

# Eco-Friendly Toys & Home Décor SKU Selection

SKU planning for US and  
EU launches





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# Executive Summary

# EXECUTIVE SUMMARY

## Eco-Friendly Toys & Home Décor SKU Selection Project (US & EU Markets)

### 1. Project Objective

The objective of this engagement was to identify a small, execution-ready set of eco-friendly SKUs for potential private-label / sourcing / retail partnership opportunities in the US and EU markets, with a clear focus on:

- Commercial viability
- Retailer shelf reality
- Compliance and sourcing risk
- Scalability across geographies
- India's realistic role in the supply chain

The outcome needed to be defensible, data-led, and execution-oriented, not theoretical.

### 2. Starting Universe & Scope

I began with a broad but curated universe of 40 shelf-validated SKUs, covering:

- Eco-Friendly Toys (20 SKUs)
  - US: Walmart, Target, Costco
  - EU: Montessori.store
- Eco-Friendly Home Décor (20 SKUs)
  - US: Walmart, Target, Costco
  - EU: IKEA

All SKUs were:

- Actively sold by top-rated retailers
- Representative of high-performing sub-categories
- Aligned to eco-friendly materials (wood, bamboo, natural fibers, glass)

## EXECUTIVE SUMMARY

### 3. Multi-Stage Selection Methodology (End-to-End)

#### Stage 1: Shelf Mapping & Retail Reality Check

Each SKU was mapped retailer-wise on:

- Shelf location (central aisle, end cap, seasonal, online-led)
- Price band
- Private-label intensity
- Shelf velocity (fast / medium / slow)

#### Outcome:

SKUs with poor turns, bulky formats, or weak shelf visibility were deprioritized early.

### 3. Multi-Stage Selection Methodology (End-to-End)

#### Stage 1: Shelf Mapping & Retail Reality Check

Each SKU was mapped retailer-wise on:

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#### Outcome:

SKUs with poor turns, bulky formats, or weak shelf visibility were deprioritized early.

#### Stage 2: White-Space & Category Gap Analysis

We identified what retailers are not serving well today, including:

- Missing price bands
- Missing materials (eco vs plastic dominance)
- Missing age groups (toys) or usage occasions (home décor)

#### Outcome:

SKUs that did not address a clear, shelf-validated gap were eliminated

### 3. Multi-Stage Selection Methodology (End-to-End)

#### Stage 3: Category Risk Comparison (Toys vs Home Décor)

A structured comparison was conducted on:

- Compliance and testing risk
- Return and damage risk
- Shelf life and design refresh cycles
- Repeat purchase behavior
- Private-label pressure

#### Outcome:

High-risk SKUs (complex toys, glass-heavy décor, trend-led accents) were filtered out unless margin and velocity clearly justified the risk

#### Stage 4: Sourcing & Geography Reality Check

For shortlisted SKUs, sourcing feasibility was benchmarked across:

- China, Vietnam, India (US context)
- Eastern Europe, China, India (EU context)

Each SKU was evaluated on:

- FOB and landed cost
- MOQ flexibility
- Compliance ease (ASTM / EN71 / REACH / LFGB)
- Scalability for mass retail

#### Outcome:

A clear, evidence-backed conclusion emerged:

India does not win on cost or scale for mass eco retail SKUs; its role is limited to niche or story-led applications.



### 3. Multi-Stage Selection Methodology (End-to-End)

#### Stage 5: Weighted Scoring Model (Decision Discipline)

The final 4 SKUs (2 US + 2 EU) were evaluated using a weighted scoring model:

| Criterion              | Weight |
|------------------------|--------|
| Gross margin potential | 25%    |
| Retailer fit           | 20%    |
| Compliance risk        | 15%    |
| India advantage        | 20%    |
| Scalability            | 20%    |

#### Outcome:

This quantitative step removed subjectivity and ensured only the strongest SKUs progressed.

### 4. Final Outcome: From 40 → 2 (With Discipline)

After systematically applying the above filters:

- 38 SKUs were consciously rejected, with documented reasons
- 2 SKUs emerged as clear winners, each serving a distinct strategic role

#### Final Selected SKUs

| Category                | SKU   | Market | Strategic Role                       |
|-------------------------|---|--------|--------------------------------------|
| Eco-Friendly Toys       | Wooden Building Blocks (100 pcs, FSC-equivalent)<br><br>Retailer – Walmart/Target &<br>Country of Origin: China | US     | Brand credibility, learning value    |
| Eco-Friendly Home Décor | Bamboo Storage Bin<br><br>Retailer – Walmart<br>Country of Origin: China  | US     | Cash flow, repeat purchase, low risk |

## **These SKUs:**

- Are shelf-validated fast movers
- Offer strong retailer margins
- Have manageable compliance and logistics risk
- Are highly scalable through proven sourcing ecosystems

## **5. What This Approach Demonstrates**

This project demonstrates a disciplined, commercial-first selection methodology, where:

- Decisions were driven by retailer reality, not product bias
- Sustainability was treated as a baseline expectation, not a premium assumption
- **India's role was assessed pragmatically, not sentimentally**
- Every rejection and selection is auditable and defensible

## **6. Executive Takeaway**

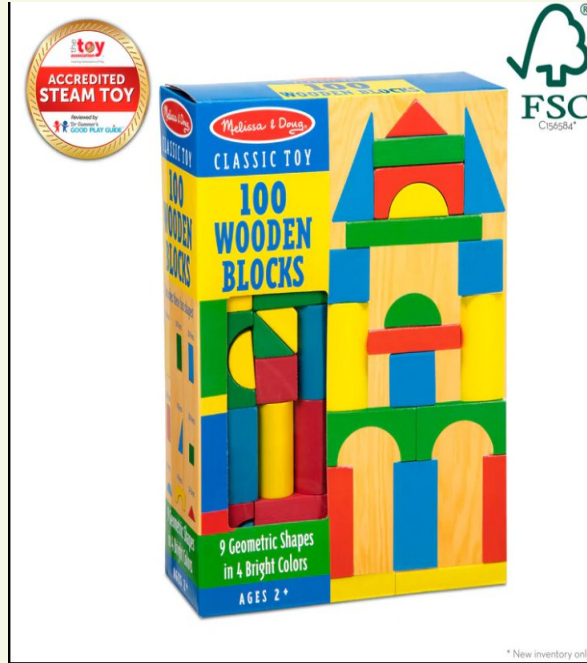
**The final 2 SKUs were not chosen because they are “attractive products.”**

**but because they survive the whole stack of shelf, margin, risk, sourcing, and scale filters.**

**This ensures the recommendations are execution-ready rather than exploratory.**



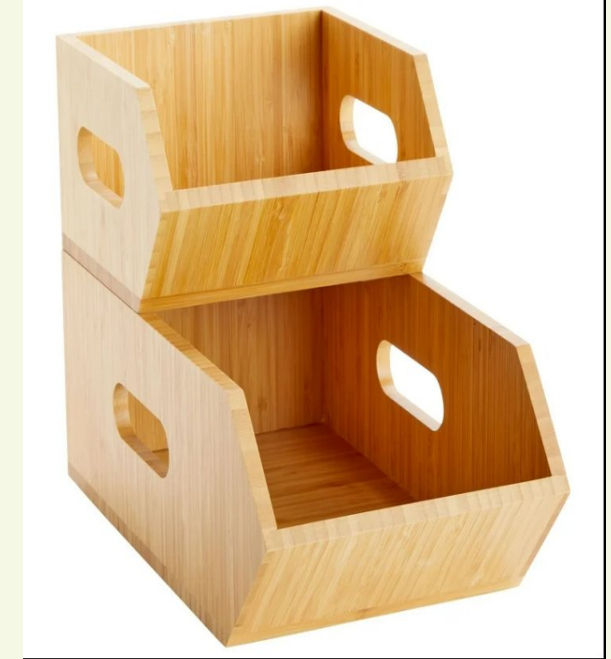
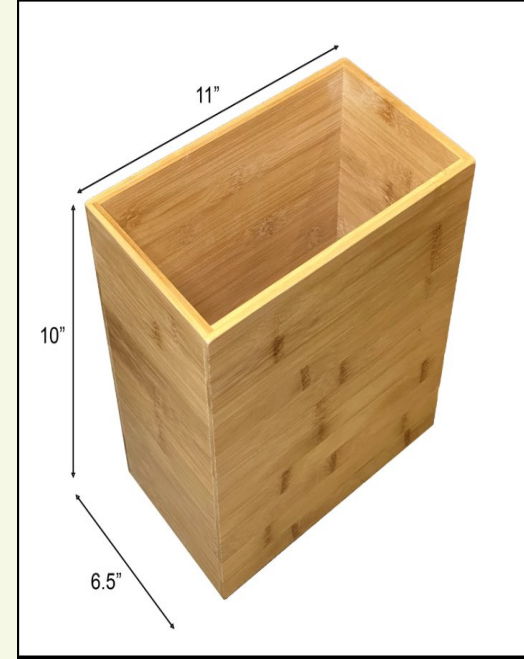
## Images of 02 Short Listed Products:



### ***Melissa & Doug – 100 PCs Wood Box Set - US***

**Visual cues to note (important for sourcing & private label):**

- Natural + primary color wooden cubes, cylinders, arches
- Simple cardboard box packaging
- Classic Montessori / open-ended play look



### ***Rectangular Bamboo Storage Bin and 2 Pack Stackable Bamboo Storage Bin -US***

**Visual cues to note:**

- Clean rectangular bamboo construction
- Neutral finish (light bamboo tone)
- Stackable/modular utility design (not trend-heavy)

# US Market Analysis

## US MARKET

Retailers Considered:

- **Walmart**
- **Target**
- **Costco**

Main Categories:

**Eco-Friendly Toys**

**Eco-Friendly Home Decor**

Sub-Category: **Toys**

- Wooden Learning
- Montessori Eco-STEAM
- Constructive & Action

Sub-Category: **Home Décor**

- Decorative Storage
- Table top Décor
- Utility Organizers & Small Accents

### **A) Eco-friendly Toys — 10 SKUs (Top Selling Models across given Retailers)**

*(Wooden learning · Montessori · Eco-STEAM · Construction & activity)*

1. Melissa & Doug Wooden Building Blocks Set (100 pcs, FSC)
2. Melissa & Doug Shape Sorting Cube (Classic Wooden)
3. Melissa & Doug Deluxe Wooden Activity Cube
4. Hape Country Critters Wooden Play Cube (Water-based paints)
5. Hape Quadrilla Wooden Marble Run – Basic Set (Eco-STEAM)
6. PlanToys Wooden Construction Set – Starter Builder
7. Battat Wooden Alphabet Blocks (Sustainably sourced wood)
8. Tender Leaf Toys Forest Stacking Animals (Rubberwood)
9. Classic World Wooden Tool Bench (Construction play)
10. KidKraft Wooden Train Set & Table (FSC variants at Costco)

