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Business Plan

June 2022

WWW.2OPEN.BIZ

Proposal: to open a XXXXXX furniture flagship store in Tmall Domestic and cooperate with KOL in social media platforms



E-COMMERCE

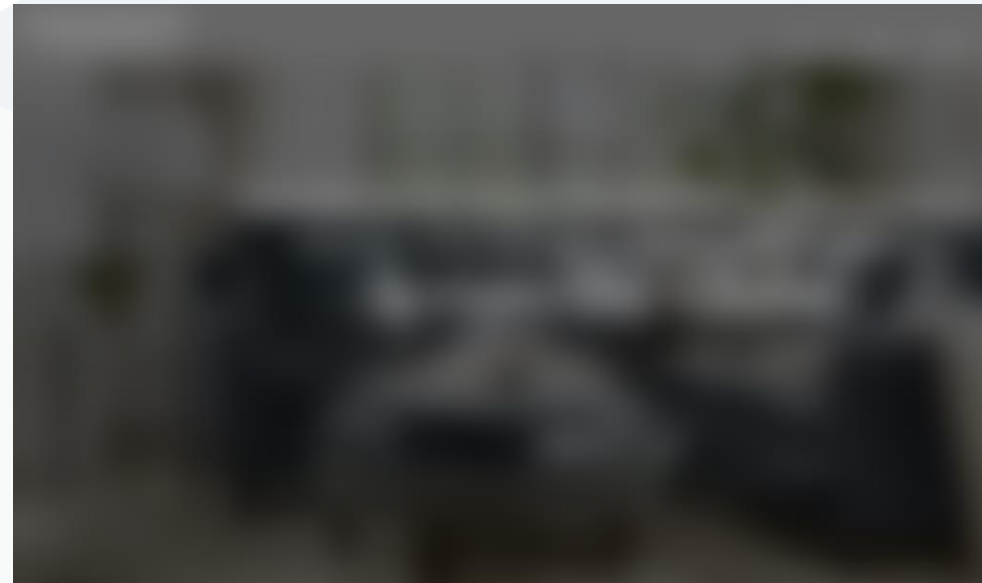
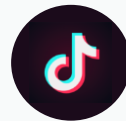
Set up a **Tmall Domestic** flagship store

- Leverage **in-channel marketing methods** to promote sales.



SOCIAL MEDIA Influencer

- Collaborate with **influencers** (KOLs + KOCs) in Little Red Book (Xiaohongshu) & Douyin (Tik Tok).



Tmall Domestic is the leading platform for furniture sales among foreign brands

- Taobao is the Alibaba CXC platform.
- Tmall Global accounts for only X.XX% of sales revenue.



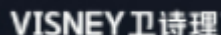
Benchmark earn their highest revenue on Tmall Domestic



XX% of sales
revenue



XX% of sales
revenue



XXX% of sales revenue (Visney only sales in Tmall Domestic)



XX% of sales
revenue

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Market overview

Market size: sales revenue has grown $XX\%$ year-over-year, reaching $\$XX.X$ billion in the past XX months

- Sales are fairly stable throughout the year, peaking during the double XX and XXX promotional campaigns, with January and February (Chinese New Year period) being the lowest season



- Sales revenue in the last X years: **$\$XXB$ (\yenumber{XXXB})**
- Sales revenue in the last year (XX/XX - XX - XX): **$\$XX.XB$ (\yenumber{XXXB})**
- Sales revenue in the previous year (XX/XX - XX - XX): **$\$XX.XB$ ($\yenumber{XXX B}$)**

XXXX Market Growth YoY: **$+XX\%$**

Best-selling products: Sofa, bed, table and cabinet are the furniture categories with the highest sales revenue in the last year

- XXXX's products fit into most of these categories, which have been growing since the previous year

Product	Category	Icon	Revenue (M USD)	Units Sold	Profit (M USD)	Market Share (%)	YoY Growth (%)
Sofa	Sofa		1,200,000	10,000	200,000	15%	12%
Bed	Bed		800,000	5,000	150,000	10%	8%
Table	Table		1,500,000	12,000	250,000	18%	15%
Cabinet	Cabinet		900,000	8,000	180,000	12%	10%
Tea table	Tea table		300,000	3,000	60,000	5%	5%
Children's furniture	Children's furniture		400,000	4,000	80,000	3%	3%
Chair	Chair		600,000	6,000	120,000	7%	6%
Mattress	Mattress		700,000	7,000	140,000	9%	7%
Shelf/bookshelf	Shelf/bookshelf		500,000	5,000	100,000	6%	5%
Outdoor furniture	Outdoor furniture		200,000	2,000	40,000	2%	2%

Sofa is the category with the highest sales revenue, accounting for XX%, and shelf/bookshelf is the category with the highest sold units, accounting for XX%



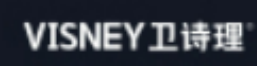



Proportion of sales revenue by category



Proportion of sold units by category

Benchmark summary

Brand	Country	Ranking	Flagship store	Launching	Annual sales revenue	Annual units sold	Average unit price	Market share
 美克·美家 Markor Furnishings	China (international designs)	Top XXX	Tmall	XXXX	\$XXM +XX% YoY	XXK +XX% YoY	\$XXX -XX% YoY	X,X%
 Ashley HOMESTORE	USA	Top XXX	Tmall	XXXX	\$XXM +XX% YoY	XXK -X% YoY	\$XXX +XX% YoY	X,X%
 VISNEY 卫诗理	China (international designs)	Top XXX	Tmall	XXXX	\$XXM -XX% YoY	XXK -XX%	\$X,XXX +XX%	X,X%
 NORHOR	China (international designs)	Top XX	Tmall	XXXX	\$XXM +XX% YoY	XXXK +X% YoY	\$XXX +XX% YoY	X,X%

Brand	TOP SELLING PRODUCTS AND AVERAGE UNIT PRICE				
 美克·美家 Markor Furnishings	Bed \$XXX AUP	Table \$XXX AUP	Sofa \$X,XXX AUP	Cabinet \$XXX AUP	Tea table \$XXX AUP
 Ashley HOMESTORE	Sofa \$XXX	Bed \$XXX	Cabinet \$XXX	Table \$XXX	Tea table \$XXX
 VISNEY 卫诗理	Sofa \$X,XXX	Table \$X,XXX	Bed \$X,XXX	Cabinet \$X,XXX	Chair \$XXX
 NORHOR	Sofa \$X,XXX	Cabinet \$XXX	Bed \$X,XXX	Table \$XXX	Chair \$XXX

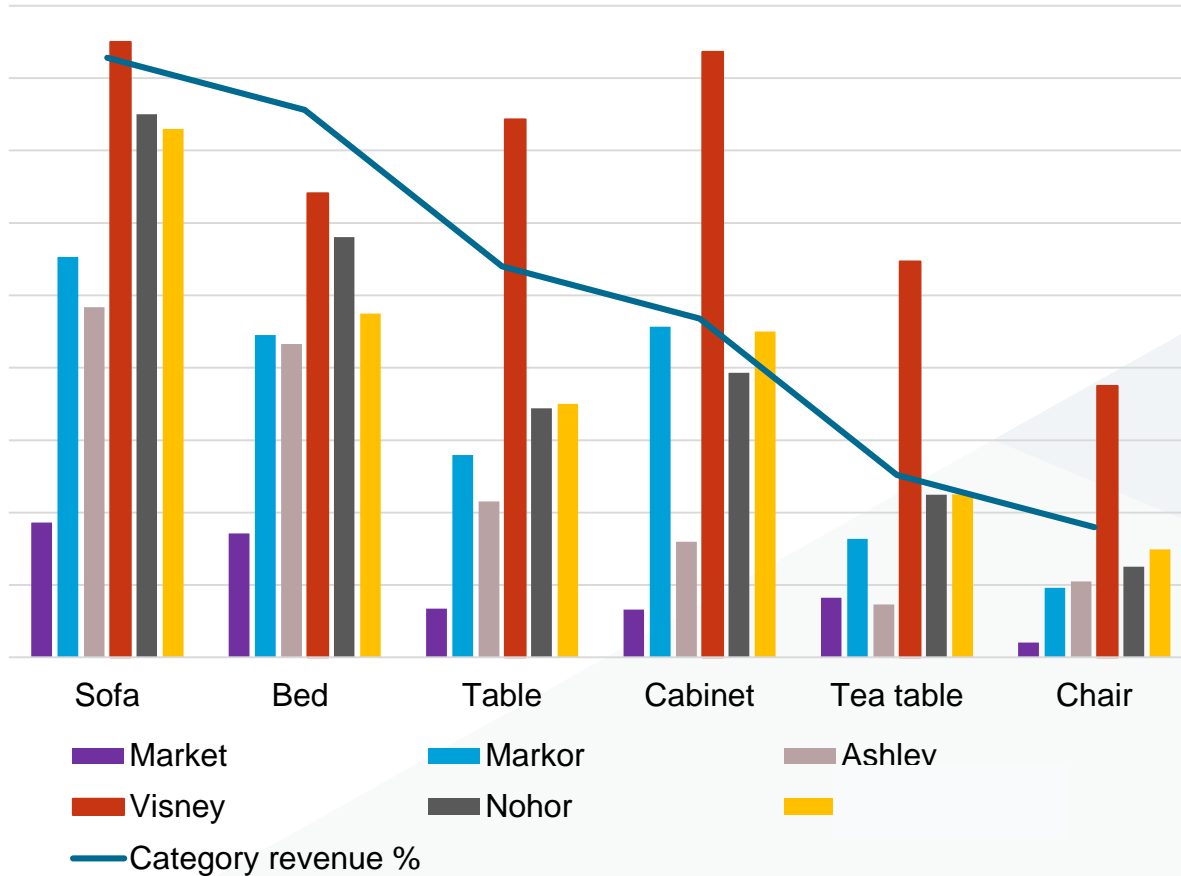
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Positioning

