

“N for Work”

N-VAN Design Enriches Possibilities for Life with Loading and Carrying

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ABSTRACT

The N-VAN is a microvan that as successor to the ACTY VAN represents the first full model change in 19 years. Since the time of its founding, Honda has pursued experiential value that would help enrich customers' lives.

Honda Design refers to this as experience design and engages in vehicle design that ponders ever more deeply about the customer's experiential value. N-VAN development was also based on this kind of thinking, and in order to reach a deeper understanding of the customer, research was done into the actual circumstances of people who work and people who engage in loading and carrying cargo. The designers themselves worked with package models and went through repeated trial and error to experience directly how different cargo would be loaded, what kinds of issues would be encountered when loading, what points people would have challenging with, and so on. As a result, it was decided that customers are of two types, those who emphasize functionality and those who also like to emphasize style in addition to functionality. First, for customers who emphasize functionality, the concept of “a tool for a life that involves loading and carrying things” was determined, with the idea that the vehicle would become like a familiar tool that is easy to work with. The base G and L grades were designed around the keywords of “a feeling of flexible usability,” “a feeling of unstressed security,” “a feeling of solid stability,” and “beautility.” With these G and L grades as a foundation, another grade called +STYLE was configured to support a world view of each customer who places importance on style in addition to functionality. With these two grades, a new standard was created for a new microvan that becomes an important tool for everyday lives that involve loading and carrying things.

1. Introduction

The N-VAN is a microvan that represents a full model change in the ACTY VAN, which has been a customer favorite for as long as 19 years. The N series of mini compact vehicles (K-cars) is intended to offer models suited to customer uses in every direction of the mini compact category, with the N-BOX for family use, the N-WGN for personal use, and the N-ONE for couples. The N-VAN is the sixth in this series and was developed as a microvan aimed at commercial users and hobbyists.

Marketing research on microvans done when starting development showed that circumstances had changed considerably since 19 years before. Business using microvans had changed greatly as well, as in the small-lot distribution services that had increased as internet sales became widespread, there was a new style of mobile business using vehicles as business establishments, there was an expansion of businesses providing locations to mobile business, and so on. In conjunction with these changes, it was found

that where the former user group had been envisioned as mostly middle-aged and older men, now there were growing numbers of women and elderly people as well as younger people starting up businesses as private individuals.

What people look for in microvans has also changed. It is no longer just a commercial vehicle. They said that they want to work in a fashionable way, they want to work in a way that is considerate of their bodies, they want to drive comfortably, they want to avoid intimidating pedestrians even in narrow back-streets, and so on. It is also necessary to respond to customers' heightened safety orientation as a societal requirement for motor vehicles. The designers felt and understood these things from repeated efforts to go out and do research on foot, conduct group interviews, and so on. The main issue 19 years ago was how to load more cargo into the vehicle, but they understand that in today's workplace, consideration and kindness to people is important, because people want to work more efficiently while enhancing loading capability, to work in a way that is considerate of their bodies, to have greater safety, and so on.

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Based on research of this kind, the base concept for the N-VAN, as shown in Fig. 1, was declared to be, “providing for people in Japan whose lives involve loading and carrying things.” In addition to people who put the emphasis on functionality in their work, there are also people who are

concerned with style in the way they work. The aim here was to enrich these people’s lives and make this a new standard for the next-generation microvan by pursuing the three key themes of space that is made totally usable, smooth driving and fuel economy, and consideration for people.



Fig. 1 Base concept

2. Concept of a Tool for a Life that Involves Loading and Carrying Things

Honda has implemented designs that pursue experiential value to help enrich customers’ lives. At Honda, experiential value design that understands customer expectations and provides them with a real feeling of value in their actions and experiences is called experience design. The aim here is to advance this experience design beyond where it was before and further heighten the value provided to the customer.

Design development ordinarily proceeds with separate designs for the package, interior, and exterior. For the N-VAN, however, this experience design approach was taken as the

foundation and a total design that considered the customer’s experiential value more deeply was carried out. The vehicle becomes like a familiar, important tool that is easy to work with in an everyday life that involves loading and carrying things. Providing that kind of experiential value was determined as the aim, and “a tool for a life that involves loading and carrying things” was taken as the common concept.

The package design, which creates the framework for the vehicle, and the interior design were carried out first. As indicated in Fig. 2, the aim was to express “a tool for a life that involves loading and carrying things” through the three elements of “a feeling of flexible usability,” “a feeling of unstressed security,” and “a feeling of solid stability.”

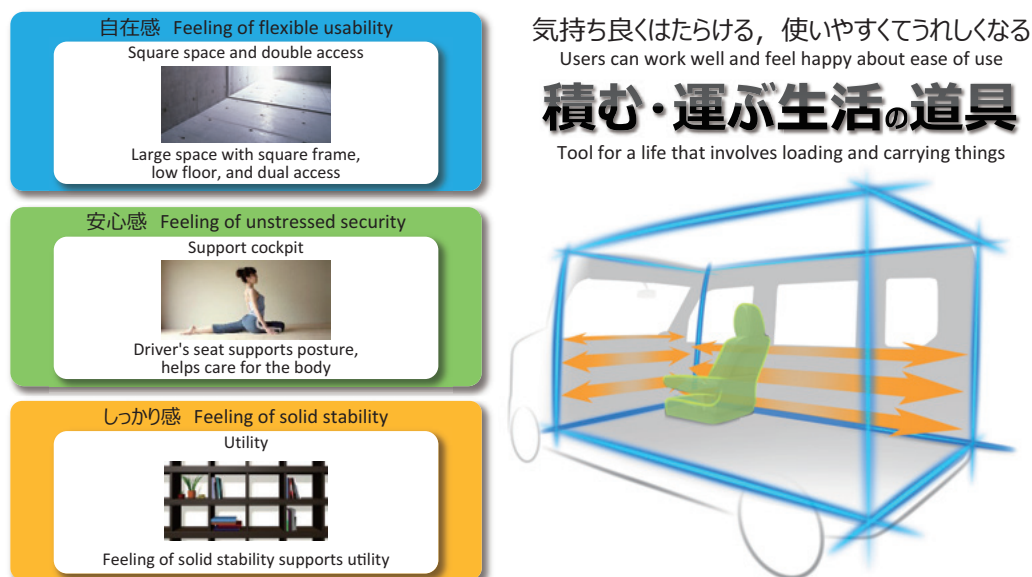


Fig. 2 Experience of N-VAN design concept

2.1. A Feeling of Flexible Usability

In order to support customers’ feeling of wanting to get loading done and raise efficiency, the squared-off high-volume space shown in Fig. 3 was realized. It has a large space with a low floor, is pillar-less on the front passenger-

