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THE CIRCLED COLLECTION

Revolutionizing the Second-Hand Furniture Market: A Curated and Inspirational E-commerce Approach

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Abstract

This bachelor thesis develops a comprehensive business case for launching The Circled Collection, an innovative, curated e-commerce platform aiming to transform the second-hand furniture market in Germany. By addressing existing gaps in trust, quality, aesthetics, and convenience, the platform aspires to position pre-owned furniture as a first-choice purchase rather than a compromise. Through a combination of market analysis, consumer research, and business model design, the thesis explores how curated collections, professional refurbishment, full-service logistics, and digital personalization can elevate the second-hand shopping experience. The platform targets design-conscious, sustainability-minded consumers aged 25–45 and partners with B2B suppliers such as furniture brands and professional resellers to secure high-quality inventory. Financial projections indicate scalable revenue growth and profitability within three years, supported by lean, technology-driven operations. Ultimately, this thesis demonstrates that The Circled Collection offers a differentiated, scalable solution to meet the growing demand for sustainable, design-forward recommerce in the German market.

Keywords

Second-hand furniture, Recommerce, E-commerce, Curated Collections, Circular Economy, Sustainable Consumption, German Furniture Market, Design-Conscious Consumers

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2. List of Abbreviations

AI	<i>Artificial intelligence</i>	IHK	<i>International Handelskammer</i>
B2B	<i>Business to business</i>	IRR	<i>Internal rate of return</i>
B2C	<i>Business to consumer</i>	KfW	<i>Kreditanstalt für Wiederaufbau</i>
BMUV	<i>Bundesministerium für Umwelt, Naturschutz, nukleare Sicherheit und Verbraucherschutz</i>	KPIs	<i>Key performance indicators</i>
C2C	<i>Consumer to consumer</i>	NCES	<i>National Circular Economy Strategy</i>
CAGR	<i>Compound Annual Growth Rate</i>	NOPLAT	<i>Net Operating Profit Less Adjusted Taxes</i>
CEO	<i>Chief Executive Officer</i>	PESTEL	<i>Politics, Economics, Society, Technology, Environment, Legal</i>
CVR	<i>Conversion rate</i>	SaaS	<i>Service as a Software</i>
DBU	<i>Deutsche Bundesstiftung Umwelt</i>	SEO	<i>Search engine optimization</i>
EBITDA	<i>Earnings before interest and tax, Earnings Before Interest, Taxes, Depreciation and Amortization</i>	SG&A	<i>Selling, General and Administrative Expenses</i>
EEA	<i>European Environment Agency</i>	sqm	<i>square meters</i>
ESPR	<i>Ecodesign for Sustainable Products Regulation</i>	SWOT	<i>Strenghts, Weaknesses, Opportunities, Threats</i>
EU	<i>European Union</i>	USP	<i>Unique selling point</i>
FTE	<i>Full time employee</i>	UStG	<i>Umsatzsteuergesetz</i>
GDP	<i>Gross domestic product</i>	UX	<i>User Experience</i>
GDPR	<i>General Data Protection Regulation</i>	WACC	<i>Weighted average cost of capital</i>
HDE	<i>Handelsverband Deutschland</i>		

3. Executive Summary

This bachelor thesis develops a comprehensive business case for launching The Circled Collection, an innovative, curated e-commerce platform that aims to transform the second-hand furniture market in Germany. By addressing the significant gaps in trust, quality, aesthetics, and convenience that currently frustrate design-conscious buyers, the platform offers a compelling opportunity to redefine pre-owned furniture as a desirable, first-choice purchase rather than a compromise.

Market Opportunity

The second-hand furniture market in Germany is valued at approximately €3.2 billion in 2024, with projected growth driven by a global CAGR of 7.7%, reflecting rising consumer interest in sustainability, affordability, and unique design. However, existing second-hand platforms largely fail to meet the expectations of style-aware consumers: they offer inconsistent product presentation, limited quality control, and cumbersome logistics, creating a chaotic and often disappointing shopping experience. This presents a strategic opportunity to capture unmet demand by combining emotional appeal, operational excellence, and digital innovation.