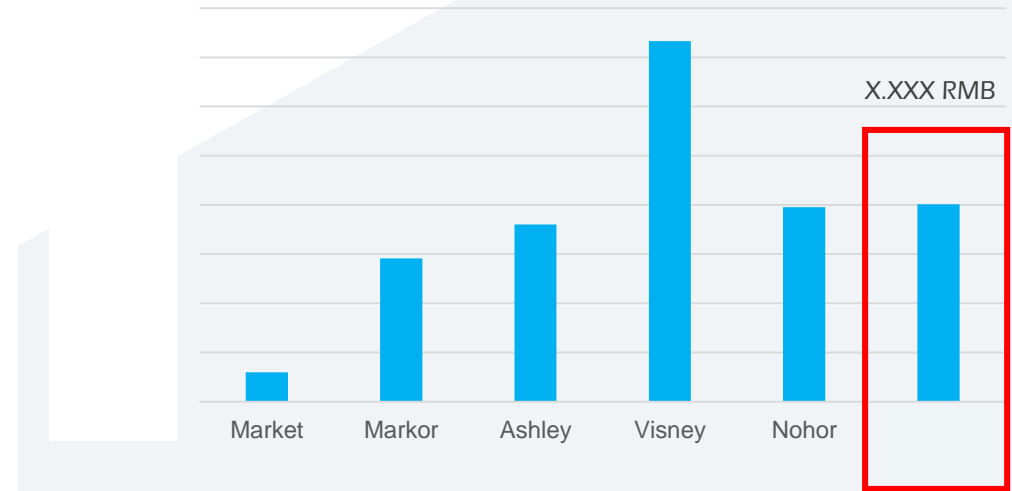
Products & price

XXXXXX price positioning: light luxury brand competing in the Norhor price range, higher than Ashley and Markor's

Price positioning



Average Price by brand



Average Prices by category (\$)

	Sofa	Bed	Table	Cabinet	Tea table	Chair
Market	XXX	XXX	XXX	XXX	XXX	XX
Markor	X,XXX	XXX	XXX	XXX	XXX	XXX
Ashley	XXX	XXX	XXX	XXX	XXX	XXX
Visney	X,XXX	X,XX	X,XXX	X,XXX	XXXX	XXX
Nohor	X,XXX	X,XX	XXX	XXX	XXX	XXX
XXXXXX (XXX)	X,XXX	XXX	XXX	XXX	XXX	XXX
Category revenue %	XX%	XX%	XX%	X%	X%	X%

Sofa category

Markor is the lowest-selling competitor in the couch subcategory. Most are fabric sofas

Top X



Top X



Top X



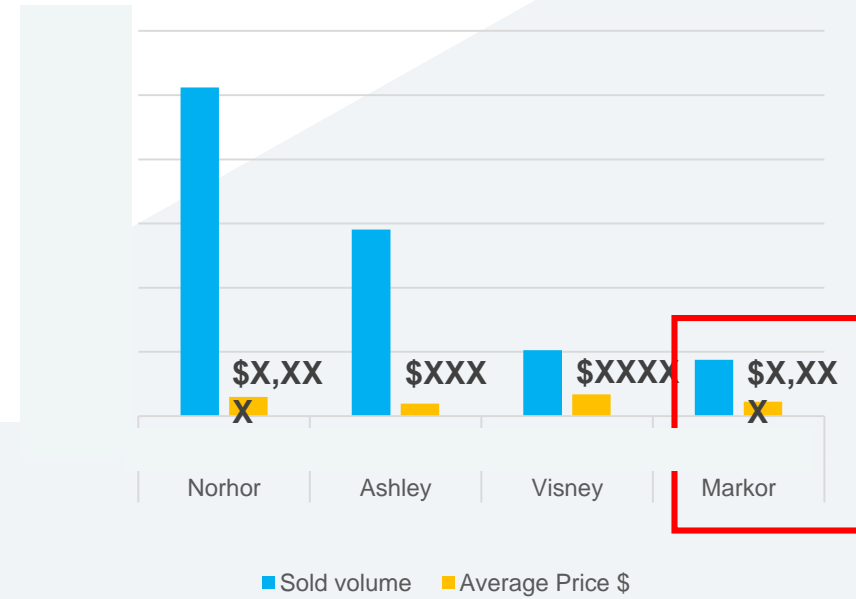
Top X



Top X



Markor couch
Average Unit
Price: \$X,XXX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	X,XXX	X,XXX	\$ X,XXX,XXX	XXX
X	X,XXX	XX,XXX	\$ XXX,XXX	XXX
X	X,XXX	XX,XXX	\$ XXX,XXX	XXX
X	XXX	X,XXX	\$ XXX,XXX	XXX

Tmall, XX/XXXX-XX/XXXX

Visney's best-sellers are stylish luxury armchairs

Top X



Top X



Top X



Top X

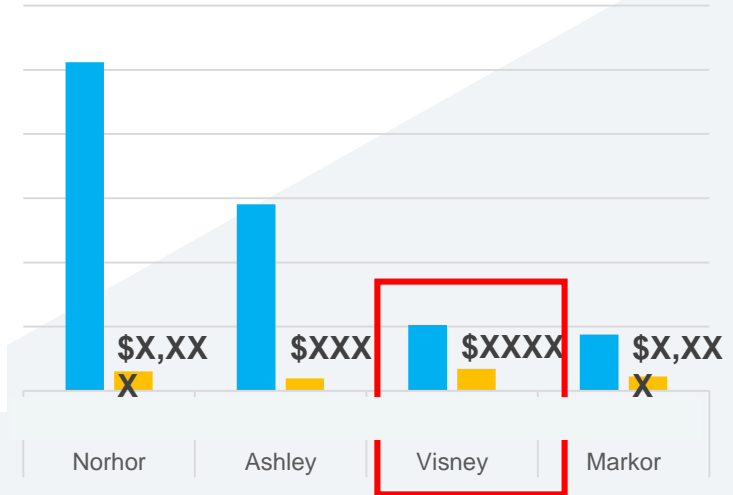


Top X



Visney's armchair
Average Unit
Price: \$X,XXX

Tmall, XX/XXXX-XX/XXXX



■ Sold volume ■ Average Price \$

Top	Price \$	Price RMB	Sales Value \$	Sales Volume
X	X,XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	Y,YYY	Y,YYY	YYY,YYY	XXX

Ashley is the second-best seller of sofas, with leather couch and the lowest prices

Top X



Top X



Tmall, XX/XXXX-XX/XXXX

Top X



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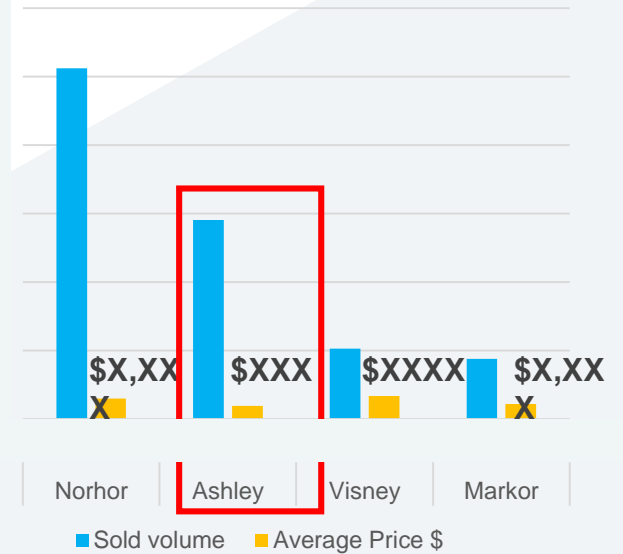
Top X



Top X



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$ X,XXX,XX X	X,XXX
X	XXX	X,XXX	\$ X,XXX,XX X	X,XXX
X	XXX	X,XXX	\$ X,XXX,XX X	X,XXX



Ashley couch
Average Unit Price:
\$XXX

Norhor is the top seller. Leather sofas are the ones that provide the best revenue

Top X



Top X



Top X



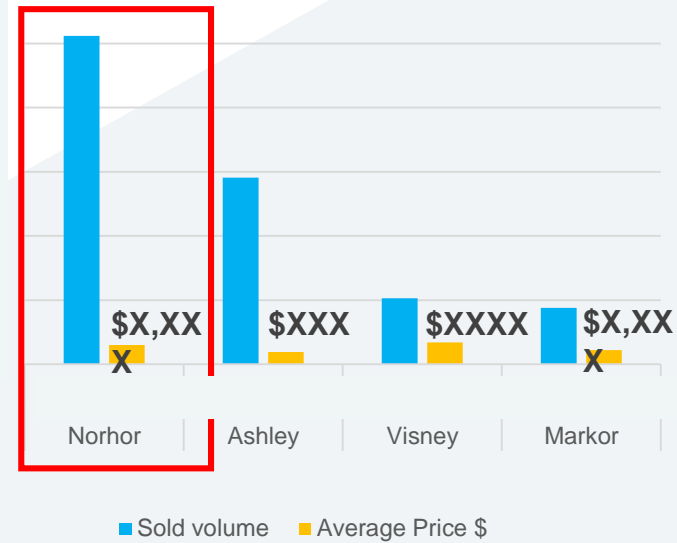
Top X



Top X



Norhor couch
Average Unit Price:
\$X,XXX



Tmall&Taobao, XX/XXXX-XX/XXXX

Top	Price \$	Price RMB	Sales Value \$	Sales Volume
X	XXX	X,XXX	X,XXX,XXX	X,XXX
X	X,XXX	XX,XXX	X,XXX,XXX	XXX
X	X,XXX	XX,XXX	X,XXX,XXX	XXX
X	X,XXX	XX,XXX	X,XXX,XXX	XXX
X	XXX	X,XXX	X,XXX,XXX	XXXX

Recommendation: Pulaski brand has leather sofas similar to those of Ashley and Nohor, the best sellers of sofas

PULASKI



- In brands of a certain level, Chinese consumers prefer to buy **leather sofas**.
- In terms of size, the best sellers are **large sofas**, with at least three seats.
- It should be noted that Nohor's top sellers are exceeding **\$X,XXX**.
- Taking the above factors into account, **Polanski sofas fit** into this category.