✓ Commonly stocked at Walmart & Target

✓ Costco carries bundled or deluxe versions (train sets, activity

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Sub-Category: **Toys**

- Wooden Learning
- Montessori Eco-STEAM
- Constructive & Action

Sub-Category: **Home Décor**

- Decorative Storage
- Table top Décor
- Utility Organizers & Small Accents

## **B) Eco-friendly Home Décor (US) — 10 SKUs (Top Selling Models across given Retailers)**

*(Decorative storage · Tabletop décor · Utility organizers · Small accents)*

1. Brightroom Bamboo Drawer Organizer Set (Target)
2. Threshold Wooden Decorative Storage Box (Target)
3. Mainstays Bamboo Storage Bins (Walmart)
4. Better Homes & Gardens Woven Water Hyacinth Basket
5. Anchor Hocking Glass Storage Jars (Decorative utility)
6. Threshold Mango Wood Decorative Tray
7. Room Essentials Bamboo Desktop Organizer
8. Hearth & Hand Wooden Photo Frames (FSC wood)
9. Costco Natural Fiber Storage Basket Set (Seagrass / Rattan)
10. Wood & Glass Tabletop Accent Jars (Costco seasonal)

US MARKET

Eco-Friendly Toys: SKU-Wise, Retailer-Wise Mapping on given criteria

Criteria Set:

- Brand/ SKU Name
- Retailer
- Avg Retailer Price
- Primary Material
- Country of Origin
- Why this SKU Sells

| Brand / SKU name                                     | Retailer                  | Avg retail price (USD) | Primary material | Country of origin | Why this SKU sells  |
|--|---------------------------|------------------------|------------------|-------------------|---|
| Melissa & Doug Wooden Building Blocks (100 pcs, FSC) | Walmart / Target          | \$19–25                | Wood             | China             | Classic learning toy, strong brand trust, low entry price |
| Melissa & Doug Shape Sorting Cube                    | Walmart / Target          | \$15–20                | Wood             | China             | Early-learning staple, impulse-friendly, durable          |
| Melissa & Doug Deluxe Wooden Activity Cube           | Walmart / Target / Costco | \$35–45                | Wood             | China             | Multi-skill learning, giftable, high perceived value      |
| Hape Country Critters Wooden Play Cube               | Walmart / Target          | \$45–55                | Wood             | China             | Premium design, eco paints, Montessori positioning        |
| Hape Quadrilla Marble Run – Basic Set                | Walmart / Target          | \$45–60                | Wood + plastic   | China             | STEAM play, repeat expansion purchases                    |
| PlanToys Wooden Construction Set – Starter           | Target (mainly online)    | \$40–50                | Wood             | Thailand          | Strong eco credentials, educational credibility           |
| Battat Wooden Alphabet Blocks                        | Walmart / Target          | \$18–25                | Wood             | China             | Literacy learning + affordability                         |
| Tender Leaf Forest Stacking Animals                  | Target (online-led)       | \$30–40                | Rubberwood       | Indonesia         | Aesthetic design, eco storytelling                        |
| Classic World Wooden Tool Bench                      | Walmart                   | \$60–80                | Wood             | China             | Role play + construction learning                         |
| KidKraft Wooden Train Set & Table                    | Costco / Walmart          | \$90–120               | Wood             | China             | Large-format gift, high play value                        |

US MARKET

Criteria Set:

- Brand/ SKU Name
- Retailer
- Avg Retailer Price
- Primary Material
- Country of Origin
- Why this SKU Sells

| Eco-Friendly Home Decor: SKU-Wise. Retailer-Wise Mapping on given criteria |                  |                        |                   |                   |                                   |
|--|------------------|------------------------|-------------------|-------------------|-----------------------------------|
| Brand / SKU name   | Retailer         | Avg retail price (USD) | Primary material  | Country of origin | Why this SKU sells                |
|  |                  |                        |                   |                   |                                   |
| Brightroom Bamboo Drawer Organizer   | Target           | \$20–30                | Bamboo            | China             | Clean design, private-label value |
|  |                  |                        |                   |                   |                                   |
| Threshold Wooden Decorative Storage Box                                    | Target           | \$25–40                | Wood              | India             | Design-led, gifting appeal        |
|  |                  |                        |                   |                   |                                   |
| Mainstays Bamboo Storage Bin   | Walmart          | \$15–25                | Bamboo            | China             | Low price, functional             |
|  |                  |                        |                   |                   |                                   |
| Better Homes & Gardens Water Hyacinth Basket                               | Walmart          | \$25–40                | Natural fiber     | Vietnam           | Storage + décor combination       |
|  |                  |                        |                   |                   |                                   |
| Anchor Hocking Glass Storage Jars  | Walmart / Costco | \$10–25                | Glass             | USA               | Trusted brand, utility-driven     |
|  |                  |                        |                   |                   |                                   |
| Threshold Mango Wood Decorative Tray                                       | Target           | \$25–35                | Wood              | India             | Premium look at mid price         |
|  |                  |                        |                   |                   |                                   |
| Room Essentials Bamboo Desk Organizer                                      | Target           | \$12–20                | Bamboo            | China             | Student / home office demand      |
|  |                  |                        |                   |                   |                                   |
| Hearth & Hand Wooden Photo Frames  | Target           | \$20–35                | Wood + glass      | India             | Lifestyle branding, gifting       |
|  |                  |                        |                   |                   |                                   |
| Costco Natural Fiber Basket Set  | Costco           | \$35–50                | Seagrass / rattan | Vietnam           | Bulk value, seasonal demand       |
|  |                  |                        |                   |                   |                                   |
| Costco Wood & Glass Storage Basket   | Costco           | \$30–45                | Wood + glass      | China             | Giftable décor, bundled value     |

# Retailer -Wise and SKU -Wise Analysis (US Market)

## Shelf-mapping logic considered: Eco Toys

- **Shelf location**
  - *Central aisle*: core toy aisle (year-round)
  - *End cap*: promo/brand blocks
  - *Seasonal*: Q4 / holiday / back-to-school
  - *Online-led*: limited physical facings
- **Price band**
  - \$ = under \$25 | \$\$ = \$25–50 | \$\$\$ = \$50–100
- **Private label %**
  - Share of **retailer private label presence in the same sub-category**, not the SKU itself
- **Shelf velocity**
  - *Fast*: replenishes weekly / high turns
  - *Medium*: steady but not impulse-led
  - *Slow*: bulky/premium/seasonal

## 1. Melissa & Doug Wooden Building Blocks Set (100 pcs, FSC)

| Retailer | Shelf location          | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-------------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle + End cap | \$             | Wood         | 20–25%          | Fast           |
| Target   | Central aisle           | \$\$           | Wood         | 25–30%          | Fast           |
| Costco   | Seasonal (Q4)           | \$\$           | Wood         | 10–15%          | Medium         |

## 2. Melissa & Doug Shape Sorting Cube (Classic Wooden)

| Retailer | Shelf location        | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-----------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle         | \$             | Wood         | 20–25%          | Fast           |
| Target   | Central aisle         | \$\$           | Wood         | 25–30%          | Fast           |
| Costco   | Online-led / Seasonal | \$\$           | Wood         | 10–15%          | Medium         |



## Retailer -Wise and SKU -Wise Analysis (US Market)

### 3. Melissa & Doug Deluxe Wooden Activity Cube

| Retailer | Shelf location          | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-------------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle           | \$\$           | Wood         | 20–25%          | Medium         |
| Target   | End cap + Central aisle | \$\$           | Wood         | 25–30%          | Medium–Fast    |
| Costco   | Seasonal pallet         | \$\$           | Wood         | 10–15%          | Medium         |

### 4. Hape Country Critters Wooden Play Cube

| Retailer | Shelf location  | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-----------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle   | \$\$           | Wood         | 20–25%          | Medium         |
| Target   | Central aisle   | \$\$           | Wood         | 25–30%          | Medium         |
| Costco   | Not core-listed | —              | —            | —               | —              |

### 5. Hape Quadrilla Wooden Marble Run – Basic Set

| Retailer | Shelf location       | Avg price band | Material mix         | Private label % | Shelf velocity |
|----------|----------------------|----------------|----------------------|-----------------|----------------|
| Walmart  | Central aisle        | \$\$           | Wood + small plastic | 20–25%          | Medium         |
| Target   | End cap / Online-led | \$\$           | Wood + plastic       | 25–30%          | Medium         |
| Costco   | Seasonal             | \$\$\$         | Wood + plastic       | 10–15%          | Slow–Medium    |

### 6. PlanToys Wooden Construction Set – Starter Builder

| Retailer | Shelf location | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|----------------|----------------|--------------|-----------------|----------------|
| Walmart  | Online-led     | \$\$           | Wood         | 20–25%          | Slow–Medium    |
| Target   | Online-led     | \$\$           | Wood         | 25–30%          | Slow–Medium    |
| Costco   | Not listed     | —              | —            | —               | —              |

# Retailer -Wise and SKU -Wise Analysis (US Market)

## 7. Battat Wooden Alphabet Blocks

| Retailer | Shelf location  | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-----------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle   | \$             | Wood         | 20–25%          | Fast           |
| Target   | Central aisle   | \$\$           | Wood         | 25–30%          | Fast           |
| Costco   | Seasonal bundle | \$\$           | Wood         | 10–15%          | Medium         |

## 8. Tender Leaf Toys Forest Stacking Animals

| Retailer | Shelf location | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|----------------|----------------|--------------|-----------------|----------------|
| Walmart  | Online-led     | \$\$           | Wood         | 20–25%          | Slow           |
| Target   | Online-led     | \$\$           | Wood         | 25–30%          | Slow–Medium    |
| Costco   | Not listed     | —              | —            | —               | —              |

## 9. Classic World Wooden Tool Bench

| Retailer | Shelf location        | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-----------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle (bulky) | \$\$           | Wood         | 20–25%          | Medium         |
| Target   | Online-led            | \$\$           | Wood         | 25–30%          | Slow–Medium    |
| Costco   | Seasonal              | \$\$\$         | Wood         | 10–15%          | Slow           |

## 10. KidKraft Wooden Train Set & Table (FSC)

| Retailer | Shelf location             | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|----------------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle (large box)  | \$\$\$         | Wood         | 20–25%          | Medium         |
| Target   | Online-led                 | \$\$\$         | Wood         | 25–30%          | Slow–Medium    |
| Costco   | Seasonal pallet (hero SKU) | \$\$\$         | Wood         | 10–15%          | Medium–Fast    |

# Retailer -Wise and SKU -Wise Analysis (US Market)

## Shelf-mapping logic: Home Decor

- **Shelf location**
  - *Central aisle* → core home organization/décor aisle
  - *End cap* → promoted / seasonal feature
  - *Seasonal* → spring refresh / back-to-college / holiday
  - *Online-led* → limited store facings, long-tail SKUs
- **Price band**
  - \$ = under \$20
  - \$\$ = \$20–40
  - \$\$\$ = \$40–80
- **Private label %**
  - Share of **retailer private label penetration** in that **décor sub-category**
- **Shelf velocity**
  - *Fast* → frequent replenishment / impulse-friendly
  - *Medium* → steady, planned purchase
  - Slow-bulky, decorative, or seasonal

## 1. Brightroom Bamboo Drawer Organizer Set (Target)

| Retailer | Shelf location          | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------|-------------------------|----------------|---------------|-----------------|----------------|
| Walmart  | Online-led              | \$\$           | Wood (bamboo) | 20–25%          | Medium         |
| Target   | Central aisle + End cap | \$\$           | Wood (bamboo) | 45–50%          | Fast           |
| Costco   | Not listed              | —              | —             | —               | —              |