Proposed Solution

The Circled Collection is a two-sided marketplace designed to deliver a seamless, inspiring, and premium second-hand furniture experience. On the customer side, it targets urban, design-conscious individuals aged 25–45 who seek quality, character, and sustainability without paying luxury retail prices. On the supply side, the platform partners with B2B providers such as furniture brands, manufacturers, hotels, and professional resellers to secure scalable, high-quality inventory, including B-stock, returns, overstock, and refurbished pieces.

Key differentiators include curated collections, professional refurbishment and quality control, full-service logistics, and technology-driven personalization tools (such as AI-powered recommendations and moodboards). Together, these elements create an emotionally engaging, editorial-level experience that bridges the gap between chaotic peer-to-peer marketplaces and expensive luxury resellers.

Business Model & Strategic Approach

The platform's business model is initially focused solely on generating revenue through resale margins. While additional streams such as service fees, premium listings, and potential B2B contracts are considered future opportunities, they are not included in the current financial plan. Operational scalability is achieved through a lean, tech-enabled infrastructure that reduces manual effort, optimizes logistics, and maintains high quality standards. Strategic positioning focuses on three pillars: 1) curated design excellence, 2) operational and service superiority, and 3) digital personalization and customer engagement.

Financial Highlights

Based on the financial model, The Circled Collection projects annual revenues of €1,296,000 in Year 1, growing to €4,045,000 by Year 3, driven by an expected gross margin of 20%. Initial capital requirements are estimated at €125,000, with a breakeven point anticipated starting from Year 2. Additionally, the estimated valuation after five years is projected at approximately €270,000 with an IRR of ca. 35%. Key cost drivers include marketing, logistics, warehousing, refurbishment, and technology development.

Implementation Roadmap

The proposed roadmap includes a phased launch approach: initial market entry in Germany over the first 12 months. Key milestones include finalizing B2B supply agreements, building the digital platform and backend infrastructure, launching targeted marketing campaigns, and achieving critical mass in active users and transactions. Strategic partnerships, especially with sustainability-focused brands and logistics providers, are identified as essential success factors.

The Circled Collection offers a scalable, differentiated solution to the growing demand for sustainable, design-forward second-hand furniture. By combining curated product selection, seamless service, and cutting-edge digital experiences, the platform is positioned to capture significant market share in the fast-growing recommerce sector.

4. Objectives of Bachelor Thesis

The resale market for furniture is undergoing a significant transformation, driven by shifting consumer preferences toward sustainability, the circular economy, and digitalization. While multiple platforms exist for second-hand furniture, they often fail to meet the expectations of design-conscious buyers seeking high-quality, curated products. A lack of immersive shopping experiences, insufficient quality control, and limited personalization features prevent these platforms from reaching their full potential.

This bachelor thesis aims to address these market deficiencies by developing a new business model for curated second-hand furniture platform. The primary objective is to assess how such a business model can be designed to be both economically viable and strategically differentiated from competitors while ensuring a seamless customer experience.

The core objective of this bachelor thesis is to develop a viable and actionable business case for launching a curated second-hand furniture platform in Germany. The platform seeks to redefine how pre-owned furniture is perceived and experienced-by combining aesthetic quality, emotional storytelling, and operational convenience into a single, brand-driven offering. To achieve this, the thesis pursues **four sub-objectives** that serve as the foundation for its structure and analysis.

The **first sub-objective is to assess the strategic market fit of the business idea.** This includes an in-depth analysis of the German second-hand furniture market, the surrounding macroeconomic context, and the relevant industry trends. Through competitor benchmarking and the identification of white spaces, the thesis aims to uncover strategic positioning opportunities that go beyond price and functionality-focusing instead on design, curation, and customer experience.

Secondly, as a **sub-objective the thesis seeks to understand consumer behavior and expectations.** Particular attention is given to design-conscious customers and their attitudes toward second-hand furniture. The goal is to explore how they define value, what they expect in terms of trust, convenience, and service, and which emotional and functional needs must be addressed to elevate second-hand shopping

to a desirable and inspiring experience. These findings directly inform the platform's customer value proposition.

Third, **as a sub-objective the thesis aims to design a business model that is both economically viable and strategically differentiated.** The model integrates curated product presentation, flexible sourcing (from both private and business sellers), and multiple monetization options-such as resale margins, service fees, and premium placements. A key focus lies in ensuring that the model is feasible within the resource constraints of an early-stage startup while offering long-term scalability.