Recommended AUP: \$XXXX



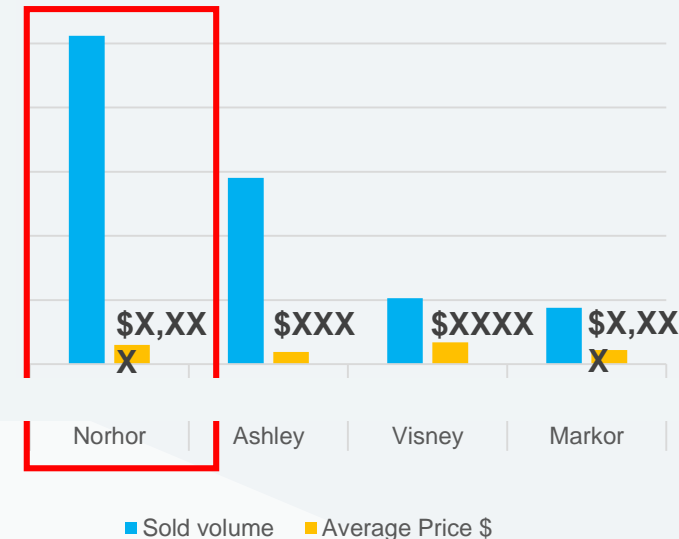
For premium positioning, **large and leather sofas are more suitable**. XXXX stationary seating and Settee are smaller and made of fabric.

ACCENT LEATHER CHAIRS



- Nohor is the largest seller of sofas among competitors, and its number one product is a **\$XXX leather armchair**.
- Visney's best-sellers are **stylish luxury armchairs**, over **\$XXXX**
- There is an opportunity for **Accent chairs**.

Recommended AUP: \$XXX



Bed category

The beds sold by Ashley and Nohor have a different style than XXXX

- XXXcm*XXXcm
- XXXcm*XXXcm



- XXXcm*XXXcm
- XXXcm*XXXcm



- XXXcm*XXXcm
- XXXcm*XXXcm



- XXXcm*XXXcm
- XXXcm*XXXcm



- XXXcm*XXXcm
- XXXcm*XXXcm



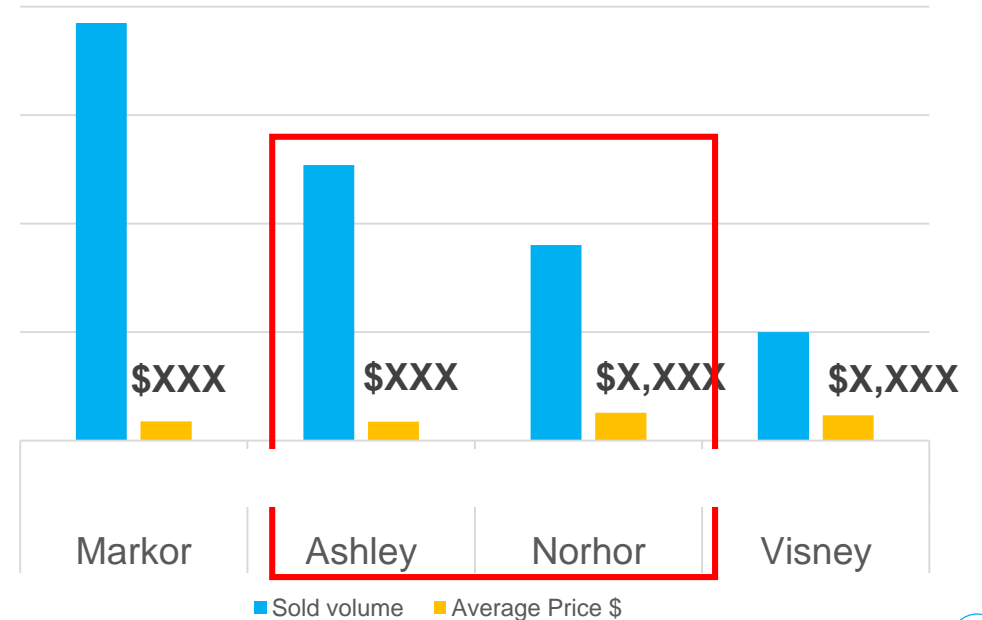
- XXXcm*XXXcm
- XXXcm*XXXcm
- XXXcm*XXXcm



- XXXcm*XXXcm
- XXXcm*XXXcm



- XXXcm*XXXcm
- XXXcm*XXXcm
- XXXcm*XXXcm



Visney has a similar style but is selling at higher prices and getting less annual sales revenue

- Its best seller is the cheapest bed

Visney Bed
Average Unit Price:
\$X,XXX

Top X

- XXXcm*XXXcm
- XXXcm*XXXcm



Top X

- XXXcm*XXXcm



Top X

- XXXcm*XXXcm



Top X

- XXXcm*XXXcm
- XXXcm*XXXcm

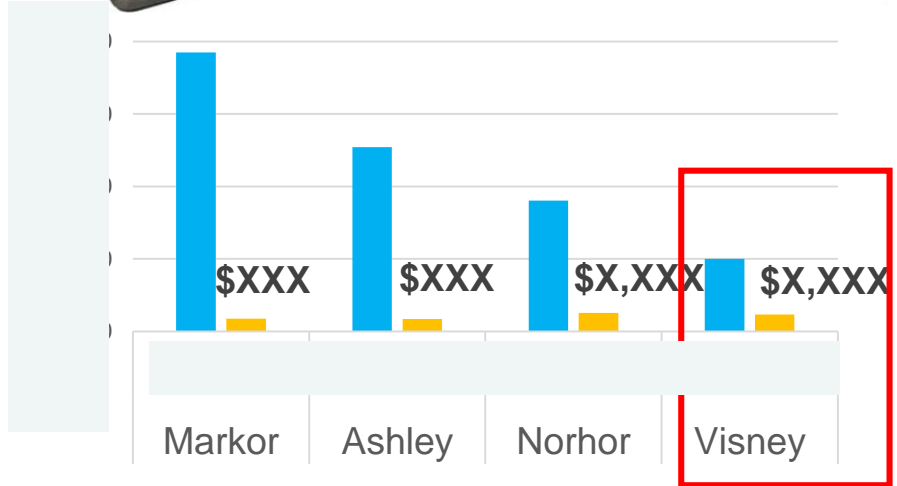


Top X

- XXXcm*XXXcm



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$ X,XXX,XX X	X,XXX
X	X,XXX	X,XXX	\$ XXX,XXX	XXX
X	X,XXX	XX,XXX	\$ XXX,XXX	XXX
X	X,XXX	X,XXX	\$ XXX,XXX	XXX
X	X,XXX	XX,XXX	\$ XXX,XXX	XXX



Tmall, XX/XXXX-XX/XXXX

Of the four competitors, Markor is the one that sells the most beds and the style is more like XXXX

Top X

- XXXcm*XXXcm
- XXXcm*XXXcm



Top X

- XXXcm*XXXcm
- XXXcm*XXXcm



Top X

- XXXcm*XXXcm
- XXXcm*XXXcm



Top X

- XXXcm*XXXcm
- XXXcm*XXXcm



Top X

- XXXcm*XXXcm
- XXXcm*XXXcm



Top	Price \$	Price RMB	Sales Value \$	Sales Volume
X	XXX	XXXX	\$ X,XXX,XXX	X,XXX
X	XXX	XXXX	\$ X,XXX,XXX	X,XXX
X	XXX	XXXX	\$ X,XXX,XXX	X,XXX
X	XXX	XXXX	\$ X,XXX,XXX	X,XXX
X	XXX	XXXX	\$ X,XXX,XXX	X,XXX

Markor Bed
Average Unit Price:
~~\$XXX~~

Tmall, XX/XXXX-XX/XXXX

Bed: product and price recommendation

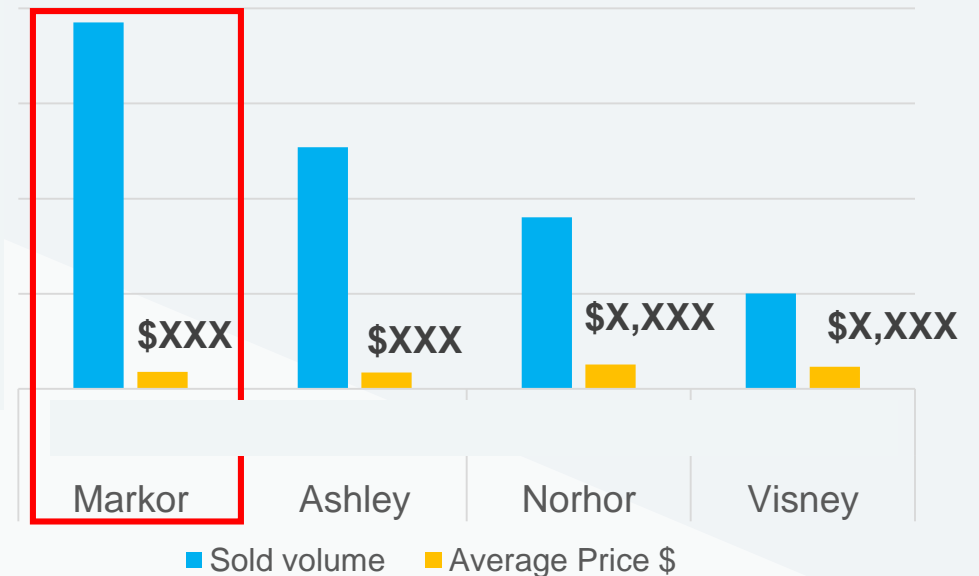


- Metal beds are **not** among the best sellers.
- Markor is the main competitor for bed. Their best-selling are **beds wrapped in fabric**.
- Almost all of the top sellers of the competitors have **light and soft colors**, such as beiges and grays.
- The best-selling measures are **X.XX meters** and **X.XX meters**).

