underutilized in standardization contexts, with most research focusing narrowly on corporate perspectives while neglecting multi-party interactions and the policy leakage effect during multi-level transmission. Despite the furniture industry's strategic importance — large market size, significant employment, and representation of traditional manufacturing transformation — it receives minimal attention in existing literature, creating a serious mismatch between its strategic value and academic coverage.

ii. Rationale of study/problem statement

Existing research demonstrates systematic gaps in understanding standardization driven transformation. First, there is weak theory on standardization as a core driver of industry change. Current studies treat mandatory and voluntary standards as parallel without recognizing their synergy, failing to explore the logic of baseline constraints, technical guidance, and competitive differentiation. Second, previous studies acknowledge policy inconsistency but do not trace this to deeper institutional problems such as poor coordination and conflicting department goals. The conflict between fire safety standards and environmental standards reflects structural contradictions in China's administrative system rather than random coordination failure. Third, stakeholder theory is seriously underused in standardization contexts. Most studies focus on the corporate perspective while research from government and other stakeholder perspectives is rare, ignoring multi-party interactions. Standardization policies face issues during multi-level transmission where information weakens and goals become distorted — a policy leakage effect that previous research has not addressed. Fourth, the furniture industry is often overlooked despite representing a microcosm of China's traditional manufacturing transformation. Existing literature pays very little attention to this sector, creating a serious mismatch with its strategic value. This study addresses how standardization drives transformation in Chinese furniture industry under the 15th Five-Year Plan, specifically examining: what standardization pressures the industry faces; how different stakeholders respond and what differences exist in their transformation paths; and what fundamental barriers prevent multiple parties from achieving standardization transformation together. Therefore, this study focuses on three core research questions:

RQ1: Under the 15th Five-Year Plan, what standardization pressures does Chinese furniture industry face?

RQ2: How do different stakeholders respond to standardization-driven transformation and what differences exist in their transformation paths?

RQ3: What are the fundamental barriers that prevent multiple parties from achieving standardization transformation together?

iii. Objective(s) of study.

1. To identify and analyze the standardization pressures confronting the Chinese furniture industry under the 15th Five-Year Plan framework, including policy requirements, market demands, and industry-specific regulatory drivers.
2. To examine and compare the responses and transformation pathways of various stakeholders to standardization-driven changes, with particular attention to divergences in their strategic approaches and implementation methods.
3. To uncover and evaluate the fundamental obstacles and systemic barriers that hinder multi-stakeholder collaboration in achieving standardization transformation, including institutional, economic, technical, and organizational factors.

10. Study participants (new data to be collected from human participants).

i. Study sample. Please specify.

Furniture Companies in China

ii. How will participants be recruited? Please specify.

Initial Identification: The student principal investigator will use existing professional networks within the Chinese furniture industry to establish initial contact with potential participants. The China Furniture Association will provide recommendations and access to member companies, facilitating connections with stakeholders that would otherwise be difficult to reach. Contact information for government officials and association executives will be sourced from official government directories and association websites; for company managers, from the Association's member directory; for frontline workers, through introduction by participating company management

Screening: The screening criteria require participants to have direct involvement in standardization implementation or policy-making within the Chinese furniture industry under the 15th Five-Year Plan. Target participants include: (1) government officials from regulatory agencies; (2) industry association executives; (3) senior and middle managers from furniture manufacturing companies at different transformation stages and sizes; (4) frontline production workers. The screening process will verify participants' roles and experience levels to ensure they can provide informed perspectives on standardization-driven transformation.

Inclusion and Exclusion Criteria: Participants have direct involvement in standardization implementation, policy-making, or manufacturing operations within the Chinese furniture industry, with experience relevant to the 15th Five-Year Plan period. Participants who have no involvement in the industry's standardization or transformation processes, or who are unable or unwilling to provide informed consent, will be excluded. Frontline workers will additionally be excluded if they have not been introduced through participating company management. These criteria will be applied consistently across all participant groups to ensure that the principles of fairness and justice are upheld throughout the data collection process.