A fourth sub-objective is to assess the operational and technological feasibility of the platform. The thesis examines how logistics, storage, refurbishment, and customer fulfillment can be managed efficiently and in line with quality standards. In addition, it explores how digital infrastructure-particularly AI-driven tools for product evaluation, content generation, and visual merchandising-can support both scalability and a refined customer experience.

These four objectives guide the structure of the thesis and are reflected in its analytical chapters-ranging from external market analysis and competitor mapping to business model design, strategic branding, and operational planning. The central research question is:

How can a curated second-hand furniture business model be designed to ensure financial viability, operational scalability, and clear positioning through aesthetics and brand experience in the German resale market?

In summary, this bachelor thesis aims to bridge the gap between conventional second-hand furniture marketplaces and curated, brand-driven e-commerce models. The following chapter outlines the applied methodology.

5. Motivation

I have always had a deep personal interest in interior design. For as long as I can remember, I've been fascinated by how thoughtfully designed spaces influence how we live, feel, and express ourselves. At the same time, I've developed strong analytical and strategic skills during my studies - and have long been looking for a way to combine these two very different, but equally important sides of myself. Writing this bachelor thesis offered the perfect opportunity to do just that: to explore how to make beautiful living more affordable, accessible, and sustainable for a new generation of design-aware consumers.

In recent years, second-hand shopping has become more mainstream, especially in categories like vintage fashion and refurbished electronics. But in the world of furniture, the experience still feels far behind. Despite growing demand for more sustainable and affordable options, second-hand furniture platforms often fail to deliver the kind of experience today's customers expect - especially when it comes to quality, trust, and design.

Speaking from personal experience, I've often struggled with second-hand furniture shopping. The platforms I've used felt unstructured and uninspiring. Listings are often uploaded by private individuals with no attention to presentation: random photos, taken in dark basements or messy living rooms, with poor lighting and no context. Descriptions are vague, details are missing, and I constantly find myself questioning the hygiene, condition, or provenance of the pieces. At the same time, delivery and logistics are rarely integrated, leaving the customer to figure everything out - from transporting a heavy sofa to arranging payment and pickup with a stranger. Even though I am very open to buying second-hand, I've never truly enjoyed the experience.

And yet - I still want to do it. I love discovering unique pieces, I care about sustainability, and I want to furnish my home with intention. As a student, my budget is limited, but I still want to create a space that reflects my personality. I often browse Pinterest for inspiration, but I've never come across a second-hand platform that truly connects visual appeal, trust, and simplicity in a satisfying way. Thinking a bit ahead, I know that once I move into a more permanent apartment and begin my first full-time job, I'll want to invest in better pieces - but without compromising on aesthetics or convenience.

That's where the idea for this thesis came from: a personal gap, turned into a business challenge. If I - a motivated, design-loving, digitally fluent consumer - feel this frustration, then surely others do too. Through this thesis, I want to explore how we can build a platform that offers a curated, inspirational, and seamless second-hand shopping experience. One that treats pre-owned furniture not as leftover goods, but as valuable objects worth discovering and enjoying - and one that helps redefine what second-hand can look and feel like in the future.

6. Applied Methodology

This chapter outlines the methodological approach employed in this thesis, encompassing both secondary and primary research. The primary objective was to gather comprehensive data on the second-hand furniture market in Germany, validate assumptions regarding the target group, and identify strategic opportunities for the proposed curated platform. The methodological framework was designed to align with the strategic focus of the thesis, ensuring that both the macroeconomic context and specific consumer behaviors were systematically analyzed. In the following sections, the specific analytical approaches applied to both secondary and primary research will be presented in greater detail, highlighting how each method contributed to the overall strategic analysis.