Recommended XXXX Products for China

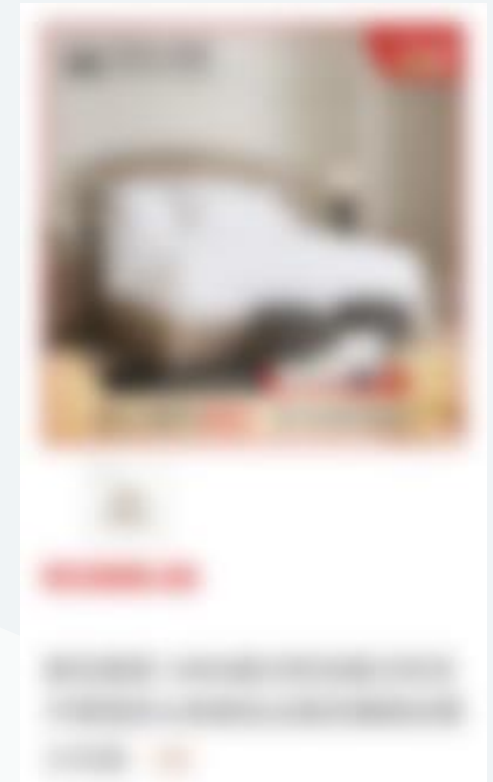
- The closest competitors in bed style to XXXX are Markor and Visney. Visney's average price (\$X,XXX) is higher than Markor's (\$XXX) and its sales are much lower, as can be seen in the chart to the right.
- Markor's number one seller is a bed with an average price of \$XXX and its top sellers remain **below the \$X,XXX psychological barrier**.

Recommended AUP: \$XXX



Competitors are mostly selling XXXxXXXcm or XXXxXXXcm beds

- Only Markor Furniture in its Caracole series sells beds in both Chinese and American sizes. It is difficult to draw conclusions from the Caracole series because being such an expensive range, they do not have many sales through e-commerce.
- Considering that XXX x XXX cm and XXX x XXX cm are the usual sizes in China, it is recommended to introduce **Queen Size beds first**.



Cabinet category

Markor's best sellers are TV stands and sideboards

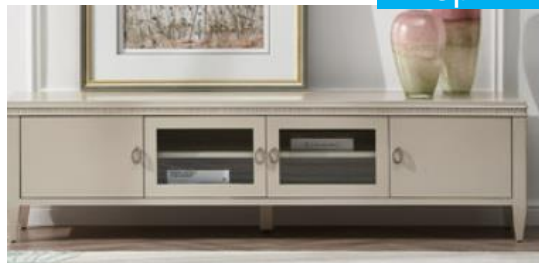
Top X



Top X



Top X



Top X



Top X



Top X



Top X



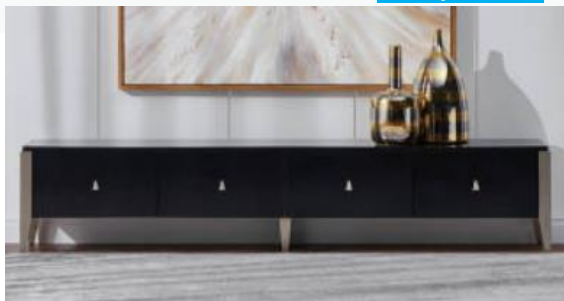
Top X



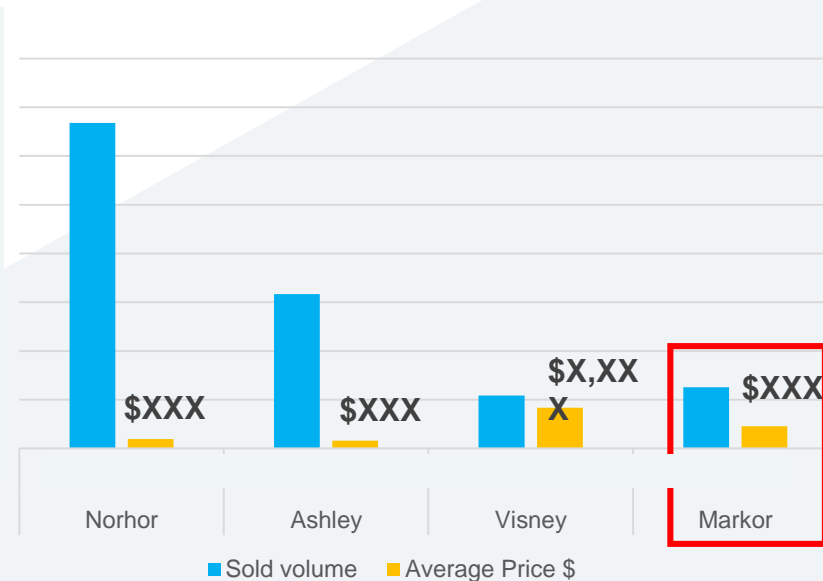
Top X



Top XX



Tmall, XX/XXXX-XX/XXXX



Top	Price \$	Price RMB	Sales Value \$	Sales Volume
X	XXX	X,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XX,XXX	XX
X	X,XXX	XX,XXX	XXX,XXX	XX
XX	X,XXX	XX,XXX	XXX,XXX	XX

Visney's best seller are sideboards

Top X



Top X



Top X



Top X



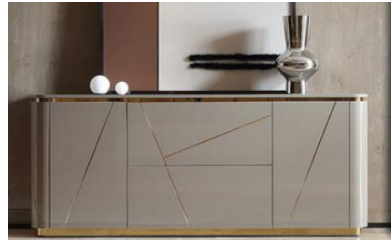
Top X



Top X



Top X



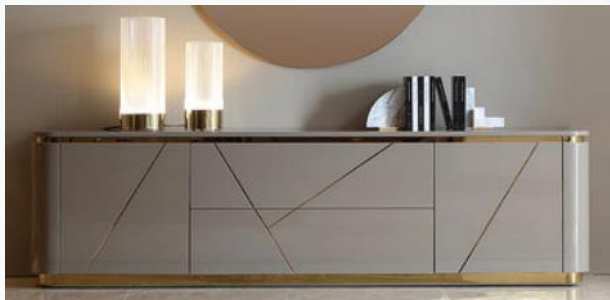
Top X



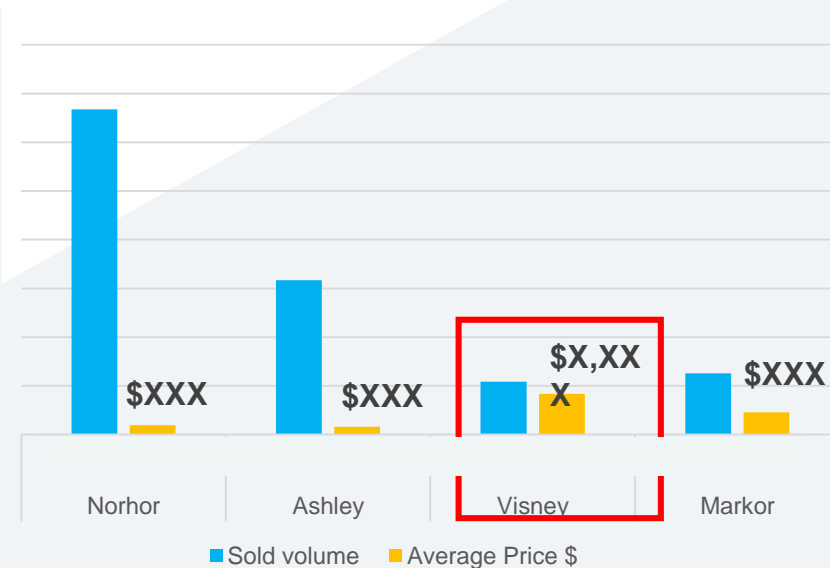
Top X



Top XX



Tmall, XX/XXXX-XX/XXXX



Top	Price \$	Price RMB	Sales Value \$	Sales Volume
X	x,xxx	x,xxx	xxx,xxx	xxx
X	x,xxx	xx,xxx	xxx,xxx	xx
X	x,xxx	x,xxx	xx,xxx	xx
X	x,xxx	x,xxx	xx,xxx	xx
X	x,xxx	xx,xxx	xxx,xxx	xx
X	x,xxx	xx,xxx	xxx,xxx	xx
X	x,xxx	xx,xxx	xx,xxx	xx
X	x,xxx	xx,xxx	xx,xxx	xx
X	x,xxx	xx,xxx	xx,xxx	xx
XX	x,xxx	xx,xxx	xx,xxx	xx