Recruitment: All recruitment communications will explicitly clarify that participation is entirely voluntary and independent of the association. Personalized invitation letters will be sent to potential participants, clearly outlining the research purpose, confidentiality protections, and policy contribution value. For government officials, complete anonymity will be guaranteed. For time-constrained managers, flexible interview scheduling will be offered. Purposive sampling is adopted as the primary strategy, as the study requires participants with specific expertise in furniture industry standardization — a specialized population that cannot be reached through random sampling. Snowball sampling will additionally be employed, where initial participants recommend other informed individuals, facilitating access to hard-to-reach stakeholders such as senior officials and frontline workers. Recruitment will continue until theoretical saturation is achieved—when no new concepts emerge from additional interviews. Selection will be based solely on the above criteria, without discrimination based on gender, ethnicity, company size, or organizational level, in accordance with the principles of fairness and justice

Interview Arrangement: Participants will engage in semi-structured interviews through face-to-face interviews; All sessions will be scheduled at times convenient to participants.

iii. Who will perform the data collection?

The student principal investigator JINGLIN DING will perform the data collection

iv. Participant inclusion criteria (e.g. residents aged 18 years and above).

Stakeholders involved in Chinese furniture industry standardization: government officials, association representatives, corporate managers, and front line workers.

v. Participant exclusion criteria.

Participants who have no knowledge of standardization practices, are not involved in furniture industry standardization implementation or policy-making, or lack relevant experience in the Chinese furniture manufacturing sector.

vi. Are the participants given any form of payment/incentive to participate?

We will give participants a small gift worth about RMB 30-50 as a token of our gratitude.

PART C: Risk and Benefits

11. Possible benefits to participants

There are no direct benefits to the participants. However, by participating in this study, participants help researchers understand how standardization drives transformation in the Chinese furniture industry and how different stakeholders respond. Participants

will gain insight into standardization trends and best practices, allowing them to reflect on implementation in their own organizations and identify improvement opportunities. The study's results may provide participating companies with practical strategies to navigate standardization requirements and enhance competitive advantage. For government officials and association representatives, the findings can inform more effective policy design that addresses institutional coordination challenges. Participation may also increase awareness of multi-stakeholder perspectives, facilitating better collaboration across government, associations, and enterprises to support the industry's transformation under the 15th Five-Year Plan.

12. Risk of harm (new data to be collected from human participants).

RISK	YES	NO
Will the study involve intervention, such as action research/treatment of any type? If YES, please give details: Click here to enter text.	☐	☒
Is it possible that the duration of the procedures will cause minimal stress, in particular, for children, given their age and capacity?	☐	☒
Version: 1.1 Last Updated: 17 November 2025		
Is it possible that the study will involve greater than minimal privacy risks, which could induce stress to research participants, such as political behaviour, illegal and sexual conduct, drug or alcohol use?	☐	☒
Will the study cause psychological stress/pain/discomfort? If YES, please state the precautions taken to minimize such stress/pain/discomfort/risk :	☐	☒
Are any of these participants from a minority/culturally identifiable/disadvantaged group? (e.g. <i>Orang Asli</i>) Please specify: Click here to enter text.	☐	☒
Will this study pose potential risk or harm to the researcher?	☐	☒

- i. If any of the responses above is yes, describe potential risk/conflict of interest of the study and provide a plan to mitigate the risk/conflict of interest.

PART D: Privacy and Confidentiality

13. Describe how you will preserve participant's confidentiality as you collect and analyse the data and when you report the result

Data Collection Stage: All interviews will be conducted face-to-face at locations agreed upon by the participants, such as their workplace or a private meeting room, to ensure a comfortable and confidential setting. All participants will be assigned unique anonymous codes (e.g., I1, I2, I3) to replace personal identifiers. Interview recordings and transcripts will not contain names, company names, or other identifiable information. Prior to each interview, participants will be reminded that their participation is voluntary and that they may withdraw at any time without consequence. Recording will only commence upon obtaining explicit verbal and written consent. During the interview, no third parties will be present, and conversations will not be held in public spaces to prevent inadvertent disclosure of sensitive information. Audio recordings will be stored on password-protected devices immediately after collection. Participants will be informed of their right to review and redact sensitive information from transcripts before analysis.