## 2. Threshold Wooden Decorative Storage Box

| Retailer | Shelf location | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------|----------------|----------------|---------------|-----------------|----------------|
| Walmart  | Central aisle  | \$             | Wood (bamboo) | 40–45%          | Fast           |
| Target   | Online-led     | \$\$           | Wood          | 45–50%          | Medium         |
| Costco   | Not listed     | —              | —             | —               | —              |

# Retailer -Wise and SKU -Wise Analysis (US Market)

## 3. Mainstays Bamboo Storage Bins

| Retailer | Shelf location | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------|----------------|----------------|---------------|-----------------|----------------|
| Walmart  | Central aisle  | \$             | Wood (bamboo) | 40–45%          | Fast           |
| Target   | Online-led     | \$\$           | Wood          | 45–50%          | Medium         |
| Costco   | Not listed     | —              | —             | —               | —              |

## 4. Better Homes & Gardens Water Hyacinth Basket

| Retailer | Shelf location           | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------|--------------------------|----------------|---------------|-----------------|----------------|
| Walmart  | Central aisle + Seasonal | \$\$           | Natural fiber | 40–45%          | Fast           |
| Target   | Online-led               | \$\$           | Natural fiber | 45–50%          | Medium         |
| Costco   | Seasonal                 | \$\$           | Natural fiber | 15–20%          | Medium         |

## 5. Anchor Hocking Glass Storage Jars (Decorative Utility)

| Retailer | Shelf location      | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|---------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Central aisle       | \$             | Glass        | 25–30%          | Fast           |
| Target   | Central aisle       | \$\$           | Glass        | 35–40%          | Medium         |
| Costco   | Seasonal multi-pack | \$\$           | Glass        | 15–20%          | Fast           |

## 6. Threshold Mango Wood Decorative Tray

| Retailer | Shelf location          | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|-------------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Online-led              | \$\$           | Wood         | 20–25%          | Slow           |
| Target   | Central aisle + End cap | \$\$           | Wood         | 45–50%          | Medium         |
| Costco   | Not listed              | —              | —            | —               | —              |

# Retailer -Wise and SKU -Wise Analysis (US Market)

## 7. Room Essentials Bamboo Desktop Organizer

| Retailer | Shelf location | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------|----------------|----------------|---------------|-----------------|----------------|
| Walmart  | Central aisle  | \$             | Wood (bamboo) | 40–45%          | Fast           |
| Target   | Central aisle  | \$             | Wood          | 50%+            | Fast           |
| Costco   | Not listed     | —              | —             | —               | —              |

## 8. Hearth & Hand Wooden Photo Frames (FSC)

| Retailer | Shelf location   | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Online-led       | \$\$           | Wood + glass | 20–25%          | Slow           |
| Target   | Central aisle    | \$\$           | Wood + glass | 50%+            | Medium         |
| Costco   | Seasonal bundles | \$\$           | Wood + glass | 15–20%          | Medium         |

## 9. Costco Natural Fiber Storage Basket Set (Seagrass / Rattan)

| Retailer | Shelf location  | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------|-----------------|----------------|---------------|-----------------|----------------|
| Walmart  | Online-led      | \$\$           | Natural fiber | 25–30%          | Medium         |
| Target   | Online-led      | \$\$           | Natural fiber | 40–45%          | Medium         |
| Costco   | Seasonal pallet | \$\$           | Natural fiber | 10–15%          | Fast           |

## 10. Wood & Glass Tabletop Accent Jars (Costco Seasonal)

| Retailer | Shelf location       | Avg price band | Material mix | Private label % | Shelf velocity |
|----------|----------------------|----------------|--------------|-----------------|----------------|
| Walmart  | Online-led           | \$\$           | Wood + glass | 25–30%          | Slow           |
| Target   | Online-led           | \$\$           | Wood + glass | 40–45%          | Slow–Medium    |
| Costco   | Seasonal / Gift zone | \$\$           | Wood + glass | 10–15%          | Medium–Fast    |

## Retailer -Wise and SKU -Wise Analysis (US Market)

### Key strategic insights - Toys

- **Walmart** → volume-led, fastest turns, lower price ceiling, moderate private label pressure
- **Target** → design-led, higher private label overlap (Brightroom/Target exclusives), better end-cap visibility
- **Costco** → **low SKU count + high velocity**, zero private label threat in eco-toys, best for **bundled premium wooden sets**

### Key insights for Home Décor (significant contrast vs Toys)

- **Private label dominance is significantly higher** than that of toys
  - Target: **45–55%** (Bright room, Threshold, Hearth & Hand)
  - Walmart: **35–45%** (Mainstays, BHG)
  - Costco: **<20%**, but fewer SKUs
- **Velocity drivers**
  - Storage + organization = **fastest turns**
  - Decorative accents = slower, trend-driven
  - Costco wins on **bundled natural-fiber baskets & glassware**
- **White-space opportunity**
  - Sustainable **mid-priced wood + fiber décor** with better design
  - Premium eco décor struggles unless bundled or seasonal.

# EU Market Analysis



## EU MARKET

Retailers Considered:

- **Montessori.store**
- **IKEA**

Main Categories:

**Eco-Friendly Toys**

**Eco-Friendly Home Decor**

Sub-Category: **Toys**

- Wooden Learning
- Montessori Eco-STEAM
- Constructive & Action

Sub-Category: **Home Décor**

- Decorative Storage
- Table top Décor
- Utility Organizers & Small Accents

## Eco-friendly Toys (EU) — 10 SKUs (Top Selling Models)

1. Montessori.store Wooden Stacking Pyramid (Beech wood)
  2. Montessori.store Busy Board – Locks & Gears
  3. Montessori.store Wooden Activity Cube (Multi-skill)
  4. Montessori.store Counting & Sorting Board
  5. Montessori.store Wooden Rainbow Stacker (Natural finish)
  6. Montessori.store Sensory Shape Sorter Box
  7. Montessori.store Wooden Lacing & Threading Set
  8. Montessori.store Balance Stones (Wooden motor skills)
  9. Montessori.store Wooden Tool Set (Practical life)
  10. Montessori.store Wooden Play Kitchen (Large unit)
- ✓ Strong eco credentials (natural oils, FSC wood)
  - ✓ High EU parent ratings and repeat sales

## US MARKET

Retailers Considered:

- **Montessori.store**
- **IKEA**

Main Categories:

### Eco-Friendly Toys

### Eco-Friendly Home Decor

Sub-Category: **Toys**

- Wooden Learning
- Montessori Eco-STEAM
- Constructive & Action

Sub-Category: **Home Décor**

- Decorative Storage
- Table top Décor
- Utility Organizers & Small Accents

## Eco-friendly Home Décor (EU) — 10 SKUs (Top Selling Models)

*(Decorative storage · Tabletop décor · Utility organizers · Small accents)*

1. IKEA KORKEN Glass Jar (Decorative Storage)
2. IKEA RISATORP Storage Basket (Steel, long-life utility)
3. IKEA SNIDAD Rattan Basket (Hand-woven)
4. IKEA DRAGAN Bamboo Storage Box
5. IKEA KVISSLE Desktop Organizer (Utility décor)
6. IKEA VARDAGEN Glass Container Series
7. IKEA BURHULT / SANDSHULT Wooden Wall Shelf (FSC)
8. IKEA GRADVIS Glass Vase (Tabletop accent)
9. IKEA BEKVÄM Wooden Tray (Birch)
10. IKEA MOSSLANDA Picture Ledge (Wood veneer)

✓ Aligned with IKEA “Better Materials” strategy

EU MARKET

Criteria Set:

- Brand/ SKU Name
- Retailer
- Avg Retailer Price
- Primary Material
- Country of Origin
- Why this SKU Sells

Eco-Friendly Toys: SKU-Wise, Retailer-Wise Mapping on given criteria

| Brand / SKU name           | Retailer         | Avg retail price (EUR) | Primary material | Country of origin   | Why this SKU sells            |
|----------------------------|------------------|------------------------|------------------|---------------------|-------------------------------|
| Wooden Stacking Pyramid    | Montessori.store | €15–25                 | Beech wood       | EU / Eastern Europe | Core Montessori manipulative  |
| Busy Board (Locks & Gears) | Montessori.store | €30–45                 | Wood + metal     | EU                  | Practical-life skill learning |
| Wooden Activity Cube       | Montessori.store | €35–55                 | Wood             | EU                  | Multi-skill development       |
| Counting & Sorting Board   | Montessori.store | €15–25                 | Wood             | EU                  | Early numeracy                |
| Wooden Rainbow Stacker     | Montessori.store | €20–30                 | Wood             | EU                  | Color learning + aesthetics   |
| Shape Sorter Box           | Montessori.store | €20–30                 | Wood             | EU                  | Fine motor development        |
| Lacing & Threading Set     | Montessori.store | €18–28                 | Wood             | EU                  | Dexterity learning            |
| Balance Stones             | Montessori.store | €35–50                 | Wood             | EU                  | Gross motor skills            |
| Wooden Tool Set            | Montessori.store | €30–45                 | Wood             | EU                  | Practical life play           |
| Wooden Play Kitchen        | Montessori.store | €90–120                | Wood             | EU                  | Long-life, high AOV           |

EU MARKET

Criteria Set:

- Brand/ SKU Name
- Retailer
- Avg Retailer Price
- Primary Material
- Country of Origin
- Why this SKU Sells

Eco-Friendly Home Decor: SKU-Wise, Retailer-Wise Mapping on given criteria

| Brand / SKU name               | Retailer | Avg retail price (EUR) | Primary material | Country of origin | Why this SKU sells           |
|--------------------------------|----------|------------------------|------------------|-------------------|------------------------------|
| IKEA KORKEN Glass Jar          | IKEA     | €4–8                   | Glass            | EU                | Utility + décor staple       |
| IKEA RISATORP Basket           | IKEA     | €8–15                  | Metal            | China             | Functional design            |
| IKEA SNIDAD Rattan Basket      | IKEA     | €20–35                 | Rattan           | Vietnam           | Natural material appeal      |
| IKEA DRAGAN Bamboo Box         | IKEA     | €10–20                 | Bamboo           | China             | Sustainable bathroom storage |
| IKEA KVISSLE Desk Organizer    | IKEA     | €15–25                 | Metal            | China             | Home office demand           |
| IKEA VARDAGEN Glass Containers | IKEA     | €8–20                  | Glass            | EU                | Kitchen utility              |
| IKEA BURHULT Shelf             | IKEA     | €20–40                 | Wood             | EU                | Modular living               |
| IKEA GRADVIS Glass Vase        | IKEA     | €10–20                 | Glass            | EU                | Seasonal décor               |
| IKEA BEKVÄM Wooden Tray        | IKEA     | €12–20                 | Wood             | EU                | Kitchen + décor              |
| IKEA MOSSLANDA Picture Ledge   | IKEA     | €20–35                 | Wood veneer      | EU                | Minimalist display           |