Nohor, the best seller of cabinet category, is succeeding with its sideboards

Top X



Top X



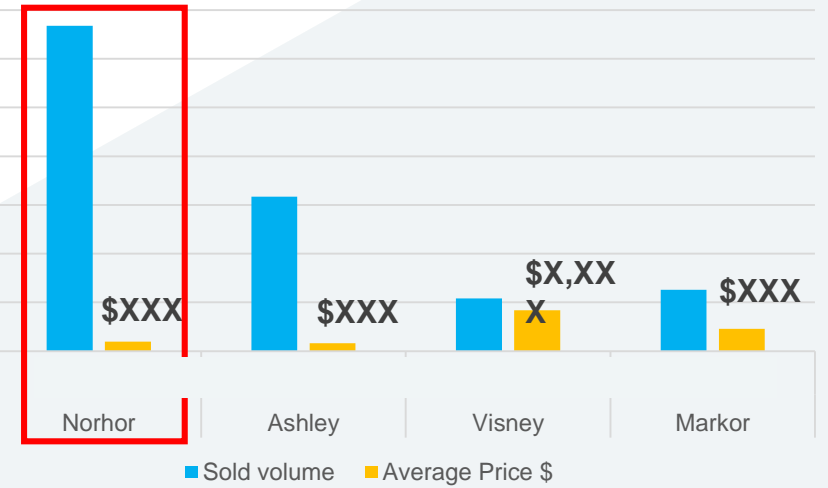
Top X



Top X



Top X



Top X



Top X



Top X



Top X



Top XX



Tmall, XX/XXXX-XX/XXXX

Top	Price \$	Price RMB	Sales Value \$	Sales Volume
X	X,XXX	XX,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	XX,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	X,XXX	XXX,XXX	XXX
X	XXX	X,XXX	XXX,XXX	XXX
X	X,XXX	XX,XXX	XXX,XXX	XX
X	X,XXX	X,XXX	XXX,XXX	XXX
XX	XXX	X,XXX	XXX,XXX	XXX

The cabinet category is dominated by sideboards, in wood with simple lines or design with gold ornaments.

XXX SIDEBOARDS



Recommended AUP: \$XXX

CHEST & CABINET



- Norhor is the best seller with wood-simple lines sideboards and \$XXX average price, followed by Ashley with half average price (\$XXX).
- Visney is obtain better revenue than Ashley with elegant gold ornated sideboards.

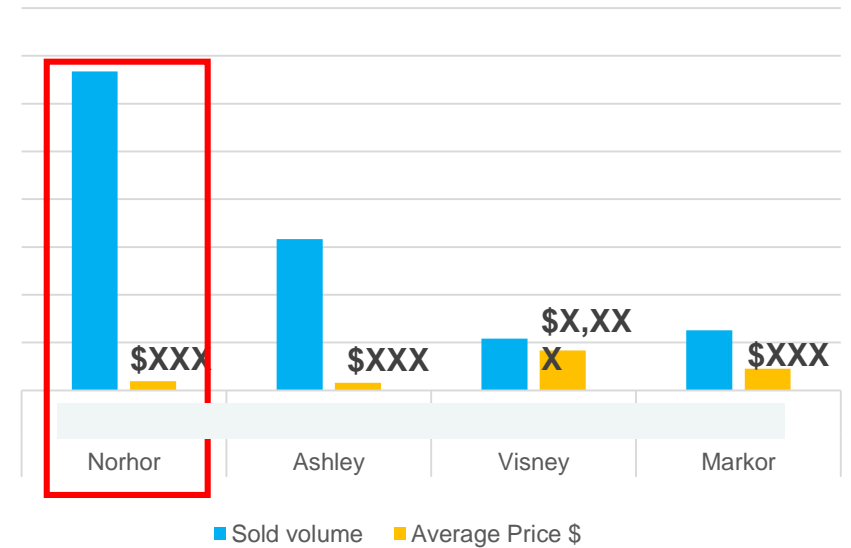


Table category

Ashley sold the least volume and value

Top X



Top X

Top X



Top X

Top X



Top X



Top X



Ashley Table
Average Unit Price:
\$XXX

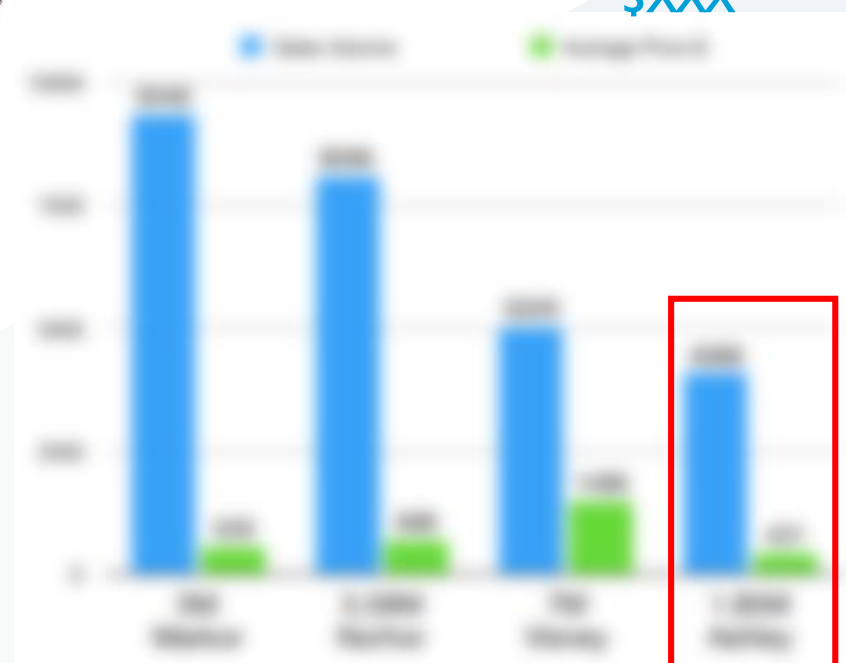


Top X

Top X



Top XX



Tmall, XX/XXXX-XX/XXXX

Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XX X	X,XXX
X	XXX	X,XXX	\$XXX,XX X	XXX
X	XXX	X,XXX	\$XXX,XX X	XXX
X	XXX	X,XXX	\$XXX,XX X	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
X	X,XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,X	<X	XX
XX	XXX	X,XXX	\$XX,XXX	XX

Visney has highest sales value, dominated by marble round dining table



Visney Table
Average Unit Price:
\$X,XXX



Tmall, XX/XXXX-XX/XXXX

Top	Price \$	Price RMB	Sales Value	Sales Volume
X	X,XXX	XX,XXX	\$XXX,XX X	XXX
X	X,XXX	XX,XXX	\$XXX,XX X	XXX
X	X,XXX	XX,XXX	\$XXX,XX X	XX
X	X,XXX	XX,XXX	\$XXX,XX X	XX
X	X,XXX	XX,XXX	\$XXX,XX X	XXX
X	X,XXX	XX,XXX	\$XXX,XX X	XX
X	X,XXX	XX,XXX	\$XXX,XX X	XXX

Norhor's top products are its minimalist table and uniquely designed make-up vanity



Top X



Top X



Top X



Top X



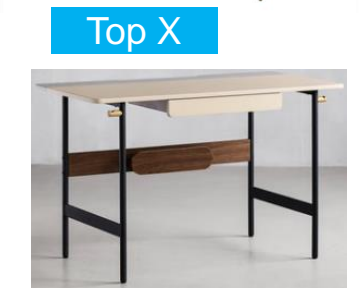
Top X



Top X



Top X



Top X



Top X

Norhor Table
Average Unit Price: \$XXX



Top XX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	X,XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	X,XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX

Tmall, XX/XXXX-XX/XXXX

Markor sold the most volume with varies styles of tables

Top X



Top X



Top X



Top X



Top X



Top X



Top X



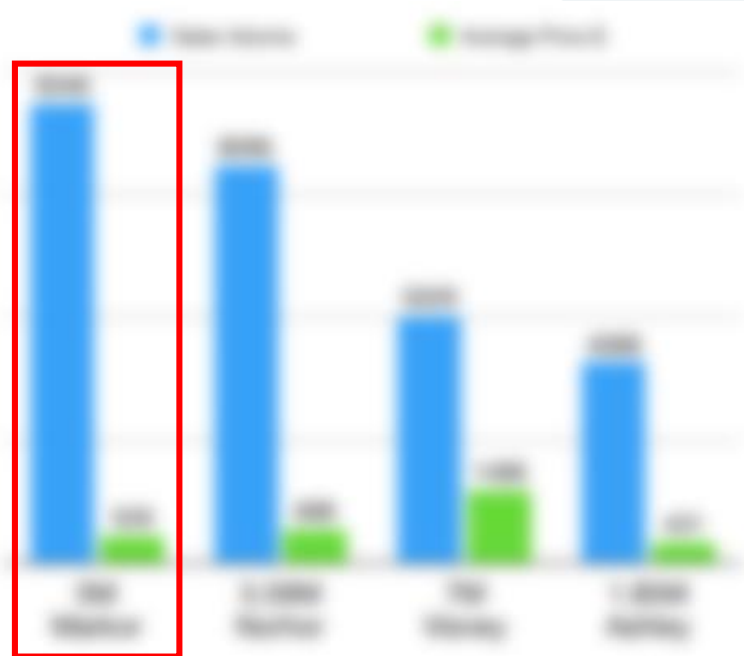
Top X



Top X



Top XX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$X,XXX,XX X	X,XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
XX	XXX	X,XXX	\$XX,XXX	XX

Markor Table
Average Unit Price: \$XXX

In the table category, opportunity for XXXX desks, also for minimalist and round dining tables

XXXX Desks



Gray 2-Drawer Cabriole Leg Desk
D230-100
48.5" L x 26.5" W x 31" H



White Fretwood Side Panel Desk
DS-597178
51" L x 24" W x 30" H



Walnut Mid-Century Writing Desk
DS-A130-550
47.63" L x 23.63" W x 30" H



Mirrored Two Drawer Desk
DS-D114009-1
47.25" L x 19.25" W x 30.25" H



XXXX Round table



XXXX minimalist wood table



Recommended AUP: \$XXX

- Markor is the best seller of desks (around \$XXX), with similar models to XXXX desks.
- Markor is selling the most dining tables, with a minimalist style in wood (average \$XXXX), like some models of XXXX.
- Round tables are popular in China, are still among the top sales. Visney mainly sells its **round tables**.