Data Analysis Stage: All identifiable information will be removed before coding and analysis. Only the core research team members will have access to raw interview data. Transcripts and analysis files will be stored on encrypted, password-protected servers with regular secure backups. Interview quotations used in analysis will be referenced only by anonymous codes.

Data Reporting Stage: Research results will present findings in aggregated thematic form using grounded theory categories. Direct quotations will be attributed only to anonymous codes and general role categories (e.g., "government official," "company manager") without revealing specific identities, organizations, or geographical locations. Any case descriptions will be sufficiently generalized to prevent identification of individuals or companies.

Overall Protection: The entire research process strictly follows the University of Malaya Research Ethics Committee confidentiality requirements. All audio recordings and original transcripts containing any identifiable information will be securely destroyed after the specified retention period upon research completion, ensuring published results cannot be traced back to specific individuals or organizations.

14. Existing data (if you are using existing records containing personal data).
 - i. Please state the source of the data.

Not Applicable

- ii. Are the data sensitive? (e.g. sexual preference, health status, criminal activity)

☐	YES
☒	NO

- iii. Please provide full details of types of personal data to be used:

Not Applicable

15. Data record.

- i. Describe briefly how the research data will be recorded, for example, audiotape, videotape or written notes.

Qualitative interview data will be collected through semi-structured interviews. All interview sessions will be audio-recorded with participants' explicit consent using digital recording devices. The investigator will also take written field notes during interviews to capture non-verbal cues, contextual observations, and key points. Audio recordings will be transcribed verbatim into text format for subsequent coding and analysis.

- ii. Describe what you will do with the recorded data once it has been analysed.

Secure storage of recorded data: All audio recordings, video recordings interview transcripts, and analysis files will be stored in a secure password-protected computer system. Only the principal investigator and the supervisor will have access to the data, and all access will be done through password-protected devices using secure networks to ensure data security. All data access activities will be logged to ensure traceability and accountability of data handling.

Data retention period: In accordance with the University of Malaya's ethical review policy, research data will be retained for at least 5 years from the date of publication for audit and verification purposes.

Data destruction method: After the retention period expires, all audio/video recordings will be permanently deleted from recording devices and storage systems. Digital transcripts and analysis files will be completely erased using secure deletion protocols to ensure data cannot be recovered. Any physical notes or printed materials will be shredded and disposed of securely to maintain participant privacy and data confidentiality.

- iii. Specify who apart from yourself will have access to the research data.

Supervisor and Co-supervisor

- iv. Details who will own the data and the results of your research.

University Malaya owns the research.

PART E: Conflict of Interest

16. Do any of the researchers have any potential conflicts of interest?

No conflict of interest. Purely academic purposes.

PART F: Attachments

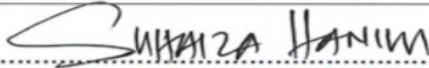
Please tick the boxes- which of the following documents are enclosed.

☒	Questionnaire/ interview script
☒	Participant Information Sheet
☒	Informed Consent Form
☐	Others : Please state : _____

PART G: Declaration

“In making this application, I certify that I have read and understand the Code of Ethics and University of Malaya Manual for Responsible Research and I will comply with the ethical principles of these documents. I will submit, as appropriate, a report for amendment of an approved project, if there are significant changes to my research or if there is an adverse incident”.

Signature : JINGLIN DING
Name : JINGLIN DING
Date : 23-01-2026

Signature of Supervisor: 
Name : 
Date : 23-01-2026
Stamp : 23-01-2026

I hereby endorse that this applicant is appropriately qualified in the research area involved to conduct the proposed research project and is capable of undertaking this research study in a safe and ethical manner.