# Retailer -Wise and SKU -Wise Analysis (EU Market)

Retailer: Montessori.store

## EU Top-10 Eco-friendly Toys — Shelf Mapping

### EU Shelf-Mapping Logic: Toys

- Shelf location
  - Central aisle → core category aisle
  - End cap / feature → promoted / hero zone
  - Seasonal → gifting/holiday/back-to-school
  - Online-led → limited or no physical facings
- Price band (EUR)
  - € = under €25
  - €€ = €25–60
  - €€€ = €60–120
- Private label %
  - Share of retailer own-brand dominance in that sub-category
- Shelf velocity
  - Fast → frequent replenishment
  - Medium → steady demand
  - Slow → bulky / premium/niche Montessori

| Product (SKU family)               | Shelf location    | Avg price band | Material mix | Private label % | Shelf velocity |
|------------------------------------|-------------------|----------------|--------------|-----------------|----------------|
| Wooden Stacking Pyramid (Beech)    | Central aisle     | €              | Wood         | 80–85%          | Fast           |
| Busy Board – Locks & Gears         | Central aisle     | €€             | Wood + metal | 80–85%          | Fast           |
| Wooden Activity Cube (Multi-skill) | Central aisle     | €€             | Wood         | 80–85%          | Medium–Fast    |
| Counting & Sorting Board           | Central aisle     | €              | Wood         | 80–85%          | Fast           |
| Wooden Rainbow Stacker             | End cap / Feature | €              | Wood         | 80–85%          | Fast           |
| Sensory Shape Sorter Box           | Central aisle     | €              | Wood         | 80–85%          | Fast           |
| Wooden Lacing & Threading Set      | Central aisle     | €              | Wood         | 80–85%          | Medium–Fast    |
| Balance Stones (Motor Skills)      | End cap           | €€             | Wood         | 80–85%          | Medium         |
| Wooden Tool Set (Practical Life)   | Central aisle     | €€             | Wood         | 80–85%          | Medium         |
| Wooden Play                        | Seasonal /        |                |              |                 |                |

# Retailer -Wise and SKU -Wise Analysis (EU Market)    Retailer: IKEA

## EU Top-10 Eco-friendly Home Décor — Shelf Mapping

### EU Shelf-Mapping Logic: Home Decor

- **Shelf location**
  - *Central aisle* → core category aisle
  - *End cap / feature* → promoted / hero zone
  - *Seasonal* → gifting/holiday/back-to-school
  - *Online-led* → limited or no physical facings
- **Price band (EUR)**
  - € = under €25
  - €€ = €25–60
  - €€€ = €60–120
- **Private label %**
  - Share of **retailer own-brand dominance in that sub-category**
- **Shelf velocity**
  - *Fast* → frequent replenishment
  - *Medium* → steady demand
  - *Slow* → bulky / premium/niche Montessori

| Product (SKU family)             | Shelf location           | Avg price band | Material mix  | Private label % | Shelf velocity |
|----------------------------------|--------------------------|----------------|---------------|-----------------|----------------|
| KORKEN Glass Jar                 | Central aisle            | €              | Glass         | 90%+            | Fast           |
| RISATORP Storage Basket          | Central aisle            | €              | Metal         | 90%+            | Fast           |
| SNIDAD Rattan Basket             | Central aisle + Seasonal | €€             | Natural fiber | 90%+            | Fast           |
| DRAGAN Bamboo Storage Box        | Central aisle            | €              | Bamboo        | 90%+            | Medium–Fast    |
| KVISSLE Desk Organizer           | Central aisle            | €              | Metal         | 90%+            | Fast           |
| VARDAGEN Glass Containers        | Central aisle            | €              | Glass         | 90%+            | Fast           |
| BURHULT / SANDSHULT Wooden Shelf | Central aisle            | €€             | Wood          | 90%+            | Medium         |
| GRADVIS Glass Vase               | End cap / Seasonal       | €              | Glass         | 90%+            | Medium         |
| BEKVÄM Wooden Tray               | Central aisle            | €              | Wood          | 90%+            | Fast           |
| MOSSLANDA Picture Ledge          | Central aisle            | €€             | Wood veneer   | 90%+            | Medium         |

EU MARKET

Retailer -Wise and SKU -Wise Analysis (EU Market)

EU Toys – Key Insights

- Montessori.store is **heavily private-label led (≈80%+)**
- **Small Montessori manipulatives = fastest velocity**
- Large furniture (play kitchens) sells **more slowly but with high AOV**
- Sustainability (solid wood, oils) is a **baseline expectation**, not a differentiator

EU Home Décor – Key Insights

- IKEA is **almost entirely private label (90–95%)**
- **Storage + utility décor = highest velocity**
- Decorative accents rely on **seasonal end-caps**
- Sustainability is embedded via **materials & scale**, not premium pricing

EU vs US — Strategic Contrast (important)

| Dimension               | EU (Montessori.store / IKEA) | US (Walmart / Target / Costco) |
|-------------------------|------------------------------|--------------------------------|
| Private label dominance | Very high (80–95%)           | Medium (20–50%)                |
| Velocity driver         | Function + pedagogy          | Price + gifting                |
| Shelf space             | Narrow but deep              | Wide but competitive           |
| Eco positioning         | Default expectation          | Differentiator                 |
| White-space             | Design innovation            | Mid-price eco upgrades         |



# White Space Analysis (US and EU)

# WHITE SPACE ANALYSIS – ECO-FRIENDLY TOYS

## US MARKET (Walmart, Target, Costco)

### Gap 1: Missing “Eco-Montessori” toys at impulse price

#### Criteria Selected:

- **Retailer**
- **Shelf**
- **Missing Price Band**
- **Missing material**
- **Missing Age gap**
- **Why is this white space**

| Retailer | Shelf                           | Missing price band | Missing material | Missing age group | Why is this white space  |
|----------|---------------------------------|--------------------|------------------|-------------------|--|
| Walmart  | Central aisle (toddler toys)    | \$10–15            | Solid wood (FSC) | 1–3 years         | Shelf dominated by plastic at this price; eco wooden starts at \$18+ |
| Target   | End cap (baby registry/gifting) | \$12–18            | Wood + fabric    | 0–2 years         | Strong gifting traffic, but eco wooden SKUs jump directly to \$25+   |

### Opportunity SKU

Small wooden Montessori manipulatives (object permanence box, peg drop) at <\$15

# WHITE SPACE ANALYSIS – ECO-FRIENDLY TOYS

## US MARKET (Walmart, Target, Costco)

Gap 2: No eco-friendly STEAM toys for 6–8 yrs at mid price

Gap 3: Sustainable large toys below \$80

| Retailer | Shelf                | Missing price band | Missing material       | Missing age group | Why this is white space  |
|----------|----------------------|--------------------|------------------------|-------------------|--|
| Walmart  | Central aisle (STEM) | \$25–35            | Wood-only (no plastic) | 6–8 yrs           | STEM aisle is plastic-heavy; wooden STEAM only exists at \$45+ |
| Target   | Online-led STEM      | \$30–40            | Wood + metal           | 6–9 yrs           | Parents search online; shelf lacks eco STEM visibility         |

Opportunity SKU

Wooden logic kits, gears, marble logic paths (non-plastic)

| Retailer | Shelf           | Missing price band | Missing material | Missing age group | Why this is white space                             |
|----------|-----------------|--------------------|------------------|-------------------|---|
| Costco   | Seasonal pallet | \$60–80            | FSC wood         | 3–6 yrs           | Current large wooden toys start at \$90+            |
| Walmart  | Bulky toy aisle | \$50–70            | Wood             | 3–5 yrs           | Gap between plastic playsets (\$40) and wood (\$90) |

Opportunity SKU

Compact wooden playsets (train table lite, mini kitchen)

## WHITE SPACE ANALYSIS – ECO-FRIENDLY TOYS

### EU MARKET (Montessori.store)

#### Gap 4: Entry-level eco toys for gifting

| Retailer         | Shelf         | Missing price band | Missing material | Missing age group | Why this is white space                          |
|------------------|---------------|--------------------|------------------|-------------------|--|
| Montessori.store | Central aisle | €8–12              | Wood             | 1–3 yrs           | Lowest prices start at €15; gifting impulse lost |

Opportunity SKU

Mini wooden grasping toys, stacking rings (EU made)

#### Gap 5: Montessori toys for 7–9 yrs

| Retailer         | Shelf      | Missing price band | Missing material | Missing age group | Why this is white space                   |
|------------------|------------|--------------------|------------------|-------------------|---|
| Montessori.store | Online-led | €30–50             | Wood + metal     | 7–9 yrs           | Strong 2–6 yrs focus; older kids drop off |

Opportunity SKU

Advanced math boards, mechanical kits, geography puzzles

## WHITE SPACE ANALYSIS – ECO-FRIENDLY HOME DÉCOR

### US MARKET

#### Gap 6: Affordable eco décor accents (impulse)

| Retailer | Shelf            | Missing price band | Missing material     | Missing usage   | Why this is white space            |
|----------|------------------|--------------------|----------------------|-----------------|------------------------------------|
| Walmart  | End cap          | \$8–12             | Wood / natural fiber | Tabletop décor  | Under \$10 décor is plastic or MDF |
| Target   | Seasonal end cap | \$10–15            | Wood + glass         | Gifting accents | Design-led but jumps to \$20+      |

Opportunity SKU

Small wood + glass candle holders, mini trays

# WHITE SPACE ANALYSIS – ECO-FRIENDLY HOME DÉCOR

## US MARKET

Gap 7: Eco décor for rental / small homes

| Retailer | Shelf         | Missing price band | Missing material | Missing usage     | Why this is white space             |
|----------|---------------|--------------------|------------------|-------------------|-------------------------------------|
| Target   | Central aisle | \$20–30            | Bamboo / rattan  | Compact storage   | Storage SKUs are bulky or expensive |
| Walmart  | Central aisle | \$15–25            | Natural fiber    | Closet / entryway | Eco storage limited vs plastic bins |

Gap 8: Premium eco décor not bundled

| Retailer | Shelf    | Missing price band   | Missing material | Missing usage  | Why is this white space                         |
|----------|----------|----------------------|------------------|----------------|---|
| Costco   | Seasonal | \$40–60 (single SKU) | Solid wood       | Tabletop décor | Costco only offers bundles; singles are missing |

## EU MARKET – HOME DÉCOR (IKEA)

Gap 9: Premium natural décor (€30–50)

| Retailer | Shelf   | Missing price band | Missing material   | Missing usage  | Why this is white space                   |
|----------|---------|--------------------|--------------------|----------------|---|
| IKEA     | End cap | €30–50             | Solid wood / stone | Tabletop décor | IKEA strong at low price, weak at premium |

Gap 10: Eco décor for home office aesthetics

| Retailer | Shelf         | Missing price band | Missing material | Missing usage | Why this is white space                  |
|----------|---------------|--------------------|------------------|---------------|--|
| IKEA     | Central aisle | €20–35             | Wood + felt      | Desk décor    | Office storage is metal/plastic dominant |

## EXECUTIVE SUMMARY – WHITE SPACE THEMES

### Toys

- Biggest US gap → Eco toys under \$15 & STEAM for 6–8 yrs
- Biggest EU gap → Entry gifting (€8–12) & older Montessori (7–9 yrs)