seat side, and has a dive-down front passenger seat. Thought was given to lines of flow extending outside the vehicle, so the large openings on the front passenger side and at the rear create a space that feels open to flexible use in a variety of potential ways.

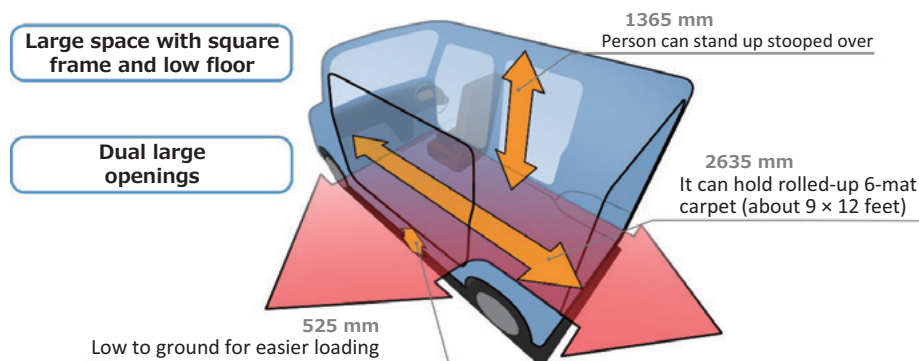


Fig. 3 Space that gives feeling of flexible usability

As shown in Fig. 4, the front-engine front-drive (FF) layout allows for larger vertical space in the cargo area than the midship rear-drive (MR) engine layout of the ACTY VAN, where the floor surface tends to be higher above the

ground. The N-BOX FF platform was therefore adopted. A further thought was that, by providing suggestions for style that go beyond the commercial image, the potential for microvan usability could be greatly expanded.

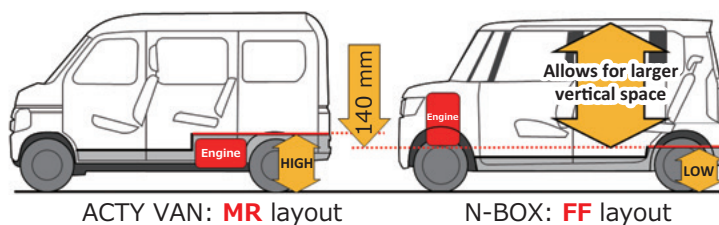


Fig. 4 FF layout

The next-generation loading and carrying space that goes beyond the loading and carrying done before was then examined. Team members carried on three-dimensional Y-gaya discussions, as shown in Fig. 5, to verify by their own experience of whether the space really was usable, how to use it, and so on, using the package model. Honda has a conceptual

approach called the Three Realities Principle that says to seek solutions to issues not by theoretical speculation but by going to the actual place, finding the actual source of the issue at hand, and basing your actual decision on reality. By working from this Three Realities Principle, the result of a large space with square frame and low floor was successfully realized.



Fig. 5 Package models used in 3D Y-gaya discussions to find ways of “using space completely”

These Y-gaya discussions also produced the idea of making the front passenger seat dive-down, which overturned the conventional view that the area behind the front passenger position was the cargo area. As shown in

Fig. 6, making the floor on the front passenger side flat made it possible to realize a flat cargo area that can hold long objects up to 2635 mm in length between the foot of the front passenger seat and the tailgate.

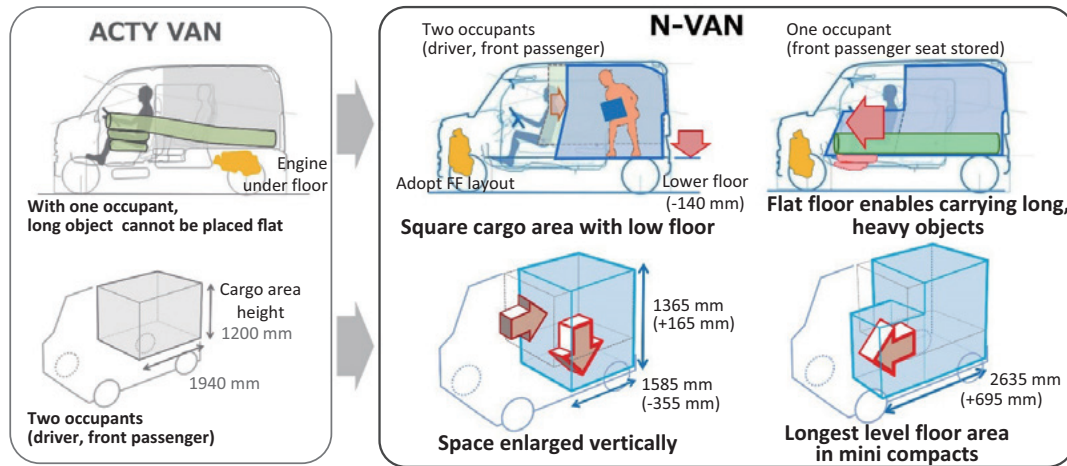


Fig. 6 Different ways to use space

In addition, the pillar on the front passenger-seat side was moved to the door side to make a framework with a large side opening. As shown in Fig. 7, this added a new line of loading and carrying flow from the front passenger-seat side, where previously the line of flow was at the rear. Realizing two lines of flow that allow simultaneous access

creates an entirely new, flexible openness of usability that can accommodate a variety of scenarios. These include safe loading and unloading from the sidewalk side, use as counter space for a mobile shop, allowing access to the vehicle interior and exterior at parking spaces that are too tight for the tailgate to be opened, and so on.