Signature : 
(Deputy Dean of Research)
Name : Professor Dr. Goh Boon Tong
Date : 28 Januari 2026
Stamp : 

**Standardization-Driven Transformation in Chinese Furniture Industry:
A Stakeholder Interview Study Under the 15th Five-Year Plan**

Dear Respondents:

I am JINGLIN DING, a Doctor of Philosophy (PhD) student at the University of Malaya. Please be advised that the current research on Standardization-Driven Transformation in Chinese Furniture Industry: A Stakeholder Interview Study Under the 15th Five-Year Plan is being undertaken as PhD research at the Institute of Advanced Studies, University of Malaya.

The main objective of this study is to explore how standardization drives transformation in the Chinese furniture industry under the 15th Five-Year Plan, examining the responses of different stakeholders and identifying fundamental barriers to collaborative transformation. This study is significant to the Chinese furniture industry because it directly addresses how the sector can navigate the dual pressures of domestic policy enforcement and international standard requirements while achieving smart and green manufacturing transformation. At the end of the study, we expect to develop a comprehensive theoretical framework on institutional fragmentation, capability differentiation, and transformation pathways that can provide valuable guidance for policy-making and industry practice.

We sincerely invite targeted respondents, such as government officials, industry association representatives, corporate managers, and front line workers from furniture manufacturing companies, to participate in this interview study. As an essential industry practitioner, your expertise and practical experience are crucial to this research. The results of this study may inform government policy-making and help address coordination challenges between regulatory departments, ultimately supporting more effective standardization implementation across the industry.

There are no right or wrong answers in the interview. We only need your sincere opinions and sharing of experiences. The information you provide will be kept strictly confidential and anonymous, used only for this research. It is estimated that the interview will take approximately 45 minutes to complete. Your participation is entirely voluntary, and you may withdraw at any time without any consequences. Thank you very much for your participation and cooperation. If you have any questions or need further information, please contact us.

Jinglin Ding
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Prof. Datin Sri Dr. Suhaiza Zailani
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SECTION A: BASIC INFORMATION

This section aims to categorize the respondent's general background for participant profile analysis and to ensure appropriate representation of diverse stakeholder perspectives in this study.

INTERVIEW METADATA

Interview Case No.: _____

Interview Date: _____

Interview Time: _____

Interview Duration: _____

Interview Location: _____

Mode of Interview: _____

Interviewer Name: _____

Recording Consent Obtained: _____

PARTICIPANT INFORMATION

Participant Pseudonym/Code: _____

Gender: _____

Age: _____

Educational Background: _____

Current Position: _____

Year in Current Position: _____

Total Years in Industry: _____

Stakeholder Category: _____

ORGANIZATION INFORMATION

Organization Name: _____

Organization Type: _____

Company Size: _____

Main Products: _____

Annual Revenue Range: _____

Year in Operation: _____

Geographic Location: _____

SECTION B: CORE INTERVIEW QUESTIONS

This section explores participants' experiences, challenges, and expectations in standardization implementation.

1. What is your understanding of the standardization requirements for the furniture industry in the 15th Five-Year Plan? What changes are there compared to the 14th Five-Year Plan?
2. What mandatory standards related to the furniture industry are you aware of? How do these standards impact business operations?
3. If you have export business, what are the differences between international environmental standards and domestic standards? How does your company respond?
4. What specific measures has your company taken to reduce wood waste and improve resource utilization? What quantifiable results have been achieved?
5. What are your company's main investments in environmental protection equipment and digital intelligent manufacturing? How do they contribute to cost reduction and efficiency improvement?
6. In circular economy practices, what aspects has your company mainly implemented? What difficulties have you encountered?
7. What are the main obstacles or difficulties you have encountered in the standardization implementation process? Please describe in detail.
8. Are there any contradictions or conflicts between the requirements of different government departments? If yes, please provide examples.
9. What confusion or inconsistencies have you encountered when implementing multi-level standards?
10. What do you think is the most fundamental reason hindering standardization transformation?
11. What do you think are the differences between large enterprises and small and medium-sized enterprises in responding to standardization transformation?
12. What are the main transformation directions your company has chosen? Why did you choose these directions?

