

White Rabbit Japan

Clarifying the product line and improving the journey from a buying request to a parcel at the door.

One company, several businesses

White Rabbit Japan began with Japanese-learning materials. Its kanji flashcards became a top-selling product internationally, followed by kana cards and a kanji wall poster. An online shop led to White Rabbit Express, a proxy buying and parcel forwarding service for Japanese goods difficult to find abroad.

The company also produced Tokyo Realtime, a series of audio-guided tours nominated for an Audie Award alongside producers such as the BBC.

I worked closely with the team on product strategy, the buying experience and the operations behind each order.



Tokyo Realtime, White Rabbit Japan's audio-guided tours.

A more focused catalogue

White Rabbit Express accounted for more than half of revenue, raising questions about the publishing business's role. Demand for Japanese-language learning had declined, while mobile apps and other digital products brought more competition.

We reviewed sales, competitors and the market, identifying the products to concentrate on. Removing unpopular, less profitable inventory released cash for other parts of the business.

Growing demand for Japanese goods in China also challenged a service built primarily for English-speaking customers.

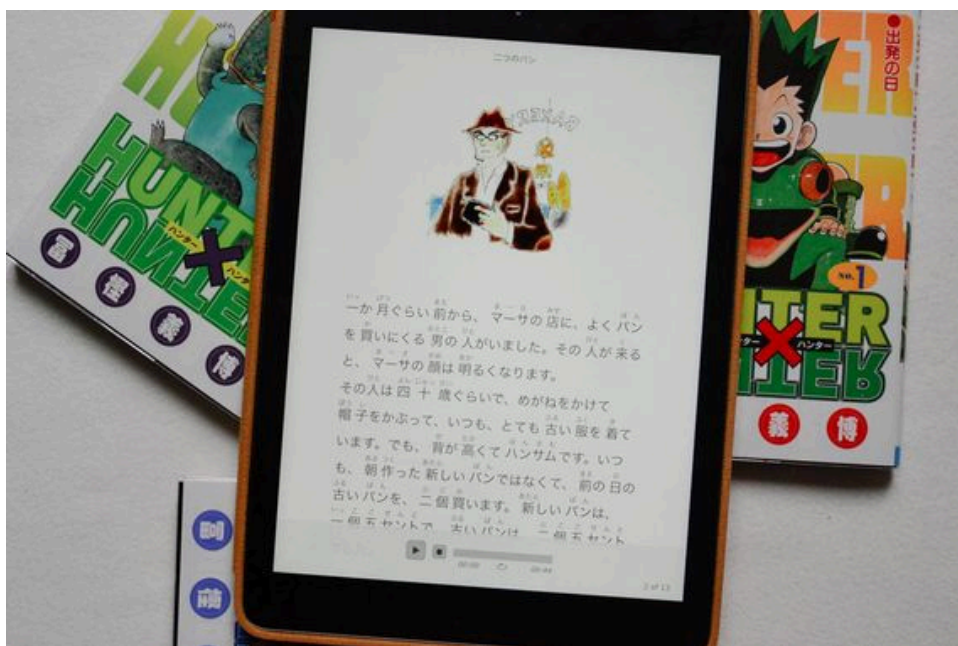
A clearer experience, on screen and in service

Building on a trusted publishing brand while making proxy buying more straightforward.

Digital learning products

White Rabbit Japan had built a reputation for high-quality physical learning materials. As education moved toward digital media, we overhauled existing ebooks to make better use of the format and planned new educational products for the following year.

The product work built on the brand's existing reputation and included improvements to mobile apps and ebooks.



White Rabbit's digital reading products.

Commitment before quotation

The existing proxy buying system relied on manual quotations, with no fee or credit-card authorisation before a purchase was confirmed. As order volumes grew, time spent on casual enquiries became increasingly expensive.

The revised White Rabbit Express website asked customers to commit earlier in exchange for clearer, faster processing. The stricter policies were expected to reduce total enquiries while improving the buying experience for customers ready to purchase.

Filtering casual enquiries also gave staff more time to provide personal customer service.

Less work between request and dispatch

Connecting the tools and routines behind each order, from quotation to delivery.

Understand the daily work

I interviewed staff and examined each employee's day-to-day activities. The resulting changes combined personnel training with cloud accounting and inventory management, reducing the need to coordinate information manually.

Fewer manual steps

Wireless barcode readers, computer-connected scales and software integrations reduced repeated data entry. Together, the changes targeted a reduction of more than 80% in processing time from quote to delivery.

Room to grow

The changes improved profit margins, customer lifetime value and customer satisfaction. They prepared the business to enter foreign markets and grow without immediately adding staff.

Consolidating the business clarified its direction. Workplace improvements also freed up employees' time and made their daily routines more enjoyable.

“Philip’s wealth of valuable ideas, skills and experience have made a huge positive impact at White Rabbit. He is also energetic, sociable and fun to work with. I can highly recommend him, especially for technology business consulting.”

Max Hodges · CEO, White Rabbit Japan