Fig. 7 Conceptual images of uses for new lines of flow and dual large openings

Also, as shown in Fig. 8, the area has a flat steel panel placed vertically with numerous “utility nuts” built-in to accommodate bolts to support boards to make shelves and so on. A pedal-hampering prevention board was added to keep objects from intruding into the driver foot space when the front passenger seat is in dive-down. In order to make

working at night safer, the ceiling light is positioned so that its illumination can extend outside the large opening on the front passenger-seat side. Additional comprehensive steps were taken to enhance functionality, such as by relocating the cargo hooks for better usability.



Fig. 8 Comprehensive functionality enhancements

This open, flexible space enables active application in various kinds of lifestyles that involve loading and carrying things, as shown in Fig. 9. For example, long, heavy

objects such as construction materials or a motorbike can be accommodated, it can be used as an office or a shop where customers can be received, etc.

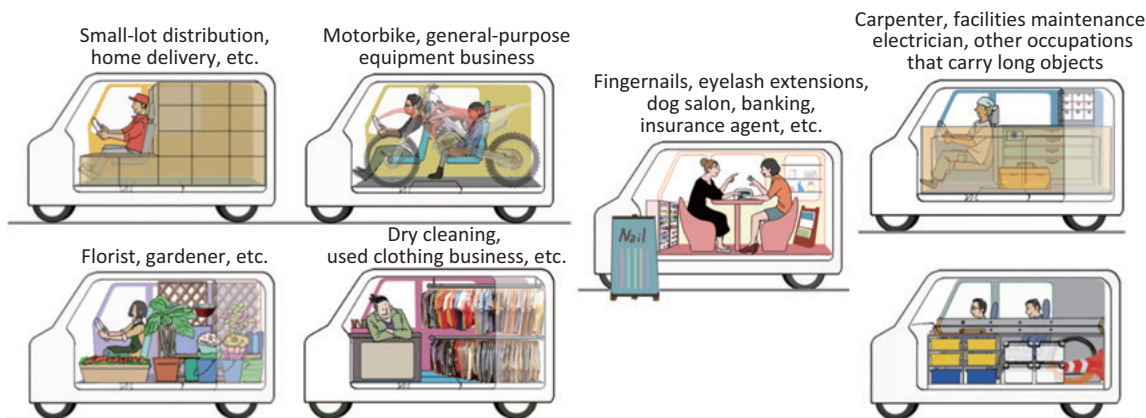


Fig. 9 Conceptual images of uses for large space with low floor

2.2. Feeling of Unstressed Security

Using a microvan for home delivery or other similar work in urban areas involves repeated stop-and-go driving as well as entering and exiting the vehicle many times. For drivers who repeat such movements all day long, a driving environment that is easy to use and less tiring was

investigated. The resulting conceptual image, as shown in Fig. 10, is of the body axis held straight as in a yoga pose. This was taken as the direction to pursue for driving posture. The aim was a driver's seat that embodies thorough care for the driver's body by helping to maintain good posture and also that supports older people and smaller women.

"Maintaining good posture" as in yoga pose

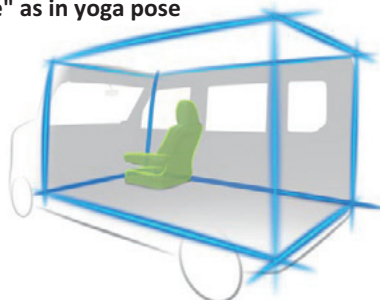


Fig. 10 Driver's seat with sense of unstressed security

The pedal layout was also positioned directly in front of the driver, as shown in Fig. 11. Adopting the FF layout made it possible to do this by positioning the front tires relatively farther forward.

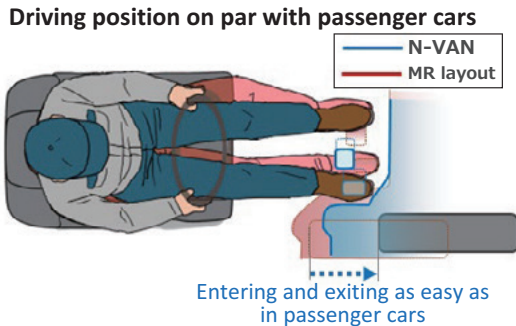


Fig. 11 Driver's seat helps maintain good posture

For the hip-point configuration, positions were set so that entering and exiting the vehicle would be easier and involve less vertical movement at the center of the body, as shown in Fig. 12.

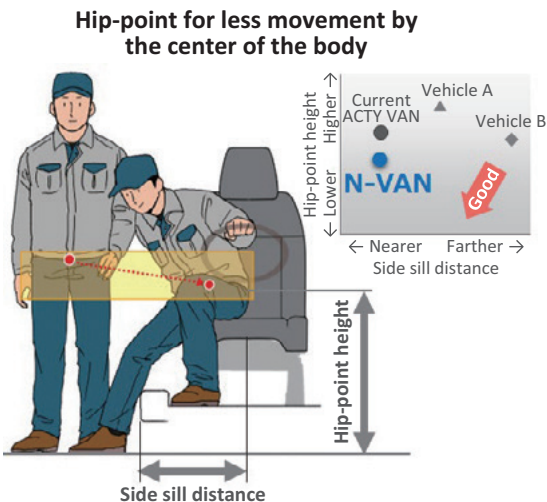


Fig. 12 Greater ease of access

As shown in Fig. 13, the design of the driver's seat emphasized a feeling of unstressed security with thorough care for the driver's body and commercial functionality. The other three seats (passenger seats) were designed so that, when folded down into the low floor, they would form a flat surface without gaps or crevices.