13. What specific improvements do you hope the government will make in standardization policies? What government support do you most hope to receive?
14. What role do you hope industry associations will play in standardization transformation?
15. What do you think are the main trends in the standardization development of China's furniture industry in the next 5-10 years?

SECTION C: GOVERNMENT PERSPECTIVE QUESTIONS
(ONLY FOR GOVERNMENT OFFICIALS INTERVIEWS)

This section explores policy formulation, inter-departmental coordination, and implementation challenges from the government perspective.

1. In the context of the 15th Five-Year Plan, what aspects of your department's work have become easier? What has become more difficult?
2. What role does your department play in furniture industry standard formulation? How do you coordinate with other departments?
3. How to balance uniformity and differentiation between national standards and local standards?
4. How do you view the "one-size-fits-all" phenomenon in policy implementation? Why does it occur? How can it be improved?

Thank you very much for participating in this interview. Today, we discussed many topics regarding standardization-driven transformation in China's furniture industry, including your experiences, challenges, and expectations. Is there anything else you would like to add or emphasize? Additional Reminders, The interview recording will be transcribed within 24 hours and sent to you for verification. All information will be kept strictly confidential and anonymized. If you have any questions or would like to add more information later, please feel free to contact us. Thank you again for your time and valuable insights!

END OF INTERVIEW



基于"十五五"规划背景下的中国家具行业标准化转型研究:多方主体访谈

尊敬的受访者:

敬请知悉,我是马来亚大学的哲学博士研究生丁景琳。马来亚大学高等研究院目前正在开展一项名为“基于"十五五"规划背景下的中国家具行业标准化转型研究:多方主体访谈”的博士研究项目。

本研究的主要目标是探讨在"十五五"规划背景下,标准化如何驱动中国家具行业转型,考察不同利益相关者的应对策略,并识别阻碍协同转型的根本性障碍。本研究对中国家具行业具有重要意义,因为它直接关注该行业如何在中国国内政策执行和国际标准要求的双重压力下,实现智能化和绿色化制造转型。在研究结束时,我们期望建立一个关于制度碎片化、能力分化和转型路径的综合理论框架,为政策制定和行业实践提供有价值的指导。

我们诚挚邀请政府代表、行业协会代表、企业管理者以及家具制造企业一线员工等目标受访者参与本次访谈研究。作为行业的重要实践者,您的专业知识和实践经验对本研究至关重要。本研究成果可能为政府政策制定提供参考,并有助于解决监管部门之间的协调挑战,最终支持整个行业更有效地实施标准化。

访谈中没有对错答案,我们只需要您真诚的意见和经验分享。您提供的信息将被严格保密和匿名化处理并仅用于本研究。预计访谈时间约为 45 分钟。您的参与完全自愿,可以随时退出而不会产生任何不良后果。非常感谢您的参与和配合。如果您有任何疑问或需要进一步信息,请随时联系我们。