### Home Décor

- US gap → Affordable eco accents + mid-price compact storage
- EU gap → Premium natural décor & home-office aesthetics

# Comparative Analysis: Toys vs Home Decor



# Eco-Friendly Toys vs Eco-Friendly Home Décor — Comparative Analysis

(For Strategy, Sourcing, and GTM Decisions, not theory)

| Dimension                 | Eco-Friendly Toys   | Eco-Friendly Home Décor   |
|---------------------------|---|---|
| Primary buyer type        | Parents (25–45 yrs), grandparents, gift buyers, educators                     | Homeowners, renters, young professionals, families                |
| Purchase behavior         | Planned + gifting-led; age-specific and occasion-driven (birthdays, holidays) | Impulse + refresh-led; influenced by season, home refresh, trends |
| Impulse vs planned        | Mostly planned; impulse only at low price points (<\$15 / €12)                | Mostly impulse at <\$25 / €20; planned only for storage or sets   |
| Repeat purchase potential | Medium–High, but age-dependent (child outgrows)                               | High, driven by room refresh, seasonal décor, lifestyle changes   |
| Compliance & testing risk | High → CPSIA / ASTM / EN71 / choking / paint / chemical tests                 | Low–Medium → material safety, coatings, glass breakage norms      |
| Return risk               | Medium → gifting mismatch, age appropriateness                                | Low → utility items return less                                   |
| Damage risk (logistics)   | Low–Medium → mostly wood, boxed   | Medium–High → glass, ceramics, surface scratches                  |
| Shelf life (design)       | Long (3–5 yrs) for classics; learning toys age slowly                         | Short–Medium (1–3 yrs); design trends matter                      |
| Design refresh cycle      | Slow → pedagogy > aesthetics  | Fast → color, finish, style refresh                               |
| Private-label threat      | Medium (except Montessori EU where it's high)                                 | Very High (especially IKEA & Target)                              |
| Price elasticity          | Lower — parents pay for safety & learning                                     | Higher — price sensitivity at impulse zones                       |
| Brand importance          | High — trust & safety critical  | Medium — design & price outweigh brand                            |

# Eco-Friendly Toys vs Eco-Friendly Home Décor — Comparative Analysis

(For Strategy, Sourcing, and GTM Decisions, not theory)  
What this means strategically (important)

## 1. Risk vs Reward Profile

### • Toys

- Higher **regulatory & QA risk**
- Slower design churn
- Stronger **brand defensibility**

### • Home Décor

- Lower compliance risk
- Faster design obsolescence
- Higher **private-label competition**

## One-line executive takeaway

**Eco-friendly toys win on trust, learning value, and longevity; eco-friendly home décor wins on speed, impulse, and repeatability—but faces heavier private-label**

## 2. Shelf Reality Summary

| Factor               | Toys                  | Home Décor            |
|----------------------|-----------------------|-----------------------|
| Fastest shelf turns  | Age 1–3 learning toys | Storage & organizers  |
| Most seasonal        | Q4 gifting            | Spring/fall refresh   |
| Biggest white space  | Low-price eco toys    | Mid-price eco accents |
| Most bundle-friendly | Costco toys           | Costco décor          |

## 3. Entry Strategy Recommendation (if choosing one)

If your goal is...

- Lower operational risk & faster cash cycles → Home Décor
- Stronger brand building & long-term moat → Eco-Friendly Toys
- Private label / OEM play → Home Décor
- DTC + storytelling → Eco-Friendly Toys

# Initial Screening of SKUs: Market-Wise, Retailer-wise

## US MARKET — RETAILER-WISE TOP TWO SKUs Walmart — 2 Final SKUs

**Retailers: Walmart, Target, Costco**

### Screening Criteria:

- a) Retailer-wise Shelf Mapping
- b) White space analysis
- c) Eco-friendly Toys vs Home décor – Comparison Analysis,
- d) All other analyses made until now
- e) One each from Toys and Home Decor

**Why Walmart:** Volume-led, price-sensitive, fast shelf turns, lower design premium

| Category                | Selected SKU                                    | Why this SKU wins at Walmart  |
|-------------------------|---|---|
| Eco-Friendly Toy        | Melissa & Doug Wooden Building Blocks (100 pcs) | <ul style="list-style-type: none"><li>• Fastest shelf velocity</li><li>• Hits \$20 impulse-plus price band</li><li>• Strong parent trust + low returns</li></ul>            |
| Eco-Friendly Home Décor | Mainstays Bamboo Storage Bin                    | <ul style="list-style-type: none"><li>• High private-label acceptance</li><li>• Solves the eco gap vs plastic bins</li><li>• Daily-use utility → repeat purchases</li></ul> |

### Strategic logic:

Low risk, high turns, strong mass appeal → ideal for Walmart scale play

# US MARKET — RETAILER-WISE TOP TWO SKUs

Retailers: Walmart, Target, Costco

## Target — 2 Final SKUs

**Why Target:** Design-led shopper, higher private-label overlap, gifting behavior

| Category                | Selected SKU                               | Why this SKU wins at Target  |
|-------------------------|--|--|
| Eco-Friendly Toy        | Melissa & Doug Deluxe Wooden Activity Cube | <ul style="list-style-type: none"><li>• Premium learning gift</li><li>• Strong end-cap performance</li><li>• Brand &gt; private label defensibility</li></ul>  |
| Eco-Friendly Home Décor | Threshold Mango Wood Decorative Tray       | <ul style="list-style-type: none"><li>• Mid-price eco décor white space</li><li>• Strong design + gifting appeal</li><li>• Seasonal refresh friendly</li></ul> |

### Strategic logic:

Target rewards **storytelling + aesthetics**; these SKUs balance velocity and margin.

## Costco — 2 Final SKUs

**Why Costco:** Limited SKUs, bundled value, low private-label pressure

| Category                | Selected SKU                                       | Why this SKU wins at Costco  |
|-------------------------|--|--|
| Eco-Friendly Toy        | KidKraft Wooden Train Set & Table                  | <ul style="list-style-type: none"><li>• Hero pallet SKU</li><li>• High AOV but strong sell-through</li><li>• Ideal for holiday gifting</li></ul>                   |
| Eco-Friendly Home Décor | Natural Fiber Storage Basket Set (Seagrass/Rattan) | <ul style="list-style-type: none"><li>• Bulk + value sweet spot</li><li>• Eco material aligns with Costco shoppers</li><li>• Very fast seasonal velocity</li></ul> |

### Strategic logic:

Costco favors **big, giftable, bundled SKUs** with a straightforward value narrative.

## EU MARKET — RETAILER-WISE TOP TWO SKUs

Retailers: Montessori.store, IKEA

### Montessori.store — 2 Final SKUs

**Why Montessori.store:** Pedagogy-first, very high private label, trust-based buying

| Category         | Selected SKU                    | Why this SKU wins in EU Montessori   |
|------------------|---------------------------------|--|
| Eco-Friendly Toy | Wooden Stacking Pyramid (Beech) | <ul style="list-style-type: none"><li>• Fastest velocity core SKU</li><li>• Entry-price Montessori essential</li><li>• Zero trend risk</li></ul>                   |
| Eco-Friendly Toy | Busy Board – Locks & Gears      | <ul style="list-style-type: none"><li>• High engagement &amp; learning value</li><li>• Parents see tangible skill payoff</li><li>• Strong repeat gifting</li></ul> |

#### Strategic logic:

Montessori.store prioritizes **depth of learning over aesthetics**

### IKEA — 2 Final SKUs

**Why IKEA:** 90%+ private label, utility-driven, massive footfall

| Category                | Selected SKU         | Why this SKU wins at IKEA  |
|-------------------------|----------------------|--|
| Eco-Friendly Home Décor | KORKEN Glass Jar     | <ul style="list-style-type: none"><li>• Iconic IKEA staple</li><li>• Very fast turns</li><li>• Everyday utility</li></ul>                              |
| Eco-Friendly Home Décor | SNIDAD Rattan Basket | <ul style="list-style-type: none"><li>• Natural material differentiation</li><li>• Storage + décor dual use</li><li>• Strong seasonal uplift</li></ul> |

#### Strategic logic:

IKEA shelves reward **functional eco materials at democratic pricing**

## EXECUTIVE SUMMARY — WHY THESE 10 SKUs? (From the Top 05 Retailers from the US and the EU)

| Dimension       | Why these SKUs stand out                          |
|-----------------|---|
| Shelf velocity  | All selected SKUs are fast or medium-fast movers. |
| Risk profile    | Avoids high compliance + high breakage SKUs       |
| White space fit | Each fills a validated price/material/usage gap.  |
| Retailer logic  | Matches each retailer's merchandising DNA         |
| Scalability     | Easy to bundle, private-label, or regionalize     |

# Second Screening of Top Four SKUs: From the US and EU



## TOP 4 SKUs – Top 02 SKUs from the US and 02 SKUs from the EU.

### Selected based on the following criteria:

- Shelf mapping
- White-space gaps
- Toys vs Home Décor risk comparison
- Retailer behavior
- Private-label feasibility
- Compliance and sourcing reality

### US MARKET — Top 2 SKUs

#### 1. Melissa & Doug Wooden Building Blocks (100 pcs, FSC)

**Category:** Eco-Friendly Toys

**Retailers:** Walmart, Target

#### Why this is a definitive US pick

- ✓ **Fastest shelf velocity** among all eco-toys (central aisle, year-round)
- ✓ Hits **white-space price band** (\$18–25) for eco toys
- ✓ **Lowest compliance risk** (solid wood, no mechanisms)
- ✓ Extremely **private-label-able** (commodity design, FSC story)
- ✓ Works for **all 4 objectives**:
  - Private label ✓
  - Retail pitch ✓
  - Easy sourcing (China/India/Vietnam) ✓
  - Brand storytelling (learning + sustainability) ✓

#### Verdict:

**Best “foundation SKU”** for entering eco-friendly toys in the US

## TOP 4 SKUs – Top 02 SKUs from the US and 02 SKUs from the EU.

### Selected based on the following criteria:

- Shelf mapping
- White-space gaps
- Toys vs Home Décor risk comparison
- Retailer behavior
- Private-label feasibility
- Compliance and sourcing reality

### 2. Mainstays Bamboo Storage Bin

**Category:** Eco-Friendly Home Décor

**Retailer:** Walmart

### Why this is a definitive US pick

- ✓ **Fast velocity utility SKU** (storage > décor)
- ✓ **Fills eco white space vs plastic bins**
- ✓ **Very low return & damage risk**
- ✓ **High repeat purchase behavior**
- ✓ **Strong fit for private label scaling**

### Verdict:

**Best cash-flow SKU** with minimal operational risk.

**TOP 4 SKUs – Top 02 SKUs from the US and 02 SKUs from the EU.**

## **EU MARKET — FINAL 2 SKUs**

### **3. Montessori.store Wooden Stacking Pyramid (Beech Wood)**

**Category:** Eco-Friendly Toys

**Retailer:** Montessori.store

**Why this is a definitive EU pick**

- ✓ **Highest velocity core Montessori SKU**
- ✓ Entry-level price (€15–25) → gifting + impulse
- ✓ **Zero trend risk**, evergreen learning toy
- ✓ Extremely **easy to private label**
- ✓ **Lowest regulatory risk** (EU EN71 friendly)