Fig. 13 Seating by function

For the driver's seat, it is important for drivers to feel that it both shows consideration for their bodies and provides commercial functionality. A comfortably sized seat frame on a par with passenger car seats was therefore used. The designers also carried out the design according to the Three Realities Principle, actually shaving down the urethane for the seat, having many people try sitting on it, and then shaving it down some more. The lower part of the seat back was finally given a bolster form that could hold the driver's body firmly to help prevent it from swaying side to side while also helping to mitigate lower back pain. That shape, as shown in Fig. 14, is similar to the seat in the CIVIC TYPE R, which holds the center of the body firmly in place. The upper part was made flat to allow the driver to turn smoothly when checking to the rear. Out of consideration for people who may enter and exit as many as 200 times every day for a home delivery service or other such business, the height of the seat cushion exterior was kept as low as possible to allow drivers easy access.

The cover on the upper surface of the cushion was made in a single piece that wraps around the lower part of the cushion to remove any seams in areas the driver rubs against when getting in and out, making the cover less likely to tear.

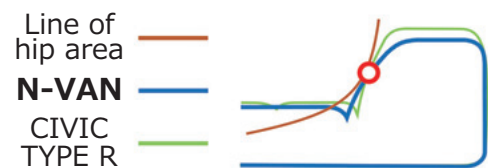


Fig. 14 Comparison of seat-back sections

In order to make it possible to rest comfortably during breaks, a large headrest and fully reclining mechanism were also adopted, as shown in Fig. 15. To enable comfortable driving, higher grades are equipped with large armrests. The front passenger seat can also be used as a table for convenience in preparing documents, eating, and other such activities inside

the vehicle. The dive-down seat has been given new functions, and new orange color of the operating lever and straps make them easier to understand as well as more visible in the dark. These measures have realized a driver's seat that provides a feeling of unstressed security, allowing anyone to find it easy to drive and work for extended periods.



Fig. 15 Front seats

Working people who drive a vehicle with a scratched interior finish may lose credibility with those hiring them to work. As shown in Fig. 16, therefore, the upper and lower parts of the doors and lining were given different surface textures. The upper side that people touch has a leather-like texture that is pleasing to the touch. The texture on the

lower side, where cargo is more likely to contact and cause scratches, was given a satin-like finish.

Care was also given, as shown in Fig. 17, to make the surface concave-convex with slits so that scratches would be less conspicuous than on a flat surface.

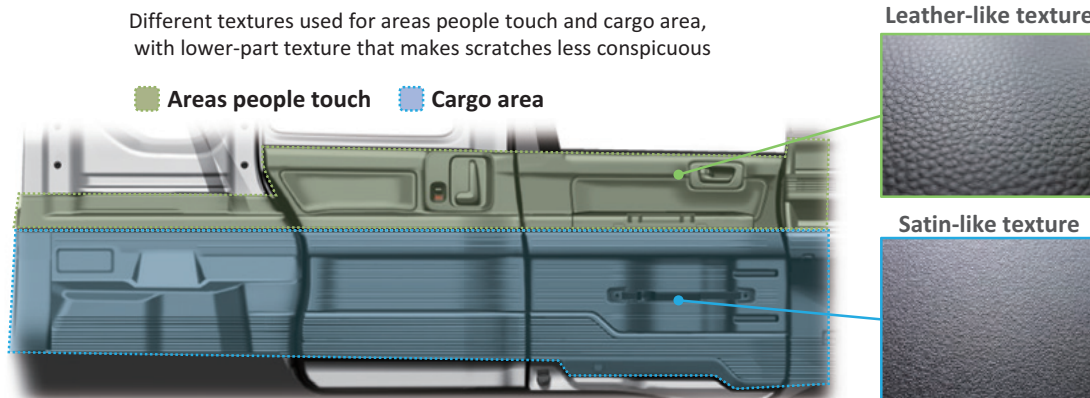


Fig. 16 Measure 1 to keep appearance attractive longer

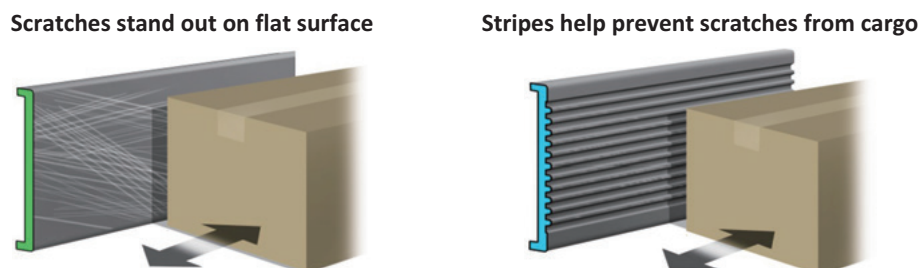


Fig. 17 Measure 2 to keep appearance attractive longer

Two sets of color variations are available, matched to customer usability. For the G grade interior color, the expectation is of vehicle use under corporate or other company ownership. As shown in Fig. 18, grey was chosen for this interior finish because scratches will be inconspicuous even when the vehicle is used freely by various people, it feels spacious, and it can have a long

lifetime of secure, comfortable use.

For the L grade, the expectation is for careful vehicle use under private individual ownership. Aiming for the image of a clean tool, the interior finish was given a dark tone that is easy to clean, resists soiling, helps prevent stains from being conspicuous, and conveys a feeling of unstressed security.

G grade: Grey interior finish for spacious feeling and making scratches unnoticeable



L grade: Dark tone interior finish makes even accumulated grime unnoticeable



Fig. 18 Interior color variations

2.3. Feeling of Solid Stability

Market research indicated customers want more storage space. Our approach was to provide shelves that can help keep the instrument panel and trim areas clean and orderly.