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A 部分：基本信息

本部分旨在收集受访者的基本背景信息，用于参与者概况分析，并确保本研究中不同利益相关者视角的适当代表性。

访谈元数据

访谈案例编号: _____

访谈日期: _____

访谈时间: _____

访谈时长: _____

访谈地点: _____

访谈方式: _____

访谈员姓名: _____

录音同意: _____

受访者信息

受访者代码/化名: _____

性别: _____

年龄: _____

教育背景: _____

当前职位: _____

当前职位年限: _____

行业总工作年限: _____

利益相关者类别: _____

组织信息

组织名称: _____

组织类型: _____

公司规模: _____

主要产品: _____

年营收范围: _____

运营年限: _____

地理位置: _____

B 部分：核心访谈问题

本部分探索参与者在标准化实施中的经验、挑战和期望。

1. 您对“十五五”规划中家具行业标准化要求的理解是什么？与“十四五”相比有何变化？
2. 您了解哪些与家具行业相关的强制性标准？这些标准对企业运营有何影响？
3. 如果有出口业务，国际市场的环保标准与国内标准有何差异？企业如何应对？
4. 贵公司采取了哪些具体措施来减少木材浪费和提高资源利用率？取得了哪些可量化的成效？
5. 贵公司在环保设备和数字化智能制造方面的主要投入是什么？对降本增效有何贡献？
6. 在循环经济实践中，贵公司主要在哪些方面有所实践？遇到什么困难？
7. 在标准化实施过程中，您遇到了哪些主要障碍或困难？请详细描述。
8. 不同政府部门的要求之间是否存在矛盾或冲突？如果有，请举例说明。
9. 在执行多层级标准时，您遇到过哪些混乱或不一致的情况？
10. 您认为阻碍标准化转型的最根本原因是什么？
11. 您认为大型企业和中小企业在应对标准化转型时有何不同？
12. 贵公司选择了哪些主要的转型方向？为什么选择这些方向？
13. 您希望政府在标准化政策方面做出哪些具体改进？您最希望获得哪些政府支持？
14. 您希望行业协会在标准化转型中发挥什么作用？
15. 您认为未来 5-10 年，中国家具行业标准化发展的主要趋势是什么？

C 部分：政府视角问题
(仅仅适用于政府官员访谈)

探索政府视角下的政策制定、部门协调和实施挑战。

1. 在“十五五”背景下，贵部门工作中哪些方面变得更容易？哪些变得更困难？
2. 贵部门在家具行业标准制定中扮演什么角色？与其他部门如何协调？
3. 国家标准与地方标准之间如何平衡统一性和差异化？
4. 您如何看待政策执行中的“一刀切”现象？为什么会出现？如何改进？

非常感谢您参与本次访谈。今天，我们讨论了许多关于中国家具行业标准化驱动转型的话题，包括您的经验、挑战和期望。您还有什么要补充或特别强调的吗？再次提醒您，访谈录音将在 24 小时内转录并发送给您核实。所有信息将严格保密并匿名处理。如果您之后有任何疑问或想补充更多信息，请随时联系我们。再次感谢您的时间和宝贵见解！

访谈结束



FORM 2: PARTICIPANT INFORMATION SHEET

If you have any questions about the study or your rights as a participant, you may contact the researcher using the contact details provided.

Researcher	Name: Jinglin Ding Contact No.: +86-15832176676 Faculty/University: Institute of Advanced Studies/Universiti Malaya
Supervisor(s)	Name: Prof. Datin Sri Dr. Suhaiza Zailan Contact No.: +60-124270063 Faculty/University: Faculty of Business and Economics/Universiti Malaya
Co-Supervisor	Name: Prof. Ir.Dr.Chong Wen Tong FASc Contact No.: +60-127235038 Faculty/University: Faculty of Engineer/Universiti Malaya

Research Title:

- Standardization-Driven Transformation in Chinese Furniture Industry: A Stakeholder Interview Study under the 15th Five-Year Plan

Introduction:

- The Chinese furniture industry is facing increasing pressure from both domestic policy requirements and international standards to achieve smarter and greener manufacturing. This study explores how standardization drives industry transformation under the 15th Five-Year Plan, and how different stakeholders respond to these changes. The study uses semi-structured interviews to understand the challenges and barriers to collaborative transformation in the industry.

Purpose:

- The main objective of this study is to explore how standardization drives transformation in Chinese furniture industry under the 15th Five-Year Plan, examining the responses of different stakeholders and identifying barriers to collaborative transformation.

Study Procedure:

- This study will be conducted through face-to-face, semi-structured interviews with selected stakeholders. Each interview will last approximately 45 minutes. During the interviews, participants will be asked open-ended questions about their experiences and perspectives on standardization and industry transformation. All interviews will be recorded with the participants' consent for transcription and analysis.

Participation in the Study:

- 1. Participation in this study is entirely voluntary.
- 2. You may choose not to take part or to withdraw at any time, without reason.
- 3. Your decision will not affect your professional standing or employment in any way.