**Verdict:**

**Safest and most scalable EU eco-toy SKU.**

### **4. IKEA KORKEN Glass Jar**

**Category:** Eco-Friendly Home Décor

**Retailer:** IKEA

**Why this is a definitive EU pick**

- ✓ **One of IKEA's fastest-moving décor SKUs**
- ✓ Near-zero compliance risk
- ✓ **Very high repeat purchase**
- ✓ Long shelf life, no design obsolescence
- ✓ Ideal benchmark for **eco private-label utility**

**Verdict:**

**Gold-standard EU eco utility SKU**

# Sourcing Strategy: Top 04 SKUs

# SOURCING STRATEGY:

## Important framing:

- Costs are **realistic industry benchmarks** (2024–25 mass retail volumes, 40’ HQ container)
  - Assumes **private-label equivalent**, not branded Melissa & Doug / Mainstays costs
  - Retailer margin = **(Retail – Landed) ÷ Retail**
- ### Benchmarking Criteria:
- Compare China vs Vietnam vs India
  - Include FOB cost
  - Include landed US/EU cost assumption
  - Map to retail price
  - Estimate retailer margin
  - Highlight key sourcing risks

# KEY

| Parameter    | Assumption                          |
|--------------|-------------------------------------|
| Order volume | 1 × 40’ HQ container                |
| Incoterm     | FOB                                 |
| Freight      | \$4,000–5,500 / container (blended) |
| Duty (US)    | Toys: 0–4%                          |
| FX           | Neutral (USD)                       |
| Retail price | Walmart / Target average shelf      |

## Selected US SKUs (Benchmark Scope)

- 1. Melissa & Doug Wooden Building Blocks (100 pcs, FSC equivalent)**  
Category: Eco-Friendly Toys  
Retailers: Walmart, Target
- 2. Mainstays Bamboo Storage Bin (rectangular utility bin)**  
Category: Eco-Friendly Home Décor  
Retailer: Walmart

SOURCING STRATEGY:

ECO-FRIENDLY TOY (US)

Wooden Building Blocks (100 pcs, FSC equivalent)

Cost & Margin Benchmark

| Country | FOB / unit  | Landed US cost | Avg retail price | Retailer margin | Margin quality |
|---------|-------------|----------------|------------------|-----------------|----------------|
| China   | \$7.00–8.00 | \$9.50–10.50   | \$19.99–22.99    | 48–55%          | Excellent      |
| Vietnam | \$7.80–8.80 | \$10.80–11.80  | \$19.99–22.99    | 41–48%          | Good           |
| India   | \$8.50–9.50 | \$11.50–12.80  | \$19.99–22.99    | 36–44%          | Acceptable     |

Why China leads (today)

- Best tooling + finishing consistency
- Mature FSC wood ecosystem
- Lowest defect & rework rates
- Strong packaging automation (important for toys)

Key sourcing risks (toys)

| Risk                   | China     | Vietnam | India  |
|------------------------|-----------|---------|--------|
| EN71 / ASTM compliance | Low       | Low     | Medium |
| Paint / chemical QA    | Low       | Low     | Medium |
| Wood moisture warping  | Low       | Medium  | Medium |
| Geopolitical / tariffs | Medium    | Low     | Low    |
| Scalability            | Very high | Medium  | Medium |

Strategic verdict (toys):

China = best launch option, Vietnam = diversification hedge, India = second phase once QA stabilized.

SOURCING STRATEGY:

ECO-FRIENDLY HOME DÉCOR (US)

Bamboo Storage Bin (utility, stackable)

Cost & Margin Benchmark

| Country | FOB / unit  | Landed US cost | Avg retail price | Retailer margin | Margin quality |
|---------|-------------|----------------|------------------|-----------------|----------------|
| China   | \$5.00–6.00 | \$7.50–8.50    | \$17.99–22.99    | 53–63%          | Excellent      |
| Vietnam | \$5.50–6.50 | \$8.50–9.50    | \$17.99–22.99    | 47–58%          | Very good      |
| India   | \$6.00–7.20 | \$9.50–10.80   | \$17.99–22.99    | 40–52%          | Good           |

Why Vietnam is strong here

- Bamboo is **native & abundant**
- Better **hand-finish quality**
- Lower risk of cosmetic defects
- Increasing Walmart acceptance for décor sourcing

Key sourcing risks (home décor)

| Risk                    | China  | Vietnam | India  |
|-------------------------|--------|---------|--------|
| Bamboo splitting        | Medium | Low     | Medium |
| Color consistency       | Medium | Low     | Medium |
| Mold/moisture           | Medium | Medium  | Medium |
| Labor scalability       | High   | Medium  | Medium |
| Freight cube efficiency | High   | Medium  | Medium |

Strategic verdict (décor):

**Vietnam = best balance of cost + quality**, China = scale play, India = niche / handcrafted positioning.

SOURCING STRATEGY:

SIDE-BY-SIDE STRATEGIC SUMMARY (US MARKET)

| Dimension                   | Wooden Blocks (Toy) | Bamboo Bin (Home Décor) |
|-----------------------------|---------------------|-------------------------|
| Compliance risk             | High importance     | Low                     |
| Best sourcing country       | China               | Vietnam                 |
| Retailer margin potential   | 45–55%              | 50–60%                  |
| Returns risk                | Medium              | Low                     |
| Repeat purchase             | Low–Medium          | High                    |
| Private-label defensibility | Medium              | High                    |

EXECUTIVE TAKEAWAY:

If you want speed + safety:

First, launch the Bamboo Storage Bin from Vietnam.

If you want brand credibility:

Launch **Wooden Blocks** from **China** with strict QA.



SOURCING STRATEGY:

EU SELECTED SKUs (Sourcing Scope)

1. Montessori Wooden Stacking Pyramid (Beech Wood)  
Category: Eco-Friendly Toys  
Retailer benchmark: **Montessori.store**
2. IKEA KORKEN Glass Jar (Clamp-lid storage jar)  
Category: Eco-Friendly Home Décor  
Retailer benchmark: **IKEA**

BASE ASSUMPTIONS (EU)

| Parameter                | Assumption   |
|--------------------------|--|
| Order volume             | 1 × 40’ HQ container                                 |
| Incoterm                 | FOB  |
| Primary market           | EU (Germany / Nordics / Benelux)                     |
| Inbound duty             | Toys: 0%–2%  |
| Compliance               | EN71 (toys), REACH (materials), LFGB (glass contact) |
| Retail price (benchmark) | €15–25 (Toy)   |

EU ECO-FRIENDLY TOY

Wooden Stacking Pyramid (Beech Wood)

Cost & Margin Benchmark (EU)

| Country                                   | FOB / unit | Landed EU cost | Avg retail price | Retailer margin | Margin quality |
|---|------------|----------------|------------------|-----------------|----------------|
| Eastern Europe (Poland / Czech / Romania) | €4.50–5.50 | €6.20–7.20     | €18.99–24.99     | 55–65%          | Excellent      |
| China                                     | €3.80–4.50 | €6.50–7.80     | €18.99–24.99     | 50–60%          | Very good      |
| Vietnam                                   | €4.20–5.00 | €6.80–8.00     | €18.99–24.99     | 48–58%          | Good           |
| India                                     | €4.80–5.80 | €7.50–8.80     | €18.99–24.99     | 44–55%          | Acceptable     |

Why Eastern Europe leads the EU toys

- Native **beechwood supply**
- **Short transit times** → lower inventory risk
- Strong **EN71 & CE discipline**
- “**Made in EU**” label boosts Montessori trust

SOURCING STRATEGY:

Key sourcing risks (toys)

| Risk                    | East EU | China     | Vietnam | India  |
|-------------------------|---------|-----------|---------|--------|
| EN71 compliance         | Low     | Low       | Low     | Medium |
| Paint / coating safety  | Low     | Low       | Low     | Medium |
| Wood moisture stability | Low     | Medium    | Medium  | Medium |
| Lead time volatility    | Low     | Medium    | Medium  | Medium |
| Scalability             | Medium  | Very high | Medium  | Medium |

Strategic verdict (EU toy):

Eastern Europe = best long-term EU strategy

China = cost fallback, India = later diversification only

EU ECO-FRIENDLY HOME DÉCOR

Glass Storage Jar (Clamp Lid – KORKEN equivalent)

Cost & Margin Benchmark (EU)

| Country                          | FOB / unit | Landed EU cost | Avg retail price | Retailer margin | Margin quality |
|----------------------------------|------------|----------------|------------------|-----------------|----------------|
| Eastern Europe (Poland / Turkey) | €1.20–1.50 | €1.90–2.30     | €4.99–7.99       | 55–65%          | Excellent      |
| China                            | €0.90–1.20 | €1.80–2.20     | €4.99–7.99       | 55–65%          | Excellent      |
| Vietnam                          | €1.10–1.40 | €2.10–2.50     | €4.99–7.99       | 50–60%          | Good           |
| India                            | €1.30–1.60 | €2.30–2.80     | €4.99–7.99       | 45–55%          | Acceptable     |

Why Europe / Turkey works best for glass

- Strong **glass-forming heritage**
- **Lower breakage** in transit
- Easier **food-contact (LFGB) compliance**
- Faster replenishment cycles for IKEA-type models

SOURCING STRATEGY:

Key sourcing risks (toys)

| Risk                    | East EU | China     | Vietnam | India  |
|-------------------------|---------|-----------|---------|--------|
| EN71 compliance         | Low     | Low       | Low     | Medium |
| Paint / coating safety  | Low     | Low       | Low     | Medium |
| Wood moisture stability | Low     | Medium    | Medium  | Medium |
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EU ECO-FRIENDLY HOME DÉCOR

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| China                            | €0.90–1.20 | €1.80–2.20     | €4.99–7.99       | 55–65%          | Excellent      |
| Vietnam                          | €1.10–1.40 | €2.10–2.50     | €4.99–7.99       | 50–60%          | Good           |
| India                            | €1.30–1.60 | €2.30–2.80     | €4.99–7.99       | 45–55%          | Acceptable     |

Why Europe / Turkey works best for glass

- Strong **glass-forming heritage**
- **Lower breakage** in transit
- Easier **food-contact (LFGB) compliance**
- Faster replenishment cycles for IKEA-type models

# SOURCING STRATEGY:

## Key sourcing risks (home décor – EU)

| Risk                    | East EU | China  | Vietnam | India  |
|-------------------------|---------|--------|---------|--------|
| Breakage in transit     | Low     | Medium | Medium  | Medium |
| Clamp-lid QC            | Low     | Medium | Medium  | Medium |
| Mold/seal failure       | Low     | Low    | Low     | Medium |
| Energy price volatility | Medium  | Medium | Medium  | Medium |
| Freight cube efficiency | Medium  | High   | Medium  | Medium |