Thin shelves would seem flimsy and lacking in robustness, and would not add appeal as a tool. As shown in Fig. 19, styling for thick, solid shelves with beams along their length was configured.

Thin shelves seem flimsy, lack robustness



Thick, solid shelves look robust



Fig. 19 What robust shelves are

Since our customers' businesses commonly use materials that are about the size of A4 paper, initially a tray to hold A4 paper and a pocket for tissues were configured. Then a beam with a feeling of solid stability was stretched across each of upper, middle, and lower levels, as shown in

Fig. 20. The flow of this motif of three sturdy horizontal beams was continued from the door to the rear edge of the side lining to create the sense of an interior space enclosed by beams, producing the robust feeling of the solid stability of tools.

Balancing solid stability of shelves with that of tools

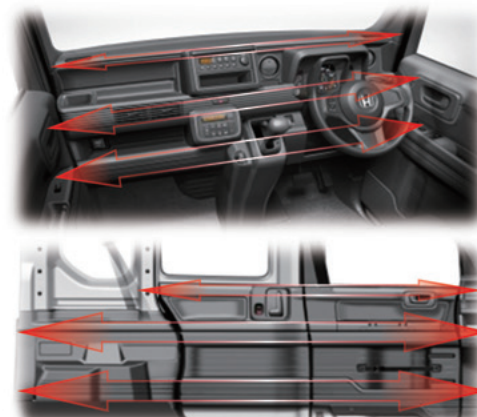
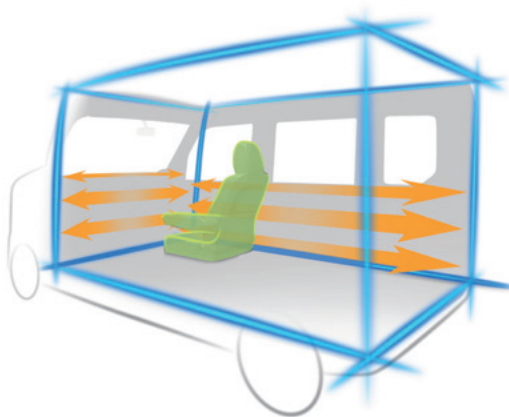


Fig. 20 Three beams expand across the entire area for a feeling of solid stability

Maintaining the concept of feelings of flexible usability, unstressed security, and solid stability creates an integrated design for the entire space that expresses the solid embodiment of a tool for a life that involves loading and carrying things. This is an experience design interior,

as shown in Fig. 21, that appears easy to use and open for flexible use in a variety of ways, conveying the experiential value of a space that invites work with an added sense of security, and that will remain usable for a long time.



Fig. 21 Interior as a whole

2.4. Exterior Design

The exterior styling was based on the concept of “a tool for a life that involves loading and carrying things,” which is intended to be a familiar tool that is easy to work with. The two keywords shown in Fig. 22 were defined with this in mind. One is “beautility,” signifying that it can be loaded and used as the tool of a professional. The other is a “feeling of unstressed security,” signifying that it provides a feeling of safety and reliability not just to the person using it, but also to the others around. With this as the exterior styling concept, the design fuses functionality with a feeling of unstressed security to express the next generation of loading and carrying. With this conceptual basis, the design proceeded first with the intention to pare away waste for a

simple expression of functionality. The image that eventually resulted conveys the boxy tool feel that demonstrates the full-scale emphasis on functionality commonly found in heavy equipment and machine tools. That, however, can also convey a strength that may be intimidating. Since a microvan frequently travels on narrow back-streets for home delivery and other such work, it is better not to present pedestrians with such an intimidating appearance. A balance was therefore sought between communicating the feeling of a tool and also giving people in the vicinity a feeling of unstressed security. As shown in Fig. 23, an exterior design was achieved that neither has the austere feeling of an entirely commercial vehicle nor the styling of a passenger car, but fuses functionality with a feeling of unstressed security.



Fig. 22 Exterior concept



Fig. 23 Simple design fusing functionality and feeling of unstressed security

A study was also made of expression of the capacity to carry large amounts of cargo. The result was a square form. In order to create such a form, which is a square shape that looks like large amounts of cargo can be loaded into it, it was considered necessary to have flat body panels of a kind not previously found at Honda. With a simple, flat shape and nothing more, thick steel panels will be needed to provide strength. Three lines of beading were therefore added to assure the needed strength. The illustration on the right side of Fig. 24 shows a cross-section of the front door under deformation. Making it one large surface reduces its strength, so it was formed as a structure consisting generally of three surfaces. The radius parts joining the upper and lower portions are linked together by the three lines of beading in the middle, forming a large surface that initially appears to be simple and flat, but actually has a complex surface structure. In this way, the distinctive three lines of beading originated not just as design but also as functional elements. This design with beading motif is used on a duralumin suitcase with the aim of providing actual strength together with design elements conveying the feeling of strength as well as the ability to make scratches less conspicuous. In the case of commercial vehicles, the company or shop name and logo or other such symbol are often painted on the body. Customer opinions were therefore sought during development to verify how the concave-convex beading would affect the appearance of the logo and so on.

The view was expressed that even if the suitcase is

scraped or scratched, if it is to the extent of scraping on the convex part of the beading, then damage to the logo and so on would be slight. Taking this into consideration, the convex shape was configured.

Thinner panels are also used for the roof shape in order to reduce weight. Places where customers would put their hands when mounting a stepladder to wash the vehicle were identified and an optimal shape was created in coordination with the body design division so that strength would be helped to ensure with no more than the necessary amount of rounding. This avoided excess rounding that would conflict with the boxy design. The design of the front of the vehicle was also implemented with consideration for the balance between “functionality” and “feeling of unstressed security.” The intention was to present people in the vicinity with a clean-cut, unthreatening face in order to convey a feeling of unstressed security. There is a strong tendency for customers to anthropomorphize their vehicle, with the headlamps as eyes and the radiator grille as a mouth. The headlamps were therefore given a generally horizontal motif to express gentleness, while the radiator grille was also given a horizontal motif to keep it from being any larger than necessary, creating a clean-cut expression. The headlamps are also more than just expressive elements. As shown in Fig. 25, they are designed primarily for safety. The headlamps were placed as high up as possible, and the reflector was designed to brightly illuminate a large area. The turn signals were positioned to illuminate higher up and more toward the exterior.