Benefit to participants:

- There is no direct benefit to you from participating in this study. However, you will receive a small gift worth approximately RMB 30-50 as a token of appreciation for your time.

Risk to participants:

- This study does not involve any physical activities or treatments. If you feel uncomfortable at any point, you may stop immediately or withdraw from the study.

Confidentiality:

- 1. Your name will not appear in any report or publication.
- 2. Interview recordings will be identified using codes only. No names will be attached.
- 3. Audio recordings will be used only for research purposes and will be securely stored with password protection. Only the research team will have access to the data. All recordings will be destroyed after 5 years from publication.
- 4. All information will be kept confidential and will not be made public unless disclosure is required by law.
- 5. By signing the consent form, you authorize the use of your data for this research.

Complaints

Should the participants have any concerns or questions about the research project, which they do not wish to discuss with the researchers listed in the document, then they may contact:

Reviewing REC	University of Malaya Research Ethics Committee (UMREC)
Telephone	03-79677022 (ext.: 2369)
Email	umrec@um.edu.my
Mailing address	Universiti Malaya Research Ethics Committee Level 6 Kompleks Pengurusan Penyelidikan dan Inovasi (KPPI) Universiti Malaya 50603 Kuala Lumpur, Malaysia

Note - If the survey or interview will be conducted via online platform, please include the following:

By clicking "I agree" below you are indicating that you are at least 18 years old, have read and understood this consent form and agree to participate in this research study.

☐ Agree

☐ Disagree

Please print a copy of this page for your records



FORM 2: 受访者信息表

如果您对该研究或您作为该研究的参与者权利有任何疑问，您可以使用下列联系方式随时联系研究人员。

研究员	姓名:丁景琳 联系方式: +86-15832176676 学院/大学: 高等研究院 /马来亚大学
主管	姓名:Dr. Suhaiza Zailani教授 联系方式: +60-124270063 学院/大学: 商学与经济学院 /马来亚大学
联合主管	姓名:张纹通教授 联系方式: +60-127235038 学院/大学: 工程学院 /马来亚大学

研究题目:

- 基于"十五五"规划背景下的中国家具行业标准化转型研究:多方主体访谈

研究介绍:

- 中国家具行业正面临着来自国内政策要求和国际标准的双重压力，急需实现更智能、更环保的生产制造。本研究探讨了“十五”规划下标准化如何推动行业转型，以及不同利益相关者如何应对这些变化。研究采用半结构式访谈，旨在了解行业协同转型所面临的挑战和障碍。

研究目的:

- 本研究的主要目标是探讨“十五”规划下标准化如何推动中国家具行业的转型，考察不同利益相关者的反应，并找出协同转型的障碍。

研究过程:

- 本研究将通过与选定的利益相关者进行面对面的半结构式访谈来进行。每次访谈时长约为45分钟。访谈期间，将向参与者提出关于其在标准化和行业转型方面的经验和观点的开放式问题。所有访谈均将在征得参与者同意后进行录音，以便进行转录和分析。

实验参与者:

- 1. 参与本研究完全出于自愿。
- 2. 您可以随时选择不参与或退出，无需说明理由。
- 3. 您的决定不会以任何方式影响您的职业地位或就业。

参与者利益:

- 参与本研究您不会获得任何直接利益。但是，作为对您时间的感谢，您将收到一份价值约人民币30-50元的小礼物。

参与者风险:

- 本研究不涉及任何体育活动或治疗。如果您在任何时候感到不适，您可以立即停止或退出研究。

安全性:

- 1. 您的姓名不会出现在任何报告或出版物中。
- 2. 访谈录音将仅使用代码进行标识，不会附带任何姓名。
- 3. 录音仅用于研究目的，并将使用密码保护进行安全存储。只有研究团队才能访问这些数据。所有录音将在发表五年后销毁。
- 4. 所有信息都将保密，除非法律要求披露，否则不会公开。
- 5. 签署同意书即表示您授权将您的数据用于此项研究。