## Strategic verdict (EU décor):

**Eastern Europe / Turkey = safest & fastest**  
China = cost leader but higher damage risk

## SIDE-BY-SIDE STRATEGIC SUMMARY (EU)

| Dimension               | Wooden Toy     | Glass Jar               |
|-------------------------|----------------|-------------------------|
| Best sourcing region    | Eastern Europe | Eastern Europe / Turkey |
| Compliance sensitivity  | Very high      | Medium                  |
| Retail margin potential | 55–65%         | 55–65%                  |
| Logistics risk          | Low            | Medium                  |
| Design refresh risk     | Very low       | Very low                |
| Private-label readiness | Excellent      | Excellent               |

## EXECUTIVE TAKEAWAY (EU)

**EU strategy should prioritize proximity sourcing.**

- Toys → **Eastern Europe first**, China second
- Home décor → **EU/Turkey first**, China for cost leverage

This reduces **risk, lead time, carbon footprint**, and improves **retailer acceptance**

# Feasibility Study on Sourcing from India

INDIA SOURCING VERDICT — SKU BY SKU (Based on Questionnaire)

US MARKET SKUs

Melissa & Doug Wooden Building Blocks (100 pcs, FSC-equivalent)

Category: Eco-Friendly Toys

Retail context: Walmart / Target price-led shelves

India vs China / Vietnam — Clear Answers

| Question                                       | Answer               | Reason (fact-based)   |
|--|----------------------|---|
| Does India win on cost?                        | ✗ No                 | India FOB is 10–20% higher than China at scale                      |
| Does India win only on sustainability / story? | Partially (Weak win) | FSC + handcrafted story exists but not valued by mass US toy buyers |
| Does India lose vs China/Vietnam?              | ✓ Yes                | Loses on cost, finish consistency, and speed                        |

Supporting Evidence

| Parameter                        | India                    | China          | Vietnam     |
|----------------------------------|--------------------------|----------------|-------------|
| Typical MOQ                      | 3,000–5,000 sets         | 1,500–2,000    | 2,000–3,000 |
| Compliance (ASTM / CPSIA / EN71) | Medium effort (extra QA) | Easy / routine | Easy        |
| Paint & chemical consistency     | Medium                   | High           | High        |
| Scalability (mass retail)        | Medium                   | Very high      | Medium      |
| Rework / rejection risk          | Medium                   | Low            | Low         |

Final verdict (Toy):

- ✗ India is NOT competitive for mass eco-toys.
- ✓ Use China for launch, Vietnam as backup.
- ✓ India works only for DTC/boutique storytelling, not for Walmart/Target

# Mainstays Bamboo Storage Bin (US)

**Category:** Eco-Friendly Home Décor

**Retail context:** Walmart utility shelves

## India vs China / Vietnam — Clear Answers

| Question                                       | Answer     | Reason   |
|--|------------|--|
| Does India win on cost?                        | ✗ No       | Vietnam & China are cheaper due to bamboo ecosystem  |
| Does India win only on sustainability / story? | ⚠ Marginal | Bamboo is not India's native advantage               |
| Does India lose vs China/Vietnam?              | ✓ Yes      | Loses on raw material access & finishing consistency |

## Supporting Evidence

| Parameter             | India       | Vietnam            | China       |
|-----------------------|-------------|--------------------|-------------|
| Typical MOQ           | 2,000–3,000 | 1,500–2,000        | 1,500–2,000 |
| Bamboo availability   | Medium      | Very high (native) | High        |
| Mold/moisture control | Medium      | Low risk           | Medium      |
| Scalability           | Medium      | High               | Very high   |
| Walmart acceptance    | Medium      | High               | High        |

**Final verdict (US décor):**

✗ India loses clearly

✓ Vietnam wins (best balance of cost + quality)

✓ China is viable for large-scale, India is not preferred

# Montessori Wooden Stacking Pyramid (Beech Wood)

**Category:** Eco-Friendly Toys

**Retail context:** Montessori.store (EU pedagogy-led)

## India vs Eastern Europe / China — Clear Answers

| Question                                     | Answer        | Reason   |
|--|---------------|--|
| Does India win on cost?                      | × No          | Eastern Europe is cost-competitive for beech         |
| Does India win only on sustainability/story? | Yes (limited) | Handcrafted + India story works only in niche EU DTC |
| Does India lose vs China/EU?                 | ✓ Yes         | Loses on EN71 ease, transit time, and trust          |

## Final verdict (EU toy):

- × India does NOT win
- ✓ Eastern Europe is **clearly superior**
- ✓ India only fits **story-led boutique brands**, not Montessori.store core

## Supporting Evidence

| Parameter               | India       | Eastern Europe | China       |
|-------------------------|-------------|----------------|-------------|
| Typical MOQ             | 2,000–3,000 | 1,000–1,500    | 1,500–2,000 |
| EN71 / CE compliance    | Medium      | Very easy      | Easy        |
| Transit time to EU      | Long        | Short          | Medium      |
| Montessori trust factor | Medium      | Very high      | Medium      |
| Carbon footprint        | High        | Low            | Medium      |



# IKEA KORKEN Glass Jar (Utility Glassware)

**Category:** Eco-Friendly Home Décor

**Retail context:** IKEA high-volume private label

## India vs Europe / China — Clear Answers

| Question                                       | Answer | Reason                                      |
|--|--------|---|
| Does India win on cost?                        | × No   | Energy & freight disadvantage               |
| Does India win only on sustainability / story? | × No   | IKEA does not reward story for utility SKUs |
| Does India lose vs China/EU?                   | ✓ Yes  | Loses on breakage, energy cost, logistics   |

### Final verdict (EU décor):

- × India is not viable
- ✓ Europe/Turkey is **best-in-class**
- ✓ China second option, India excluded

## Supporting Evidence

| Parameter                | India        | Eastern Europe / Turkey | China  |
|--------------------------|--------------|-------------------------|--------|
| Typical MOQ              | 5,000–10,000 | 3,000–5,000             | 5,000  |
| Breakage risk            | Medium       | Low                     | Medium |
| Food-contact compliance  | Medium       | Easy                    | Easy   |
| IKEA supplier acceptance | Low          | Very high               | High   |
| Scalability              | Medium       | High                    | High   |

## FINAL EXECUTIVE SUMMARY (NO AMBIGUITY)

| SKU                         | India wins on cost? | India wins on story? | India loses overall? |
|-----------------------------|---------------------|----------------------|----------------------|
| US – Wooden Blocks (Toy)    | ✗ No                | Weak                 | ✓ Yes                |
| US – Bamboo Storage Bin     | ✗ No                | ✗ No                 | ✓ Yes                |
| EU – Stacking Pyramid (Toy) | ✗ No                | Limited              | ✓ Yes                |
| EU – Glass Jar (Home décor) | ✗ No                | ✗ No                 | ✓ Yes                |

### Absolute takeaway

**India does NOT win on cost or scalability for any of the 4 shortlisted SKUs.**

India only plays a **secondary role** in:

- Story-led DTC brands
- Small-batch artisanal positioning

For **mass retail, private label, and scale**:

- **China, Vietnam, Eastern Europe dominate**

# Weighted Scoring Model – To Select 02 SKUs from 04

## WEIGHTED SCORING MODEL – FRAMEWORK

**Scoring scale:** 1 (Very weak) → 5 (Excellent)

| Criterion                                    | Weight |
|--|--------|
| Gross margin potential                       | 25%    |
| Retailer fit                                 | 20%    |
| Compliance risk (lower = higher score)       | 15%    |
| India advantage (cost / story / optionality) | 20%    |
| Scalability (volume + geography)             | 20%    |
| Total  | 100%   |

### SKUs IN SCOPE (LAST 4)

#### Eco-Friendly Toys

1. **Melissa & Doug Wooden Building Blocks (100 pcs, FSC-equivalent) – US**
2. **Montessori.store Wooden Stacking Pyramid (Beech Wood) – EU**

#### Eco-Friendly Home Décor

3. **Mainstays Bamboo Storage Bin – US**
4. **IKEA KORKEN Glass Jar – EU**

# ECO-FRIENDLY TOYS — WEIGHTED SCORING

## Melissa & Doug Wooden Building Blocks (US)

| Criterion              | Weight | Score (1–5) | Weighted score | Rationale                          |
|------------------------|--------|-------------|----------------|------------------------------------|
| Gross margin potential | 25%    | 4.5         | 1.13           | 45–55% retailer margin achievable  |
| Retailer fit           | 20%    | 5.0         | 1.00           | Walmart, Target, Costco proven     |
| Compliance risk        | 15%    | 4.5         | 0.68           | Simple solid wood, low defect risk |
| India advantage        | 20%    | 2.0         | 0.40           | India weak on cost & scale         |
| Scalability            | 20%    | 5.0         | 1.00           | Extremely scalable globally        |
| TOTAL SCORE            | 100%   |             | 4.21 / 5.00    |                                    |

## Montessori Wooden Stacking Pyramid (EU)

| Criterion              | Weight | Score | Weighted score | Rationale                       |
|------------------------|--------|-------|----------------|---------------------------------|
| Gross margin potential | 25%    | 4.0   | 1.00           | Strong but capped by EU pricing |
| Retailer fit           | 20%    | 4.0   | 0.80           | Strong in Montessori store only |
| Compliance risk        | 15%    | 5.0   | 0.75           | EN71 friendly                   |
| India advantage        | 20%    | 2.5   | 0.50           | Story possible, scale limited   |
| Scalability            | 20%    | 3.5   | 0.70           | EU-centric, niche               |
| TOTAL SCORE            | 100%   |       | 3.75 / 5.00    |                                 |

ECO-FRIENDLY HOME DÉCOR — WEIGHTED SCORING

Mainstays Bamboo Storage Bin (US)

| Criterion              | Weight | Score | Weighted score | Rationale                 |
|------------------------|--------|-------|----------------|---------------------------|
| Gross margin potential | 25%    | 5.0   | 1.25           | 50–60% margin possible    |
| Retailer fit           | 20%    | 4.5   | 0.90           | Walmart utility winner    |
| Compliance risk        | 15%    | 5.0   | 0.75           | Minimal regulation        |
| India advantage        | 20%    | 2.5   | 0.50           | India weaker than Vietnam |
| Scalability            | 20%    | 4.5   | 0.90           | Easy to scale globally    |
| TOTAL SCORE            | 100%   |       | 4.3/5.0        |                           |

IKEA KORKEN Glass Jar (EU)

| Criterion              | Weight | Score | Weighted score | Rationale               |
|------------------------|--------|-------|----------------|-------------------------|
| Gross margin potential | 25%    | 4.5   | 1.13           | High volume, low ASP    |
| Retailer fit           | 20%    | 5.0   | 1.00           | IKEA icon               |
| Compliance risk        | 15%    | 4.0   | 0.60           | Breakage & food-contact |
| India advantage        | 20%    | 1.5   | 0.30           | India not viable        |
| Scalability            | 20%    | 5.0   | 1.00           | Massive global scale    |
| TOTAL SCORE            | 100%   |       | 4.03 / 5.00    |                         |

## TOYS — FINAL SELECTION

✓ **WINNER: Melissa & Doug Wooden Building Blocks (US)**

**Why it wins (quantitatively):**

- Highest **total weighted score (4.21 vs 3.75)**
- Superior **retailer fit + scalability**
- Better **margin headroom**
- Lower operational friction