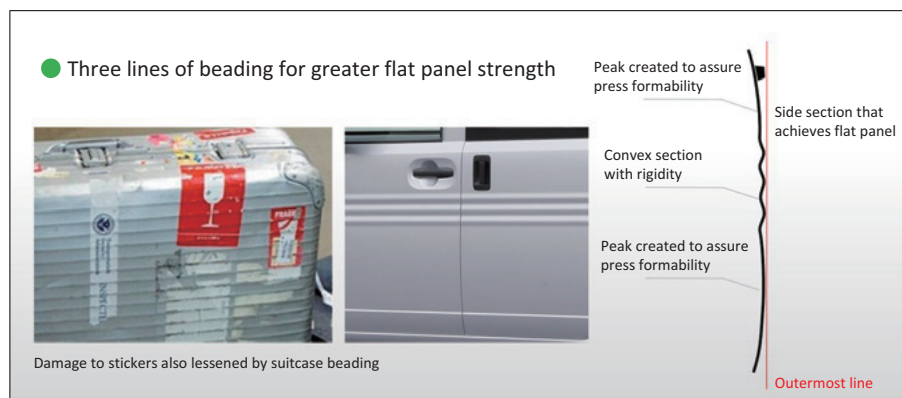


Fig. 24 Design with three lines of beading born from function

The position lamps form a line of illumination extending to the very exterior, clearly indicating the vehicle width and making the vehicle more visible. In addition, the radiator grille was kept as small as possible, contributing to enhanced aerodynamics and heightened fuel economy. The design at the rear has the combination lamps configured vertically and made as narrow as possible to enlarge the opening, as shown

in Fig. 26, to allow the large tailgate opening. Conventional microvans position the rear combination lamp at the rear bumper or other such lower site. For considerations of safety, however, LEDs were used in an extra-narrow design to enable higher placement, enhancing visibility of vehicles to the rear. This created a simple design that fuses functionality and a feeling of unstressed security.

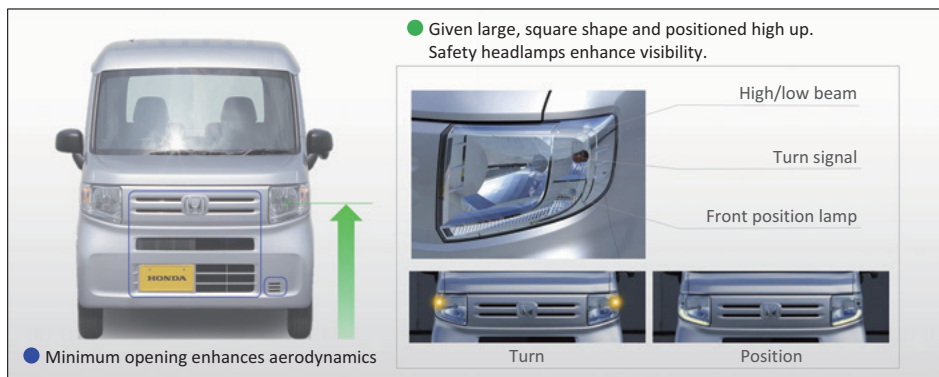


Fig. 25 Lights designed with primary concern for safety

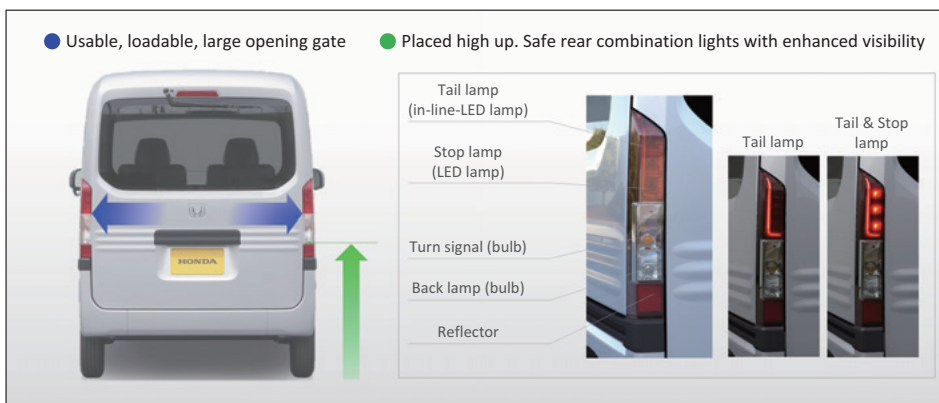


Fig. 26 Rear combination lamp design achieves balance of large opening and safety

3. +STYLE Grade

The +STYLE grade, which can highlight individuality, was configured in order to support a world view of each customer who places an emphasis on style in addition to functionality. There are two varieties. For customers who use the vehicle lightheartedly and pleasurably, there is +STYLE FUN. For those who insist on being cool and looking good, there is +STYLE COOL.

3.1. +STYLE Grade Exterior Design

The aim with +STYLE FUN was a van style that would greet the customer with a smile. The facial expression of a vehicle is primarily influenced by the design of the headlights. The design was first verified many times over using computer graphics, and then transferred to a full-scale model for further trial-and-error work, leading to creation of the expression shown in Fig. 27. Since the second-

generation N-BOX went on sale, the N series has had position lamps forming illuminated circles as a design icon that identifies the N series the instant the lights are turned on. This was inherited by +STYLE FUN. As shown in Fig. 28, the position lamps with LED light guide rings have high and low beam projector-type LEDs placed inside the rings. The turn signals are positioned on the outside for better visibility. A look of originality was created through measures such as black coating on the housing. The front grille uses the same components as +STYLE COOL except that a platinum-finish chrome plating is applied only to the very middle of the three bars. The other two bars above and below are the same color as the body, projecting an atmosphere of enjoyment that is entirely unique. The wheel caps have a piano black finish coating applied in sections to convey further enjoyment. For the L grade, a separate color is used just around the face and on the wheel caps to produce a largely individual feel and achieve an expression of friendlier fun.