6.1. Research Approach

Desk research served as the foundational step in the analytical process, involving the systematic review and analysis of existing studies, market reports, and academic articles. The focus was placed on understanding the development of the furniture market in Germany and Europe, with particular emphasis on market size, growth rates, e-commerce trends, and the emergence of circular economy models in the furniture sector. The analysis was structured around three key frameworks: PESTEL Analysis, Cluster Analysis, and Porter's Five Forces. The PESTEL framework provided a comprehensive examination of the political, economic, social, technological, environmental, and legal conditions in Germany, enabling a macroeconomic overview relevant to the introduction of a curated second-hand furniture platform. The Cluster Analysis systematically mapped and visualized the competitive landscape, categorizing platforms based on price level and service range to identify strategic positioning gaps. Porter's Five Forces analysis assessed the competitive dynamics within the industry, evaluating the threat of new entrants, bargaining power of suppliers and buyers, threat of substitutes, and competitive rivalry. The combination of these frameworks facilitated a multi-layered analysis, highlighting both structural market conditions and potential strategic opportunities for the platform.

To complement this, direct consumer research was conducted to validate key assumptions about the target audience and to gain deeper insights into consumer

needs and purchasing behavior in the context of second-hand furniture. An online survey was conducted in March 2025, distributed via social media channels and personal networks, resulting in a total of 249 participants. The survey was structured to collect both quantitative and qualitative data, comprising 35 questions that included Likert scales, multiple-choice options, and open-ended questions. Data collection was facilitated through Google Forms, ensuring a user-friendly interface for participants. Quantitative data were analyzed using JAMOV software, enabling the identification of key trends and purchasing patterns. In addition to the survey, follow-up interviews were conducted with selected participants to further validate the findings and enrich the qualitative understanding.

For full transparency, the complete questionnaire and detailed data analysis are provided in the appendix, allowing readers to review the underlying material and methodological details.

6.2. Critical Reflections & Limitations

The decision to employ an online survey as the primary data collection method was driven by the objective of obtaining quantitative data on target group perceptions and purchasing behavior. The structured nature of the survey enabled the generation of comparable data sets, which were essential for identifying market trends and validating the platform's strategic positioning. While alternative methods such as qualitative interviews or focus groups could have provided more nuanced insights into individual motivations and experiences, they were not selected due to time and resource constraints. The online survey allowed for a broader sample size and cost-effective data collection, making it a pragmatic choice within the scope of this thesis.

Despite the comprehensive approach, certain limitations must be acknowledged. The survey was based on a convenience sample, limiting its representativeness for the broader market. Time and budget constraints restricted the scope of primary research, particularly with regard to qualitative methods. Additionally, the focus on a specific target group – design-oriented, price-conscious consumers aged 25-45 – may limit the generalizability of the findings to other consumer segments.

7. Introduction Business Idea

This bachelor thesis develops an innovative business model for the second-hand furniture market: a curated e-commerce platform designed to transform the often fragmented and low-trust resale landscape into an inspiring, seamless shopping experience. The idea is based on a clear observation: while consumers increasingly value sustainability, uniqueness and affordability, existing second-hand platforms fail to meet the expectations buyers. Unprofessional product presentation, inconsistent quality standards, and complicated logistics make second-hand shopping feel chaotic and frustrating. The proposed platform addresses these gaps by delivering carefully curated collections, emotionally engaging product storytelling, and a high-end service offering. This will turn pre-owned furniture into a desirable, first-choice purchase.

At its core, the platform operates as a two-sided marketplace, fully designed from the end customer's perspective but backed by a robust B2B supply strategy. On the customer side, it targets urban, style-aware individuals between the ages of 25 and 45 who want to furnish their homes with pieces that reflect their personality and sustainability values. These customers are actively seeking alternatives to mass-market furniture but are not necessarily willing or able to pay the full price of luxury designer brands. What they want is inspiration, trust, and convenience - all of which the platform aims to deliver.

On the supply side, the platform works closely with B2B partners such as furniture brands, manufacturers, hotels, and selected professional sellers to secure a steady, scalable flow of products. These partners benefit from a full-service resale solution for B-stock, returns, overstock, or phased-out collections. Additionally, we offer professional refurbishment, end-to-end logistics and an opportunity to enhance sustainability marketing. This B2B foundation is crucial, as it guarantees product quality, pricing consistency, and visual cohesion - all of which are necessary to deliver the curated premium experience that defines the brand.

Strategically, the model is built on three key positioning pillars. First, a **curated design experience** that brings together a carefully selected mix of mid-range pieces, design classics, and select antiques. Second, **operational excellence**, ensuring that the friction traditionally associated with second-hand furniture shopping is eliminated. Third, technology-enabled personalization that leverages advanced digital tools - from

AI-driven recommendations to moodboards and refined search filters - to create a shopping journey that feels tailored, emotional, and premium.