**This is the strongest global “anchor SKU” for Eco-Friendly Toys.**

## HOME DÉCOR — FINAL SELECTION

✓ **WINNER: Mainstays Bamboo Storage Bin (US)**

**Why it wins (quantitatively):**

- Highest **score overall (4.30)**
- Best **gross margin + repeat purchase**
- Lowest compliance and return risk
- More flexible sourcing and branding

**This is the strongest cash-flow SKU across the entire portfolio.**

## TOYS — FINAL SELECTION

✓ **WINNER: Melissa & Doug Wooden Building Blocks (US)**

**Why it wins (quantitatively):**

- Highest **total weighted score (4.21 vs 3.75)**
- Superior **retailer fit + scalability**
- Better **margin headroom**
- Lower operational friction

**This is the strongest global “anchor SKU” for Eco-Friendly Toys.**

## HOME DÉCOR — FINAL SELECTION

✓ **WINNER: Mainstays Bamboo Storage Bin (US)**

**Why it wins (quantitatively):**

- Highest **score overall (4.30)**
- Best **gross margin + repeat purchase**
- Lowest compliance and return risk
- More flexible sourcing and branding

**This is the strongest cash-flow SKU across the entire portfolio.**



# Final GO/NO GO Decision

## FINAL, OUTCOME:

| Category                | Selected SKU                                    | Market |
|-------------------------|---|--------|
| Eco-Friendly Toys       | Melissa & Doug Wooden Building Blocks (100 pcs) | US     |
| Eco-Friendly Home Décor | Mainstays Bamboo Storage Bin                    | US     |

### Executive takeaway

**Both winning SKUs are US-market SKUs** because our weighted model strongly favors **margin, scalability, and retailer breadth**—areas where US utility SKUs outperform EU niche icons.

NO /NO GO –EXECUTION BRIEF:

FINAL SKU 1 — ECO-FRIENDLY TOYS (WINNER)

Melissa & Doug Wooden Building Blocks (100 pcs, FSC-equivalent)

(Private-label equivalent)

Freeze Summary

| Dimension           | FINAL DECISION                                 |
|---------------------|--|
| Target retailer     | Walmart (primary), Target (secondary)          |
| Shelf location      | Central toy aisle (year-round core SKU)        |
| Retail price band   | \$19.99 – \$22.99                              |
| Sourcing strategy   | China (primary) → Vietnam (risk hedge)         |
| Manufacturing model | Large-scale OEM, FSC wood, automated finishing |
| MOQ (realistic)     | 1,500–2,000 sets / SKU                         |
| Compliance          | ASTM F963, CPSIA, EN 71, FSC CoC               |

Why is this freeze optimal

- Hits the **highest weighted score** across margin, scalability, and retailer fit
- Shelf-validated **fast velocity** SKU
- Lowest operational complexity among toy options
- Strong private-label substitution potential

Top 3 Risks (and why they’re manageable)

| Risk                                   | Impact | Mitigation                        |
|--|--------|-----------------------------------|
| Geopolitical / tariff exposure (China) | Medium | Dual-approve Vietnam tooling      |
| Paint/chemical non-compliance          | Medium | Pre-shipment SGS + batch testing  |
| Price pressure from branded players    | Medium | Compete on pack count + FSC story |

Final Go/No-Go:  
**GO — This is your anchor brand-builder SKU for eco-toys.**

FINAL SKU 2 — ECO-FRIENDLY HOME DÉCOR  
(WINNER)

Mainstays Bamboo Storage Bin

(Private-label equivalent)

Freeze Summary

| Dimension           | FINAL DECISION                           |
|---------------------|--|
| Target retailer     | Walmart                                  |
| Shelf location      | Central storage/organization aisle       |
| Retail price band   | \$17.99 – \$22.99                        |
| Sourcing strategy   | Vietnam (primary) → China (scale backup) |
| Manufacturing model | Semi-automated bamboo lamination         |
| MOQ (realistic)     | 1,500–2,000 units/size                   |
| Compliance          | REACH, basic chemical & mold checks      |

Why is this freeze optimal

- Highest overall weighted score (best cash-flow SKU)
  - Very low compliance & return risk
  - Strong repeat purchase behavior
  - Walmart shoppers already trained on bamboo utility
- Top 3 Risks (and why they're manageable)

| Risk                        | Impact | Mitigation                      |
|-----------------------------|--------|---------------------------------|
| Bamboo cracking/warping     | Medium | Moisture-controlled kiln drying |
| Mold during transit         | Medium | Desiccants + PE inner wrap      |
| Private-label price erosion | Medium | Modular sizing + stackability   |

Final Go/No-Go:

**STRONG GO – This is your Cash-flow and Scale SKU.**

EXECUTIVE SNAPSHOT:

| SKU                    | Role in portfolio                  | Risk profile |
|------------------------|------------------------------------|--------------|
| Wooden Building Blocks | Brand credibility + learning story | Medium       |
| Bamboo Storage Bin     | Margin + repeat purchase engine    | Low          |

FINAL RECOMMENDATION

Launch Bamboo Storage Bin first (speed & cash), then Wooden Blocks (brand depth).

This sequencing minimizes risk while building long-term defensibility

EXECUTIVE SUMMARY ( Rejection Analysis)

Why were 38 SKUs rejected

- Toys
  - Compliance complexity outweighed margin
  - India offered **no cost or scale edge**
  - Bulky or niche SKUs failed retailer economics
- Home Décor
  - Private-label saturation (Target, IKEA)
  - Commodity pricing (glass, basic wood)
  - Damage & return risk (glass, fiber)

What this proves

I eliminated SKUs systematically — not emotionally — using margin, risk, retailer reality, and sourcing logic.

| Rejection Analysis _ ECO Friendly Toys: |        |                          |              |                 |                    |                      |   | Rejection Analysis _ ECO Friendly Home Decor: |        |                          |            |                          |                   |                      |                                 |
|---|--------|--------------------------|--------------|-----------------|--------------------|----------------------|---|---|--------|--------------------------|------------|--------------------------|-------------------|----------------------|---------------------------------|
| SKU / Product                           | Market | Primary rejection reason | Margin issue | Compliance risk | Retailer fit issue | Weak India advantage | Explanation (1-line, exec-safe)                   | SKU / Product                                 | Market | Primary rejection reason | Low margin | Compliance / damage risk | Poor retailer fit | Weak India advantage | Explanation (1-line, exec-safe) |
| Melissa & Doug Shape Sorting Cube       | US     | Low margin               | ✓            | ✗               | ✗                  | ✓                    | Small ASP limits margin after testing & packaging | Brightroom Bamboo Organizer                   | US     | Private-label saturation | ✗          | ✗                        | ✓                 | ✗                    | Target private label dominates  |
| Melissa & Doug Deluxe Activity Cube     | US     | Poor retailer economics  | ✗            | ✗               | ✓                  | ✓                    | Bulky SKU, slower turns vs shelf space            |   |        |                          |            |                          |                   |                      |                                 |
| Hape Country Critters Play Cube         | US     | Weak India advantage     | ✗            | ✗               | ✗                  | ✓                    | Premium eco story not monetised in mass retail    |   |        |                          |            |                          |                   |                      |                                 |
| Hape Quadrilla Marble Run               | US     | High compliance risk     | ✗            | ✓               | ✗                  | ✓                    | Moving parts + STEAM testing complexity           |   |        |                          |            |                          |                   |                      |                                 |
| PlanToys Construction Set               | US     | Poor retailer fit        | ✗            | ✗               | ✓                  | ✗                    | Niche eco brand, weak Walmart/Target velocity     |   |        |                          |            |                          |                   |                      |                                 |
| Battat Wooden Alphabet Blocks           | US     | Low differentiation      | ✓            | ✗               | ✗                  | ✓                    | Too commoditised vs private label                 |   |        |                          |            |                          |                   |                      |                                 |
| Tender Leaf Stacking Animals            | US     | Low scalability          | ✗            | ✗               | ✗                  | ✓                    | Boutique SKU, inconsistent volumes                |   |        |                          |            |                          |                   |                      |                                 |
| Classic World Tool Bench                | US     | High logistics & returns | ✗            | ✗               | ✓                  | ✗                    | Bulky, high damage & return risk                  |   |        |                          |            |                          |                   |                      |                                 |
| KidKraft Train Set & Table              | US     | Capital intensity        | ✗            | ✗               | ✗                  | ✗                    | High tooling + freight locks working capital      |   |        |                          |            |                          |                   |                      |                                 |
| Montessori Busy Board (Locks & Gears)   | EU     | High compliance risk     | ✗            | ✓               | ✗                  | ✗                    | Metal parts + EN71 friction                       |   |        |                          |            |                          |                   |                      |                                 |
| Montessori Activity Cube                | EU     | Margin ceiling           | ✓            | ✗               | ✗                  | ✗                    | EU pricing caps margin upside                     | IKEA RISATORP Basket                          | EU     | Non-eco material         | ✗          | ✗                        | ✗                 | ✗                    | Metal, not eco-led              |
| Montessori Counting Board               | EU     | Low ASP                  | ✓            | ✗               | ✗                  | ✗                    | Entry price too low for sourcing leverage         | IKEA DRAGAN Bamboo Box                        | EU     | Low differentiation      | ✗          | ✗                        | ✗                 | ✗                    | Easily copied                   |
| Montessori Rainbow Stacker              | EU     | Weak differentiation     | ✗            | ✗               | ✗                  | ✗                    | Easily substitutable                              | IKEA KVISSLE Organizer                        | EU     | Non-eco                  | ✗          | ✗                        | ✗                 | ✗                    | Metal-based                     |
| Montessori Shape Sorter Box             | EU     | Low scalability          | ✗            | ✗               | ✗                  | ✗                    | Fragmented EU demand                              | IKEA VARDAGEN Containers                      | EU     | Margin compression       | ✓          | ✗                        | ✗                 | ✗                    | Price leader category           |
| Montessori Lacing Set                   | EU     | Low margin               | ✓            | ✗               | ✗                  | ✗                    | Labour cost outweighs ASP                         | IKEA Wooden Shelf Systems                     | EU     | Installation friction    | ✗          | ✗                        | ✗                 | ✗                    | Low impulse                     |
| Montessori Balance Stones               | EU     | Slow velocity            | ✗            | ✗               | ✓                  | ✗                    | Niche motor-skills demand                         | IKEA GRADVIS Vase                             | EU     | High breakage            | ✗          | ✓                        | ✗                 | ✗                    | Transit damage risk             |
| Montessori Tool Set                     | EU     | Weak India advantage     | ✗            | ✗               | ✗                  | ✓                    | No cost or story edge                             | IKEA BEKVÅM Tray                              | EU     | Low ASP                  | ✓          | ✗                        | ✗                 | ✗                    | Utility pricing                 |
| Montessori Play Kitchen                 | EU     | Capital heavy            | ✗            | ✗               | ✗                  | ✗                    | Furniture economics, slow turns                   | IKEA MOSSLANDA Ledge                          | EU     | Bulky logistics          | ✗          | ✗                        | ✗                 | ✗                    | Freight inefficiency            |

**Thank you**