Fig. 27 Van style greets customers with smile



Fig. 28 Detailed design expresses sense of fun

The objective with +STYLE COOL was a van style that is cool and looks good. The use of purple and other dark body colors to make the chrome sparkle was understood to be a conventional method that has a deeply rooted, universal appeal for custom product lines. Since this vehicle is also a tool for work, care was also taken not to overdo the custom orientation. For example, consideration was given to client impressions when an interior finish contractor parks the vehicle in front of the work site. The aim here was not to be too conspicuous, but rather to find a balance that does not betray the custom model user's feelings. As shown in Fig. 29, the design was finished to be eye-catching to

some extent while achieving a stylish appearance that is not overly flashy.

In order to project a cool and stylish appearance, a low roof was initially adopted and a tailgate spoiler was installed, as shown in Fig. 30. The facial area presents a feeling of breadth and strength with the front extrusion, e.g. the chrome-plated grille that gives a sense of unity with the headlights. The LED fog lamps are bordered by chrome-plated garnishes, while the license plate garnish also glows with chrome plating. The rear combination lamps are given clear lenses, while sections of the interior have black coating. This succeeds in producing a cool, good-looking appearance.



Fig. 29 Van style greets customers with cool look



Fig. 30 Detailed design expresses sense of cool

3.2. Exterior Color

There are said to be two choices for the exterior color of a microvan used as a commercial vehicle: white or silver. The work environment has changed, however, due to women's participation in society and other reasons, and it was decided, therefore, that having color variations was important for representing the business and for expressing the lifestyles of customers who want to emphasize style as well as functionality. The type of line-up shown in Fig. 31 was therefore deployed.

Garden Green Metallic is a new color exclusively for the N-VAN. As shown in Fig. 32, it was developed with the aim of realizing a color that would fit in as a familiar presence in a wide variety of lives and livelihoods, and that

would also highlight individual style.

As its base, a natural green expresses a wide range of lifestyles. On top of that, the highlighted portions were given a beige tone, and were chosen as natural colors that fit closely with people's feelings, giving very different impressions depending on who views them.

Use in a variety of different lifestyles and business scenarios was also taken into account to create Brilliant Sporty Blue Metallic that gives a fresh impression, and Premium Pink Pearl was added for a feeling of gentleness. Although the number of colors is limited, the color palette is arranged to communicate over the greatest breadth, highlighting the individuality of customers, and giving them color choices that suit their style.