Overall, this is a platform that is deliberately two-sided in its strategy: while the customer experience is at the heart of the model, the B2B-driven supply strategy provides the necessary stability and scalability to support long-term growth. By bridging the emotional and functional gap between chaotic peer-to-peer marketplaces and expensive luxury resellers, the platform unlocks a distinctive, scalable opportunity in the fast-growing recommerce segment. The following chapters will explore the market context, consumer insights, competitive gaps, and strategic levers that together form the roadmap for bringing this concept to life in the German second-hand furniture market.

8. External Analysis

To evaluate the strategic potential of a curated second-hand furniture platform, this chapter provides a structured analysis of the external environment, with a specific focus on the German market. The starting point was to determine which national market offers sufficient size and maturity for launching the model — identifying Germany as a particularly attractive entry point. Based on this decision, the chapter continues with a step-by-step examination of the external environment to assess the concrete strategic opportunities and challenges. The aim is to build a comprehensive understanding of the market context in which the business model would operate — covering macro-level conditions, consumer dynamics, and the competitive landscape.

The analysis begins with an assessment of market attractiveness. This includes an evaluation of macro indicators such as market size, growth trends, purchasing power, and the overall openness of German consumers toward circular and second-hand consumption. Starting here helps define whether Germany represents a strategically promising entry market and sets the stage for all subsequent evaluations.

Following this, a PESTEL analysis is conducted to examine the broader political, economic, social, technological, environmental, and legal factors shaping the second-hand furniture landscape. This macro-level perspective helps identify structural opportunities and risks that may influence both initial market entry and long-term scalability.

Next, the focus narrows to the target group. Understanding the expectations, behaviors, and emotional triggers of potential customers is a critical prerequisite for any meaningful strategic planning. In particular, this section explores how customers relate to second-hand furniture in terms of trust, quality perception, convenience, and aesthetics. It is important to conduct this analysis before diving into the competitive landscape—because a clear understanding of the demand side helps to identify which market players are actually relevant competitors, and how they serve (or fail to serve) the same customer needs.

The final part of this chapter is dedicated to an overarching industry analysis. Building on this, the industry overview first provides a structured mapping of the current players in the global and German second-hand furniture market. This step includes an initial

segmentation and classification of platforms and retailers based on business model, positioning, and customer promise, setting the stage to contextualize our strategic differentiators within the market landscape.

Finally, Porter's Five Forces are applied to analyze the underlying competitive dynamics and structural attractiveness of the industry. This includes assessing supplier and buyer power, the threat of substitutes, the intensity of rivalry, and entry barriers. Positioning this framework as the final analytical layer helps integrate the previously outlined competitive landscape into a broader strategic perspective, tying together external conditions with actionable implications for the proposed platform.

Together, these five analytical lenses provide a multi-layered, interlocking perspective on the external environment-serving as a critical foundation for the development of a business model tailored to the German second-hand furniture market.

8.1. Market attractiveness Germany

This chapter assesses the market potential for establishing a second-hand furniture platform in Germany by systematically analyzing three key areas. First, it provides an overview of the global and European furniture markets, emphasizing growth trends in both offline and e-commerce segments. Next, it examines the German furniture market in detail focusing on market size, consumer spending and Germany's strategic position as a leading European market. Finally, the chapter estimates the market potential for second-hand furniture in Germany, drawing on global data and considering the increasing relevance of circular consumption and sustainable shopping.

Definition and Scope of the Second-Hand Furniture Market

According to Statista (2024c), "the furniture market covers various movable objects designed to support different human activities such as sitting, sleeping, and storing items. These objects may include chairs, tables, beds, couches, and cabinets, among others." The furniture market can be further broken down into seven key sub-markets, as defined by Statista (2024c): Living Room Furniture, Bedroom Furniture, Kitchen & Dining Furniture, Outdoor Furniture, Home Office Furniture, Lamps & Lighting and Home Décor.

According to Statista (2024b), the Furniture **eCommerce market** refers to a segment of online retail that specializes in the distribution of furniture and home décor products via digital sales channels.

