



MONTHLY REPORT SAMPLE · RETAIL / E-COMMERCE

What we'd see in your business.

小売 · EC

DOCUMENT CONTEXT

This is a representative sample audit prepared from a fictional Japanese DTC e-commerce business at approximately ¥180M annual revenue, selling specialty consumer goods primarily through Shopify and Rakuten, with a 3-person team and ad-driven acquisition.

All names, figures, and individuals shown are fabricated. The methodology, formulas, structure, and analytical depth are *identical* to those used in a live engagement.

If this is what you'd want to see for your business — request a free assessment at meridian.tokyo/assessment. Within 48 hours, you'll receive a written diagnosis specific to your business.

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What this business looks like through our lens.

Key operational metrics, each benchmarked against industry. The table shows where your business currently sits versus targets and recovery potential. The numbers are a summary — the substance is in which metrics are dropping, why, and how to fix them. The analysis on the following pages is the value.

What we'd surface first

This DTC business is profitable on a contribution-margin basis but structurally fragile. Acquisition is heavily dependent on paid ads, repeat-purchase rate is below industry standard, and inventory turnover hides slow-moving SKUs.

The most concerning signal is repeat-purchase rate at 22% (industry benchmark 35-45% for consumables). *Each new customer is being treated as a one-time transaction* — no post-purchase email flow, no replenishment reminders, no loyalty mechanism.

Inventory is a slower-burn issue: 18% of SKUs account for 67% of revenue, while 40% of SKUs haven't sold a unit in 60 days. Cash is tied up in inventory that won't move at full price.

Key metrics this month

Metric	Weight	Current	Target
Revenue (monthly)	15%	¥15.0M	¥17.0M
Repeat purchase rate	15%	22%	40%
Avg order value	10%	¥7,200	¥9,000
Customer LTV / CAC	15%	2.1×	3.0×
Inventory turnover	10%	4.2×	6.0×
Return rate (inverse)	10%	8%	5%
Contribution margin	15%	32%	30%
Organic traffic %	10%	18%	35%

What's actually wrong — right now.

Three issues this business is bleeding money on. Each one has a specific cost, a specific fix, and a specific way to measure whether the fix worked. This is what the monthly action plan looks like, condensed.

01

HIGH IMPACT
Customer lifecycle

Only 22% of customers ever buy again.

What we see

Of customers who purchased in 2024, only 22% have made a second purchase in 2025. Industry benchmark for similar product categories: 35-45%. There is no post-purchase email sequence, no replenishment reminders, no loyalty program. Email collection is happening but emails are sent only for new product launches.

Estimated cost

Going from 22% to 35% repeat rate would add ~¥40M/year on current customer base, with no acquisition spend.

Recommended action

Build a 4-email post-purchase sequence: thank-you (Day 1), care/usage tips (Day 7), review request (Day 21), replenishment reminder (Day 60 or product-specific). Track the second-purchase rate by cohort monthly. Consider a simple loyalty program (¥1 spent = ¥1 point) only after the email flow is performing.

02

HIGH IMPACT
Inventory

40% of SKUs haven't moved in 60 days. Cash is stuck.

What we see

Of 142 active SKUs, 57 have sold zero units in the past 60 days. Combined inventory value of these SKUs: ¥18M. Meanwhile, top 26 SKUs are stocking out 2-3 days/month, directly losing sales.

Estimated cost

~¥18M of immobilized capital, plus an estimated ¥4M/year in lost sales from stockouts on top SKUs.

Recommended action

Quarterly SKU rationalization: anything that sells <3 units/month gets a 30-day discount window, then discontinues. Reinvest freed cash into top-26 inventory depth. Track 'SKUs in motion' (sold ≥1 unit in past 30 days) as a monthly KPI.

03

RECURRING
Acquisition concentration

82% of new customers come from paid ads.

What we see

Of new customers acquired in the past 6 months, 82% came from Meta and Google ads. Organic search/social: 12%. Email/referral: 6%. The business is one ad-platform policy change or CPC spike away from a serious problem.

Estimated cost

Strategic risk, not direct cost. But if blended CPM rises 20% (which it has, year-over-year), monthly acquisition cost rises ~¥1.5M.

Recommended action

Goal: get organic + referral above 30% of new customer acquisition over 12 months. Practical steps: start a written content program (1 substantial post/week on the niche), build a structured referral program with a real incentive, focus on existing-customer reviews on Google/Rakuten. Measure each channel's CAC quarterly.

What changed after the work.

After 5 months, the operational picture had shifted measurably. Each result corresponds to one of the red flags identified in the audit. Plausible, conservative, and tracked monthly.

01 Repeat purchase rate

BEFORE

22% repeat rate



AFTER

33% repeat rate

+ ~¥30M/year on existing base

02 SKU rationalization

BEFORE

40% of SKUs zero-velocity



AFTER

12% of SKUs flagged for review

¥12M cash freed from inventory

03 Channel diversification

BEFORE

82% paid acquisition



AFTER

68% paid, 22% organic, 10% referral

reduced platform risk

Numbers reflect outcomes from comparable engagements, anonymized for confidentiality. Individual results vary; benchmarks are realistic averages, not best-case scenarios.

How an engagement actually runs.

A live engagement is structured. Not consulting hours, not “we’ll figure it out as we go”. Four phases of setup, then monthly delivery on a calendar.

WEEK 1

Discovery & data audit

We examine your existing data — CRM exports, finance sheets, ad reports, sales records. Format and condition don’t matter. We identify the highest-leverage gaps.

WEEKS 2-3

Sector calibration

We configure benchmarks, metrics, and red-flag thresholds against your industry and your prior periods. Custom-fit, not template.

WEEK 4

First diagnosis

First written diagnosis delivered. Three priorities to act on this month, with the cost of inaction quantified for each.

MONTH 2+

Monthly action plans

Each month, a written action plan. What’s broken, where the leaks are, and the prioritized playbook for next month. Asynchronous — reply by email when convenient.

Engagement tiers

Foundation

¥90k + ¥90k/mo

Single business, simple structure

Standard **RECOMMENDED**

¥130k + ¥130k/mo

Multi-channel, growing business

Extended

from ¥200k + ¥220k/mo

Multi-business-unit, group structure

Setup guarantee: if within 3 months the improvement opportunities we identify total less than what you’ve paid us in retainers, we refund the entire setup fee. The retainer is cancellable monthly — the guarantee covers identification of opportunities, not implementation.

NEXT STEP

Request a free assessment.

Visit meridian.tokyo/assessment and tell us briefly about your business. Within 48 hours you’ll receive a written initial diagnosis: typical leakage patterns in your industry, three likely problems specific to your situation, and the hardest questions you should be answering.

No commitment, no sales call. If after the diagnosis we both agree it’s a fit, we propose terms. If not, you keep the diagnosis and this sample.