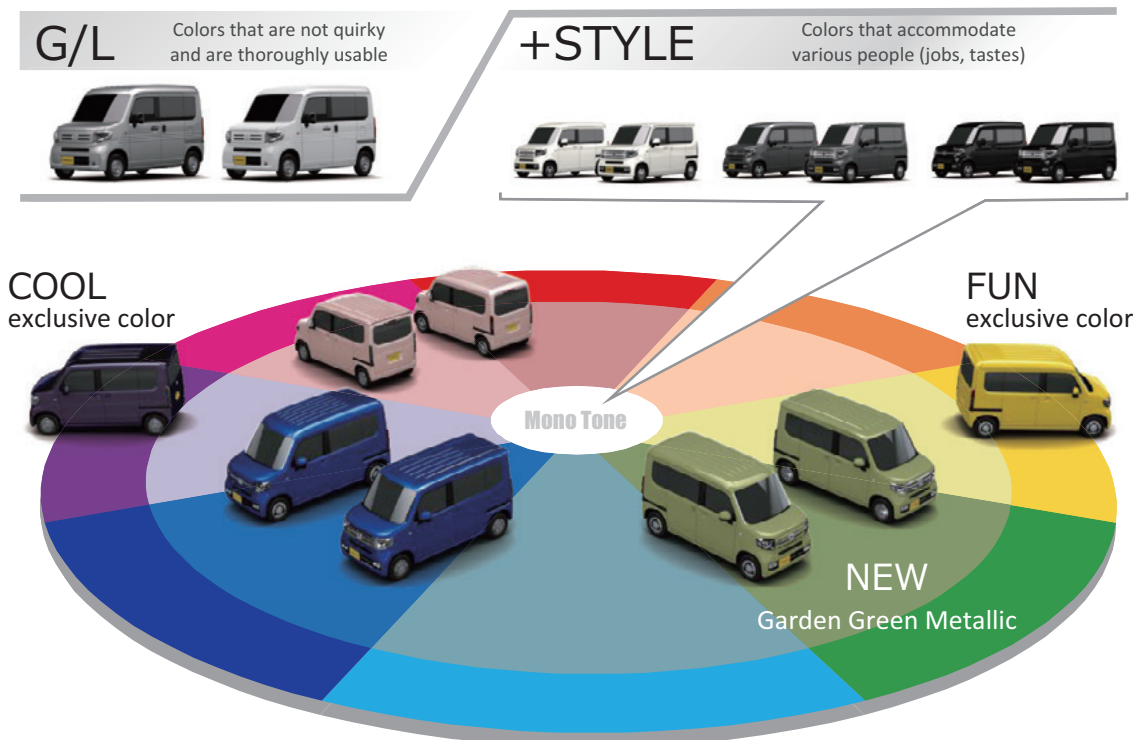


Fig. 31 Line-up of exterior colors

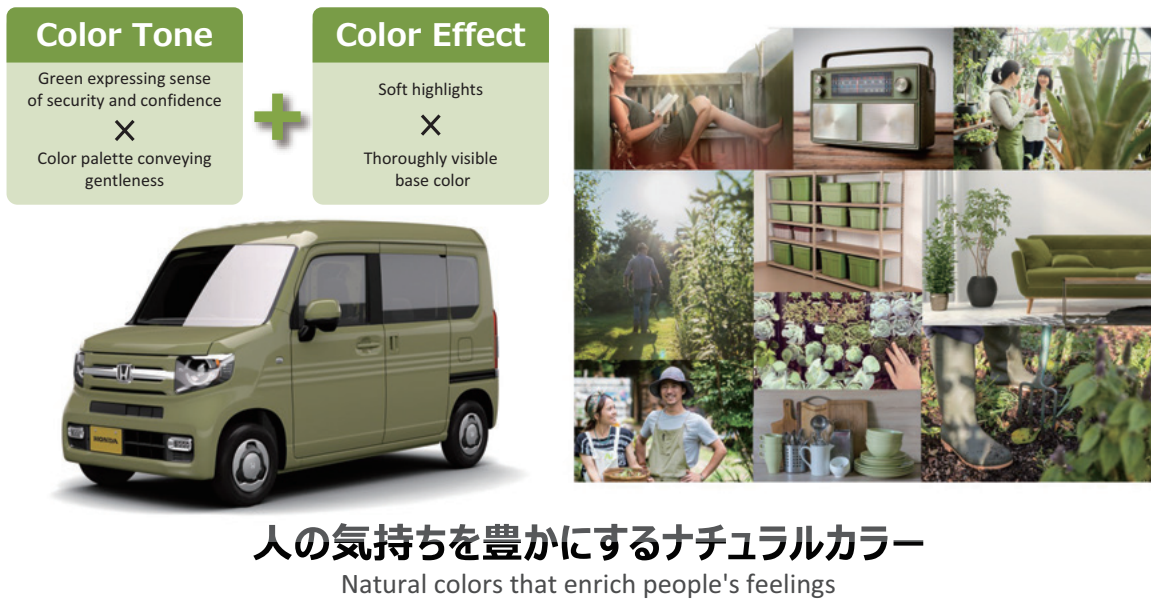


Fig. 32 Concept of exclusive new color, Garden Green Metallic

3.3. +STYLE Interior

The interior color, materials, and finish (CMF) of +STYLE aim to produce a stylish and high-quality tool-like feeling as shown in Fig. 33.

Taking the L grade interior finish as a base, fabric is applied as the front door lining, and the beam that reaches end-to-end of the instrument panel is given a decorative silver color for a feeling of solidity. Matching the combination of decorative silver and piano black tones applied around the steering wheel and door handles, a world view has been produced to support customers who want to highlight a style that is an addition to a functionality contrasting with the base.

In order to make decorative portions more resistant to scratching and marring, pre-dyed resin with the grain of metallic particles designed to reduce the appearance of production flow marks is used to express a highly distinctive material feel of silver.

The panels in the upper part of the cargo area do not have the interior finish, and instead are fully prepared to have touches of the exterior color effectively applied as accents for the interior, which otherwise has coordinated monotonous.

This all makes it possible to produce an interior space that matches the atmosphere and individuality of customers who want an added emphasis on style.



Fig. 33 Conceptual images of +STYLE interior CMF

4. Enriched Potential for Life with Loading and Carrying Created by N-VAN

Since its founding, Honda has sought to help enrich customers' lives through the philosophy of the Three Realities Principle, which focuses on the actual place, the actual object, and the reality of the situation. With this philosophy as a foundation, Honda Design has striven to think more deeply about the lives of our customers in the context of the ever-changing times, and pursued a policy of implementing experience design that yields experiential value. The N-VAN design proceeds in step with that policy, and in order to further enrich a “life that involves

loading and carrying things” in accordance with the times, development was pursued with the objective of creating a new standard for the next-generation microvan. This was accomplished with a conscientious effort to identify the issues involved and create next-generation value that realizes customer expectations. For customers who prioritize functionality, the proposed solution is the G and L grades, which fully plumbs the depths of functionality, as shown in Fig. 34. For customers desiring style in addition to functionality, the proposed solution is the +STYLE grade, which prioritizes style, as shown in Figs. 35 and 36. This approach broadens the richness of lifestyles that involve loading and carrying things.

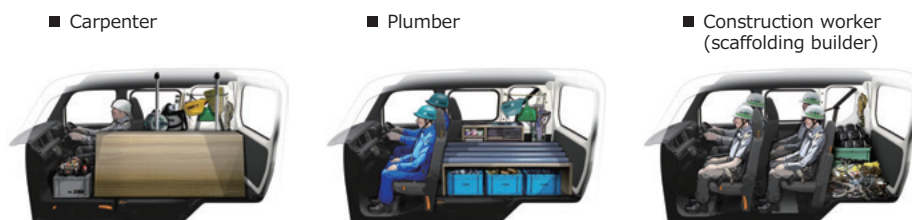


Fig. 34 G and L grades



Fig. 35 +STYLE FUN grade



Fig. 36 +STYLE COOL grade

It is the designers' sincere hope that customers will find in the N-VAN experiential value that makes this vehicle an easy-to-use tool they'll keep close at hand as important to their everyday activities of loading and carrying. When that occurs, the designers will believe that the N-VAN has achieved widespread acceptance as a new microvan standard.

5. Conclusion

In the N-VAN, a microvan that has undergone its first full model change in 19 years, with a design that expands the potential for enriching lifestyles that involve loading and carrying things, has been realized. This was based on the conceptual approach of experience design, which involves thinking deeply about the customer's experiential value.

As a result, a new standard has been created for a new microvan that will become an important everyday tool for people whose lifestyles involve loading and carrying things.

お客様がコトを創造できる道具 = N-VAN

Tool for customers to create events and experiences = N-VAN



沢山の積む・運ぶ生活を豊かにしたい!

We want to enrich many lives with loading and carrying things!

Fig. 37 N-VAN goal

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