The term *second-hand* refers to items that are not new and have been previously used or owned by someone else. Applied to the furniture sector, second-hand furniture includes all types of household furnishings that are resold after prior use. In contrast to the primary furniture market, which focuses on newly manufactured goods, the second-hand furniture market is inherently tied to the concept of reuse and circular consumption.

New furniture & furniture e-commerce market

In 2024 the global furniture market stands at roughly US\$765.0 billion, with estimates indicating a rise to around US\$921.6 billion (Statista, 2024c) to US\$925.5 billion by 2029 (Statista, n.d.-a). **Analysts suggest an annual growth rate of about 3.8 % from 2024 to 2029**, while there is also a broader forecast that global household goods spending may increase by approximately 7.6 % per year between 2019 and 2026 (Statista, 2024c). Although most furniture sales still take place offline, online channels are rapidly gaining ground, with global e-commerce revenues expected to increase from around US\$283 billion in 2024 to approximately US\$436 billion by 2029 (Statista, n.d.-a), implying a CAGR of 9% (Statista 2024b). While online purchases account for only 37 % of total furniture revenues in 2024, this share could rise to about 47 % by 2029 (Statista, 2024b).

Europe reports furniture revenues of US\$ 268.1 billion in 2023 and is expected to grow at a 2.3% CAGR (Statista, 2024c). In terms of e-commerce furniture, Europe is expected to bring in around US\$64.6 billion in 2024 and may grow to nearly US\$105 billion by 2029, which corresponds to a compound annual growth rate of about 10.2 % (Statista, 2024b). Across the continent, there is strong manufacturing turnover and rising demand for both traditional and online retail channels, mirroring global trends toward digitization and heightened consumer interest in home furnishings (Statista, n.d.-b).

Now that we have established an overview over the current and future global and European furniture market, we will examine the key quantitative indicators that underline Germany's attractiveness as a market for our business concept.

Germany stands out as a prime choice for launching a furniture marketplace in Europe because it demonstrates a substantial market size, high per capita expenditure, and a strong showing in both offline and online segments-even when compared to global leaders like the United States and China. **In the overall furniture market, Germany ranks third worldwide at about US\$53.5 billion in 2023** - behind the United States (US\$253.8 billion) and China (US\$82.1 billion) (Statista, n.d.-c). Although Germany's forecasted 2.9 % annual growth through 2029 is slightly below the global average, it still signifies solid expansion within Europe.

Moving to furniture e-commerce, Germany also places third internationally at US\$15.50 billion in 2024 - behind the United States (US\$125 billion) and China (US\$45.1 billion), yet achieves the second-fastest growth rate of 8.7 %, surpassing America's 7.3 % while trailing China's 10.6 % (Statista, 2024b). This position underscores Germany's strong digital adoption in the furniture sector.

Within Europe, German household spending on furnishings and household upkeep leads the region, hitting 52.1 billion euros in 2022-well ahead of Italy, France, and the Netherlands. By 2029, total European household upkeep expenses could exceed 1 trillion U.S. dollars, an increase of over 20 % from 2024 estimates. German consumers alone spent 130 billion euros on furniture and household appliances in 2023 (Statista, n.d.-b), reflecting both a solid appetite for home-related goods and substantial purchasing power.

Germany also ranks second only to the United States in per capita spending, reaching around US\$642.5 per person in 2023 and an expected US\$766.3 by 2029 (Statista, 2024c). China's significantly lower average (US\$57.3) highlights Germany's stronger individual willingness and capacity to invest in home furnishings. Finally, Germany holds the largest share of Europe's online furniture revenues, commanding 23.8% in 2024, well above the United Kingdom (12.9 %) and France (10.9 %) (Statista, 2024b).

Taken together, these quantitative points emphasize Germany's robust presence in offline and online furniture markets, its strong per capita spending, and sustained

growth-factors that confirm Germany as the most promising European launch market for a new furniture platform, even when benchmarked against dominant global players.

Second-hand furniture market

Due to the limited availability of specific data on the second-hand furniture market in Europe and Germany, a proportional estimation was conducted based on recent global market figures. **According to Grand View Research (2023), the global second-hand furniture market was valued at USD 46.3 billion in 2023 and is expected to grow at a compound annual growth rate (CAGR) of 7.7%.** Adjusted for 2024, this results in an estimated market size of approximately USD 49.4 billion globally.