2OPEN

Tea-coffee table category

Markor sold the lowest AUP



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XX	XXX	\$XX,XXX	XXX
X	XXX	X,XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	X
X	XXX	X,XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	X
X	X,XXX	XX,XXX	\$X,XXX	X
X	XXX	X,XXX	\$X,XXX	X
X	X,XXX	XX,XXX	\$X,XXX	X
XX	XXX	X,XXX	\$X,XXX	X

Markor coffee/tea table
Average Unit Price: \$XXX

Ashley sold the lowest sales value of dark color coffee/tea table

Top X



Top X



Top X



Top X



Top X



Top X



Top X



Top X

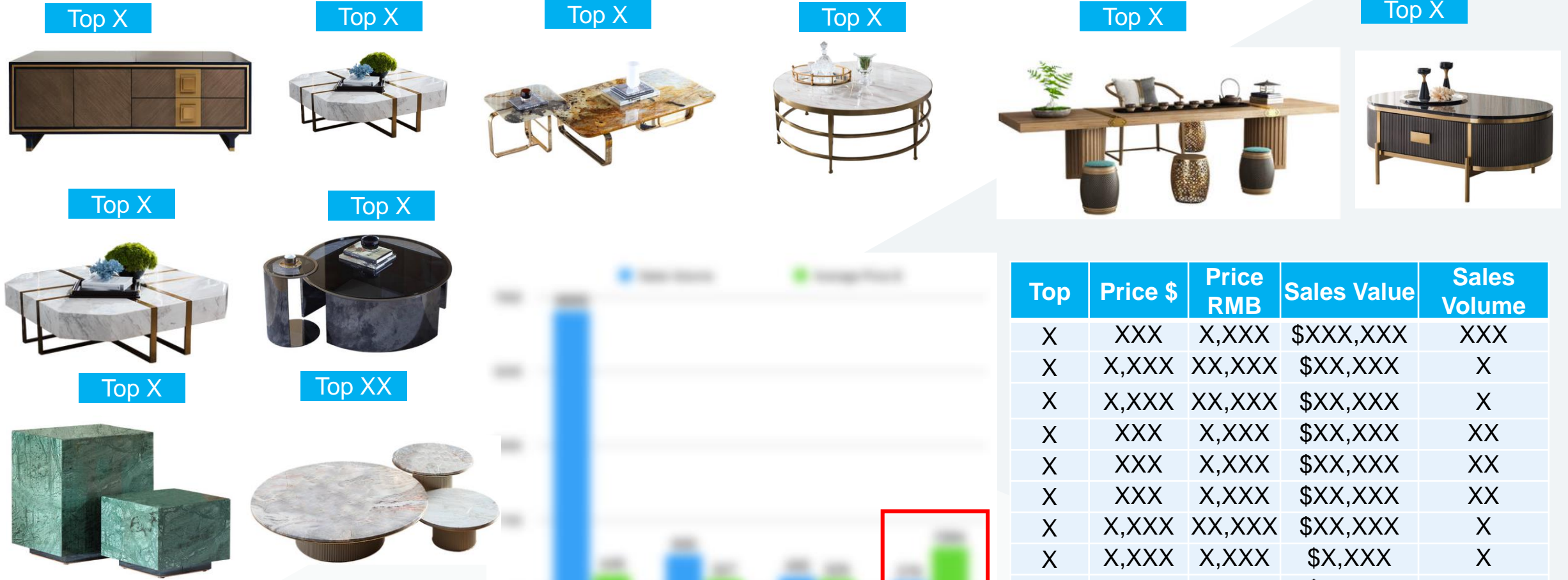


Ashley coffee/tea table
Average Unit Price: \$XXX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XX
X	XXX	XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	X
X	XXX	X,XXX	\$X,XXX	X
X	XXX	X,XXX	\$XXX	X
X	XXX	X,XXX	\$XXX	X
X	XXX	X,XXX	\$XXX	X

Visney has the highest AUP and the second best revenue



Visney coffee/tea table
Average Unit Price:

\$X,XXX

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Tmall, XX/XXXX-XX/XXXX

Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	XXX
X	X,XXX	XX,XXX	\$XX,XXX	X
X	X,XXX	XX,XXX	\$XX,XXX	X
X	XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,XXX	\$XX,XXX	XX
X	X,XXX	XX,XXX	\$XX,XXX	X
X	X,XXX	X,XXX	\$X,XXX	X
X	X,XXX	X,XXX	\$X,XXX	X
XX	X,XXX	X,XXX	\$X,XXX	X

Norhor sold the most volume and values in coffee/tea table and side table

Top X



Top X

Top X



Top X

Top X



Top X



Top X



Top X



Top X



Top XX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
X	X,XXX	XX,XXX	\$XX,XXX	XX
X	XXX	XXX	\$XX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XXX
XX	XXX	X,XXX	\$XX,XXX	XXX

Norhor coffee/tea table
Average Unit Price: \$XXX

Chinese consumers appreciate a more innovative design for café-tea tables, even if they have to pay a higher price



Marble & Iron Cocktail Table
DS-D557-210
30" L x 30" W x 17.5" H



Round Marble & Iron Side Table
DS-D557-211
14" L x 14" W x 24" H



Wood & Metal Coffee Table
DS-D153-213
42" L x 26" W x 17" H



Iron/Glass/Wood Console Table
DS-D506-101
57" L x 14" W x 30" H



Larchmont Side Table
DS-D524SL-211
13.89" L x 13.5" W x 11" H



LaSalle Side Table
DS-D526SL-211
27.11" L x 15" W x 15" H

- The **most innovative models in XXXX's** coffee table catalog are tailored to the tastes of Chinese consumers.
- Round coffee and side tables are among best-sellers.
- Norhor is selling this kind of tables at an average price of **\$XXX**.

Recommended AUP: \$XXX



Chair category

Ashley has the lowest sales volume, sales values and AUP

Top X

Top X

Top X

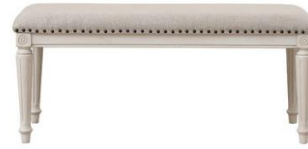
Top X

Top X

Top X

Top X

Top X



Top X

Top XX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	XX
X	XX	XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	XX
X	XXX	XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	X
X	XXX	X,XXX	\$X,XXX	X
XX	XXX	X,XXX	\$X,XXX	X

Ashley Chair
Average Unit Price: \$XXX

The chairs sold by Markor are mainly functional, with footrests and wheels, and children's chairs as well



Makor Chair
Average Unit Price: \$XXX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,XXX	\$XX,XXX	XX
X	X,XXX	X,XXX	\$XX,XXX	XX
X	XXX	XXX	\$X,XXX	XX
X	XXX	X,XXX	\$X,XXX	X
X	XXX	X,XXX	\$X,XXX	X
X	XXX	X,XXX	\$X,XXX	X
X	XX	XXX	\$X,XXX	XX
XX	XXX	X,XXX	\$X,XXX	X

Tmall, XX/XXXX-XX/XXXX

Visney sold more sofa chairs, highest price per unit

Top X



Top X



Top X



Top X



Top X



Top X



Top X



Top X



Top X



Top XX



Top	Price \$	Price RMB	Sales Value	Sales Volume
X	X,XXX	X,XXX	\$XX,XXX	XX
X	XXX	X,XXX	\$XX,XXX	XXX
X	XXX	X,XXX	\$XX,XXX	XX
X	X,XXX	X,XXX	\$XX,XXX	XX
X	X,XXX	X,XXX	\$XX,XXX	XX
X	X,XXX	XX,XXX	\$XX,XXX	X
X	XXX	X,XXX	\$XX,XXX	XX
X	X,XXX	XX,XXX	\$XX,XXX	X
X	X,XXX	X,XXX	\$XX,XXX	X
XX	XXX	X,XXX	\$XX,XXX	XX

Visney Chairs
Average Unit Price: \$XXX

Norhor's chairs have the highest sales, mainly in brown and black, with a simple design



Norhor Chair
Average Unit Price: \$XXX

Top	Price \$	Price RMB	Sales Value	Sales Volume
X	XXX	X,XXX	\$XXX,XXX	X,XXX
X	XXX	XXX	\$XXX,XXX	X,XXX
X	XXX	XXX	\$XXX,XXX	X,XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	XXX	\$XXX,XXX	X,XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
X	XXX	X,XXX	\$XXX,XXX	XXX
XX	XXX	X,XXX	\$XXX,XXX	XXX