意见

如果参与者对研究项目有任何疑问或问题，他们不希望与文件中列出的研究人员讨论，那么他们可以联系：

研究伦理中心	University of Malaya Research Ethics Committee(UMREC)
电话	03-79677022 (ext.: 2369)
邮箱	umrec@um.edu.my
邮寄地址	Universiti Malaya Research Ethics Committee Level 6 Kompleks Pengurusan Penyelidikan dan Inovasi (KPPI)Universiti Malaya 50603 Kuala Lumpur, Malaysia

注：若调查或访谈将通过在线平台进行，请注明以下内容：

通过下面签名或选择“我同意”，您确认您已阅读并理解此信息，并同意自愿参与本研究。如果您未满18岁，您的参与还需要您的父母或法定监护人的许可。

☐ 我同意

☐ 我不同意

请自行打印本页保存。



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FORM 3: CONSENT FORM

(ENGLISH)

Title of research: Standardization-Driven Transformation in Chinese Furniture Industry: A Stakeholder Interview Study Under the 15th Five-Year Plan

To become a participant in the research, you or your parent/legal guardian are advised to sign this Consent Form.

I herewith confirm that I have met the requirement of age and am capable of acting on behalf of myself /* as a parent/legal guardian as follows:

1. I understand the nature and scope of the research being undertaken.
2. All my questions relating to this research and my participation therein have been answered to my satisfaction.
3. I voluntarily agree to take part in this research, to follow the study procedures and to provide all necessary information to the investigators as requested.
4. I may at any time choose to withdraw from this research without giving reasons.
5. I have received a copy of the Subjects Information Sheet and Consent Form.
6. Except for damages resulting from negligent or malicious conduct of the researcher(s), I hereby release and discharge University of Malaya and all participating researchers from all liability associated with, arising out of, or related to my participation and agree to hold them harmless from any harm or loss that may be incurred by me due to my participation in the research.
7. I have read and understood all the terms and conditions of my participation in the research.

I have read the statements above, understand the same, and voluntarily sign this form.

Dated : _____ day _____ month _____ year

Name of participants (18 years & above): _____

Signature: _____ Date: _____

To be filled by parents/legal guardians for participants aged below 18 years

Name of parent/legal guardian: _____

Signature of parent/legal guardian: _____ Date: _____

Relationship of the guardian to the participant: _____

Name of researcher: JINGLIN DING

Signature of researcher: JINGLIN DING



FORM 3: 受访者同意书

(中文)

研究题目：基于“十五五”规划背景下的中国家具行业标准化转型研究：多方主体访谈

为了成为本研究的受访者，建议您或您的父母/法定监护人签署本同意书。

本人特此确认，本人已达到年龄要求，并能够代表本人或者本人父母/法定监护人行事，具体如下：

1. 我了解正在进行的研究的性质和范围。
2. 我对所有与这项研究有关的问题以及我参与其中的情况都给与了令我满意的回答。
3. 我自愿同意参与本研究，遵守研究程序，并按要求向研究人员提供所有必要信息。
4. 我可以在任何时候以任何理由退出这项研究。
5. 我已收到受访者信息表和同意书的副本。
6. 除因研究人员的疏忽或恶意行为造成的损害外，我特此免除马来亚大学 and 所有参与研究的研究人员与我的参与相关的、由我的参与引起的或与之相关的所有责任，并同意使他们免受我因参与研究而可能遭受的任何伤害或损失。
7. 我已经阅读并理解了我参与研究的所有条款和条件。

我已阅读上述声明，理解上述声明，并自愿签署本表。

日期：____ 日 ____ 月 ____ 年

受访者姓名 (18 岁及以上): _____

签名: _____ 日期: _____

以下部分由 18 岁以下受访者的父母/法定监护人填写

父母/法定监护人姓名: _____

父母/法定监护人签字: _____ 日期: _____

监护人与受访者的关系: _____

研究人员姓名：丁景琳

研究人员签名：丁景琳