XXXX chairs and Accent chairs

Office chairs & Accent chairs



Tufted Adjustable Desk Chair
DS-D274-702-1
23" L x 27.5" W x 39" H



Luxe Button Back Desk Chair
DS-D274-703-1
23" L x 27" W x 37.25" H



Channel Tufted Desk Chair - Emerald
DS-D274-705-1
25.75" L x 27.25" W x 40" H



Channel Tufted Desk Chair - Navy
DS-D274-705-2
25.59" L x 27.17" W x 36" H



Channel Tufted Desk Chair - Blush
DS-D274-705-3
25.59" L x 27.17" W x 36" H



Beverly Accent Chair
DS-D524SL-701
28.75" L x 30" W x 31" H



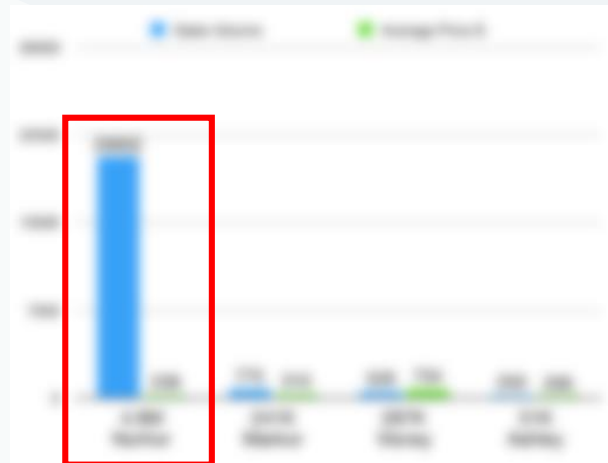
Curved Back Arm Chair
DS-D192-700
26" L x 31" W x 38.5" H



Pink Channel Tufted Venus Chair
DS-D359-701
29" L x 29" W x 34.25" H

Recommended AUP: \$XXX

- The style of the chairs in the XXXX catalog is closer to Visney or Markor than to the top-selling Norhor, which has a Nordic minimalist style.
- Therefore, Markor (\$XXX average price) and Visney (\$XXX) are a better reference when selecting XXXX chair models.
- Unlike categories such as sofas where soft colors were predominant, here **more colorful items** are sold.

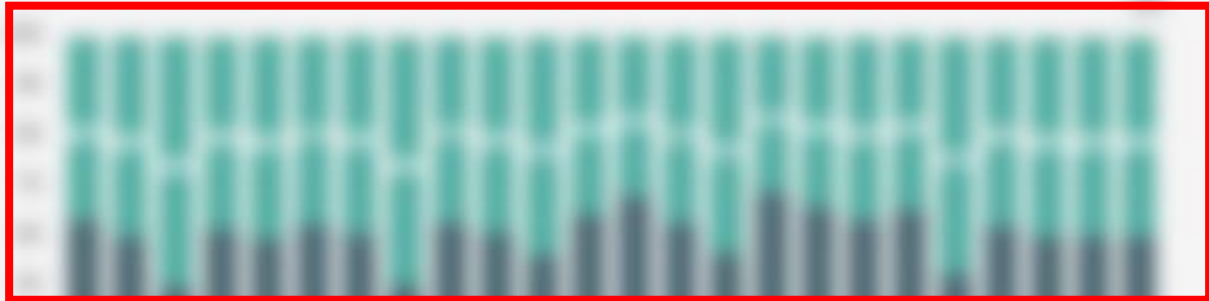


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E-commerce model

Tmall Domestic is the leading platform for furniture sales among foreign brands

- Taobao is the Alibaba CXC platform.
- Tmall Global accounts for only X.XX% of sales revenue.



XXXXXX will need a legal entity in China (not Hong Kong) qualified to import & export for selling in Domestic market

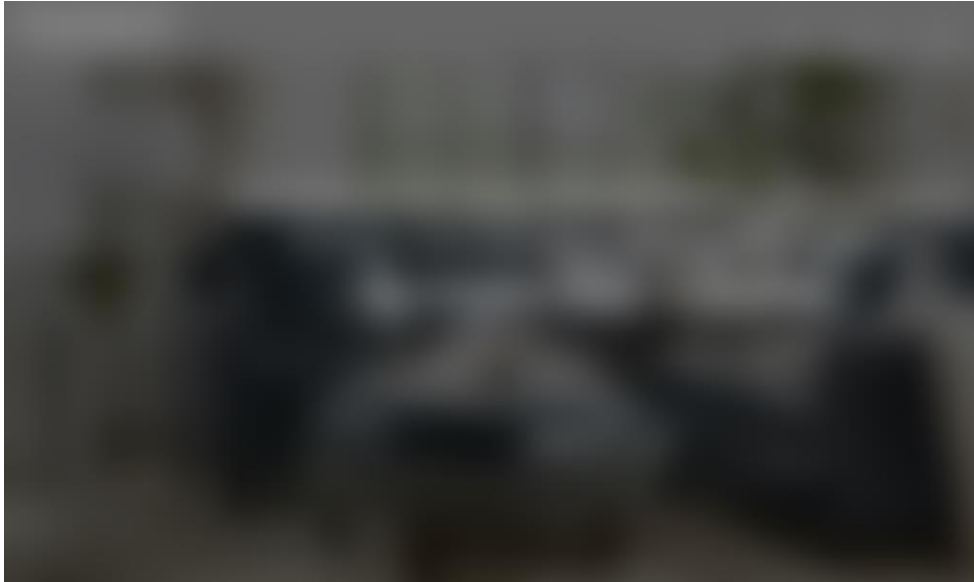
- In China, the market is divided into Cross-border and Domestic.
- In Domestic Business Model, brands must have full compliance with the law and requires an **entity in the Chinese market** (not Hong Kong) **qualified for import & export**.
- Brands can find an importer, or they can set up their own legal entity in China (does not include Hong Kong).

Cost to open a legal entity in China (Shanghai) (*just for reference)

Parameter	Amount (RMB)	Amount (USD)	Periodicity
Regulations, set up and registrations	¥ XX,XXX	\$ X,XXX	One time
Accounting and taxation	¥ X,XXX	\$ XXX	Monthly fee
Social security	¥ X,XXX	\$ XXX	Monthly fee
Virtual office	¥ X,XXX	\$ XXX	Monthly fee
Audit fees, tax filing, annual report...	¥ XX,XXX	\$ X,XXX	Annual fee
TOTAL ANNUAL (excluding set up)	¥ XXX,XXX	\$ XX,XXX	Annual

Market Place	Cross-border (Global)	Chinese Market (Domestic)
Entity Requirement	Hongkong Overseas Entity	Entity in China (Qualified for Import & Export)
Responsibility Entity (Obligation to pay taxes and inform consumer)	Entity in China (Qualified for Import & Export)	N/A
Related Laws	Compliance with fewer laws (Easier to do Business)	Full compliance with the law is required. (More legal restrictions)

Opening and management of a store in Tmall Domestic requires a TP



A **TP** (Tmall Partner) is a specialized agent that helps the brand to sell on the e-commerce platform, offering services such as:

- Completion of the **bureaucratic procedures** for the opening of the brand's flagship store.
- **Store design**, product listing, product page design, including information, photos and videos (Chinese consumer is very demanding and requires a lot of information and product details).
- **Day-to-day store operations**: marketing and promotions on the platform, delivery management, customer service...
- The process of setting up a flagship store on Tmall Domestic usually takes **two to three months**.

Trademark Requirement

English trademarks can be opened directly on the platform. However, we generally advise clients **to register three types of trademarks: in English, Chinese and visual graphic**. This will give the brand a more complete protection and better experience for consumers.

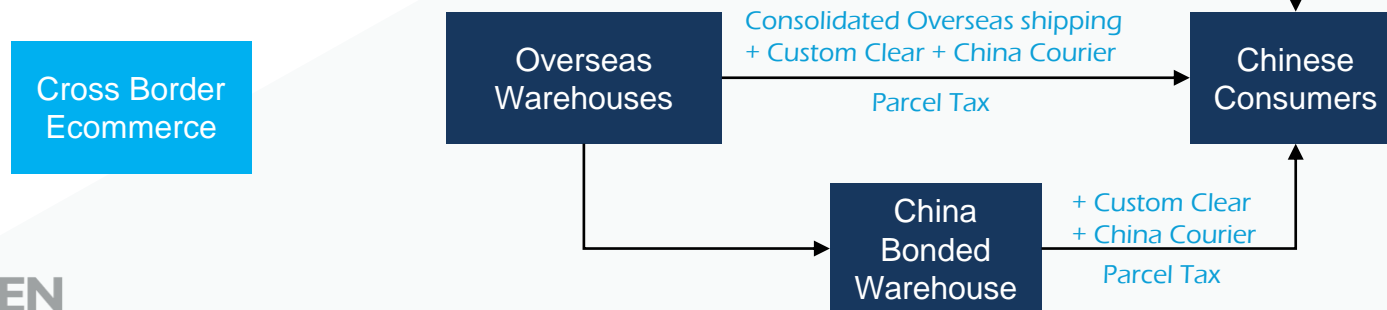
Store opening schedule and logistic



We estimate that, if everything goes smoothly, in December XXXX we can start selling in XXXXXX Tmall Domestic store



Storage: Cainiao warehouse (Tmall). Average cost per product: XX RMB - \$ X.XX unit/month



Last Mile Deliver Average cost: XXX RMB – \$XX,XX unit

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Return policy

The percentage of product returns in the furniture category on Tmall is X-X%, but the platform claims that most are defective goods

- On Tmall it is mandatory for brands to offer X-day no-reason returns.

Furniture brands apply charges on returns for no reason.
If the product is defective or wrong, the cost is assumed by the brand



美家顾问一居易

亲，店铺支持7天无理由退货哦，饰品有运费险抵扣的直接抵扣，多出的部分需要您承担哦；家具类要收取10%的商品费用，退货物流费用一般比较高。

- Markor supports returns for no reason for X days. But the consumer must pay **XX% of the price** of the products.

NO.5

由于非卖家原因引起的退换货，买家需承担交易过程中实际产生的所有费用（往返运费、服务费、再储存费用（商品价格的10%）等；

退换货有效期为您收到商品之日起7天内，收货日期以收货回单上的日期为准，退换货需要您提供订单编号，并将送货单一并寄回，申请退换货需要满足以下条件：



01 因商品质量问题商品的退换货

因商品质量问题产品的退换货：如经我们的技术人员鉴定商品存在非为人造成的质量问题，我们将为您提供免费的退换货服务，如已开具发票，您需将发票一并退还。

02 非质量问题申请退换货（包含七天无理由退货原因的订单）

商品售出后，如果由于非质量问题申请退换货，须确保商品（包括配件和赠品）及其包装完好并不影响二次销售，发票（或者付款凭证）保存完好方可退货，买家除支付20%的退货费（含送货费用及二次包装费）外还应自行承担退换货产生的物流费用。

03 详情请查看“购物须知”或者咨询在线客服

任何不清楚的地方请联系我们在线客服为您解答。

- Ashley also allows returns for no reason within X days, but charges **XX% of the value of the product + the cost of shipping twice (the first shipment and the return shipment)**.

- Visney return policy: “All of our stores have joined the consumer protection plan and support **X-day unconditional return** and exchange services. If the furniture is damaged and other quality problems after receiving it. The logistics and transportation are seriously damaged, the style is completely different from the picture, the color is seriously inconsistent, etc., you can return it. We bear the return shipping.



露娜 luna

家具专线物流按照每立方500元算的



露娜 luna

床一般2立方哈

If it is not a quality problem, just because the customer does not like it, it needs to be returned, but the return shipping needs to be borne **by the customer: XXXX RMB mX (you pay twice the shipping cost, XXX RMB for each time)**. If you want a **change**, you also must pay **X.XXX RMB mX**.

- Nohor only charge the return cost, around **XXX-XXX RMB (\$XX-\$XX)**



余月

那估计一张床的退货估计要在三四百左右的，具体要看物流开单哦



余月

若是您在包邮的地区，发出的运费是我们承担，退货的运费是需要您承担哦

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Digital marketing strategy

Benchmark analysis

Collaborate with influencers (KOLs + KOCs) in Little Red Book (Xiaohongshu) & Douyin (Tik Tok)



- Influencer: **KOC of decoration**
- Followers: XX,XXX
- Likes: XXX,XXX



People ask for links in their comments

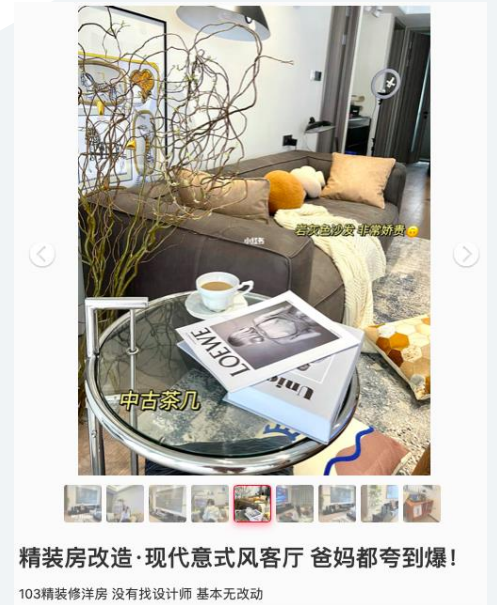


我宣布我扒到了最近超火的家居软装 (附清单)

IG新晋家居博主@emmalinins的家氛围感也太好了吧, 好喜欢这种暖暖的感觉。软装做了一个列表, 赶紧学起来~

沙发: sleepo (👉: norhor北欧表情)

- Influencer: **KOC of Interior design**
- Followers: XX,XXX
- Likes: X,XXX
- Comments: X,XXX
- Favorites: XX
- Share: XXX
- Content: **Analysis of home decor brands by an Instagram influencer, including Norhor's sofa**
- Products: **Sofa**



精装房改造·现代意式风客厅 爸妈都夸到爆!

103精装修洋房 没有找设计师 基本无改动

- Influencer: **KOL of household items**
- Followers: XX,XXX
- Likes: XX,XXX
- Comments: XX,XXX
- Favorites: XXX
- Share: X,XXX
- Content: **Home renovation where the sofa is Norhor's**
- Products: **Sofa**

Investment in social media in the next X years

Social Media X-Years Plan (XHS, Weibo, WeChat, Douyin)	Total (XX months)		Year X		Year X		Year X	
XHS / 小红书	CNY \$	XXX,XXX XX,XXX	CNY \$	XXX,XXX XX,XXX	CNY \$	XXX,XXX XX,XXX	CNY \$X	XXX,XXX X.XXX
% XHS of Total Investment		XX%		XX%		XX%		XX%
Douyin / 抖音	CNY \$	XXX,XXX XX,XXX	CNY \$	XX,XXX X,XXX	CNY \$	XX,XXX X,XXX	CNY \$	XX,XXX X,XXX
% Douyin of Total Investment		XX%		XX%		XX%		XX%
Est. Total Social Media Investment / 预估总推广投入	CNY \$	XXX,XXX XX,XXX	CNY \$	XXX,XXX XX,XXX	CNY \$	XXX,XXX XX,XXX	CNY \$	XXX,XXX XX,XXX

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Business Plan

	Class	Market Place	Parameter	Number/Amount (RMB)	Number/Amount (US\$)	Charged by	Comment
E-Commerce (TP)							
	E-Commerce Part	Tmall Domestic	Tmall Domestic (Monthly) Management Fee	CNY XX,XXX	\$ X,XXX	X Open	
	E-Commerce Part	Tmall Domestic	Tmall Domestic Sales Commission	X.X%	X.X%	X Open	
Platform Part							
	Platform Part	Tmall Domestic	Tmall Platform annual technical fee	CNY XX,XXX	\$ X,XXX	Tmall	Per category
		Tmall Domestic	Tmall Deposit	CNY XX,XXX	\$ X,XXX	Tmall	Registered trademark (with an R symbol), deposit is RMB XX,XXX. If TM, RMB XXX,XXX.
	Platform Part	Tmall Domestic	Tmall Platform Commission	X%	X%	Tmall	
	Platform Part	Alipay	Alipay Commission	X.X%	X.X%	Alipay (Tmall)	
Other Expenses							
	Other Expenses	Tax	VAT tax	XX%	XX%	China	
	Other Expenses	Warehouse	Storage Fee	CNY XX	\$ X.XX	Warehouse	XX RMB per unit per month (X.X RMB/CBM/Day). X units fits in a CBM
	Other Expenses	Courier	Last Mile Deliver	CNY XXX	\$ XX.XX	Cainiao	For an average weight of XX kg and a maximum volume of X CBM
Exchange Rate							
	Exchange Rate		USD to RMB Exchange Rate	X.XX			Exchange rate as of June X
Buying resources							
	Social Media	3rd party resources	Buying resources through X Open	XX.X%	XX.X%	X Open	Cost to manage 3rd party buying resources (Inc. Media) XX% of costs. XX% if we cannot get fapiao

Disclaimer

- All data about Alibaba platform are based on public information and may have discrepancy with real data.
 - Sales units may have discrepancy within X% of the real number.
 - Sales revenue may have discrepancy up to XX% of the real number due to the data of return of goods or coupons.
 - However, this happens to all benchmarks' data, therefore a horizontal comparison and market share related data are still relevant.
- There is no complete data source for JD and other small platforms yet.
- Price in dollar is just for reference. Change is automatically updated daily.

An aerial view of a city skyline, likely Chicago, with a blue overlay. The text "Thank you" is written in white, cursive font across the middle of the image.

Thank you

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Visit our website | WWW.2OPEN.BIZ

Business Plan	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
Revenue																					
Expenses																					
Net Margin																					
Total																					

X

\$ X,XXX

\$(X,XXX)

\$(XX,XXX)

\$(XX,XXX)

\$ XXX

\$ XX,XXX

\$ XX,XXX

\$ XX,XXX

\$ X,XXX

\$ XX,XXX

\$ XX,XXX

\$ XX,XXX

\$ XX,XXX

\$ XX,XXX

\$ XX,XXX

X

Business Plan	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
Revenue																					
Expenses																					
Net Margin																					
Total																					

X \$ XX,XXX

X \$ XXX,XXX

- X **June XXXX** is the first time when Net Margin is positive, but again July and August is negative.
- X As of **September XXXX**, the net margin is positive on a continuous basis and continues to grow over the following months. I have added a row with the dollar equivalence just for reference (\$X=RMB X.XX).
- X For the total XX months covered by this business plan, the net margin is RMB XXX,XXX (\$XX,XXX).
- X If we take only the third year (when the net margin becomes positive) the net margin is RMB X,XXX,XXX (\$XXX,XXX).