When compared to the total global furniture market value of USD 765 billion in 2024, this indicates that second-hand furniture accounts for roughly 6% of global furniture revenues. This share was used as a proxy to estimate the respective market sizes in Europe and Germany, assuming a similar proportional distribution.

Based on this approach, **the European second-hand furniture market is estimated at approximately USD 16.2 billion, while the German second-hand market is valued at around USD 3.2 billion in 2024.** It is important to note, however, that these figures likely represent conservative estimates. Given Germany's strong culture of sustainability, increasing interest in circular consumption models, and the growing popularity of second-hand shopping-particularly among younger, design-conscious consumers-the actual market potential may be significantly higher.

8.2. PESTEL Analysis

Germany offers a unique combination of challenges and opportunities for circular business models, particularly in sectors like furniture, where ecological impact, consumer sentiment, and regulatory change intersect in 2025. While economic uncertainty and rising operational costs require highly efficient and resilient operations, the broader political, legal, and technological environment provides a supportive backdrop for curated resale platforms.

The following PESTEL analysis examines the macro-environmental factors shaping the viability and scalability of a second-hand furniture platform in Germany. From progressive sustainability legislation to shifting consumer behavior, digital

infrastructure, and waste policy, each dimension highlights how external forces influence the platform's positioning, differentiation, and long-term potential.

Political: Favorable policy environment for second-hand furniture platforms

Germany's political and regulatory landscape offers strong support for circular business models, particularly in the furniture sector. The National Circular Economy Strategy (NCES) defines concrete goals to extend product life, promote reuse, and strengthen digital infrastructure for sustainable consumption (BMUV, 2023). Furniture is explicitly named as a priority category for lifetime extension. Models that offer structured refurbishment and resale are thus directly aligned with national sustainability targets. The strategy also highlights digital platforms as key enablers for reuse, emphasizing their role in making circular consumption more convenient and trustworthy (BMUV, 2023). In addition, the NCES addresses persistent consumer barriers such as hygiene concerns or usability gaps. Business models that offer professional quality control, strong visual presentation, and full-service options are positioned to overcome these issues and help normalize second-hand adoption.

Beyond strategic alignment, concrete funding schemes are available. The Deutsche Bundesstiftung Umwelt (DBU) offers up to €125,000 in support through its "Green Start-up" program for sustainable ventures (DBU, 2023). In parallel, a European development bank initiative-supported by Germany's KfW-makes €16 billion in financing available for circular economy projects until 2025 (KfW, 2023).

Furthermore, regulatory developments continue to strengthen the case for second-hand business models. The new EU Right to Repair directive is set to be implemented in Germany by 2026, aiming to increase the availability of spare parts and improve product reparability (Bundesregierung, 2024). Additionally, the Ecodesign for Sustainable Products Regulation sets binding EU-wide standards for product durability, reparability, and environmental performance-creating a favorable regulatory environment for curated resale platforms that prioritize product longevity and lifecycle extension (European Commission, 2024).

Economic: Cost Pressures and Platform Opportunities in a Challenging Environment

While the previous chapter provided an in-depth analysis of Germany's second-hand furniture market-including growth potential, consumer behavior, and digital penetration-this section highlights additional macroeconomic factors that further shape the business environment for a curated resale platform. These include shifting consumption patterns, inflationary pressures, logistics costs, and tax regulations-all of which directly influence the viability and competitiveness of the proposed model.

Germany's macroeconomic environment in 2025 is defined by high structural costs, subdued growth, and increased regulatory complexity-conditions that force startups across industries to adapt. According to the *Deutscher Startup Monitor 2024*, many founders are now prioritizing profitability, automation, and resilience over aggressive expansion (Deutscher Startup Monitor, 2024). In fact, the average number of employees in German startups declined from 18.9 to 16.7 within a year, and planned hiring dropped from 8.0 to just 6.0 per startup. These developments indicate a broader shift toward capital efficiency, which is especially relevant for operationally intensive models like furniture recommerce.

While inflation has recently eased, dropping to 2.2% in March 2025 (Statistisches Bundesamt, 2025), the broader economic outlook remains subdued. Leading German economic institutes forecast a GDP growth of just 0.1% for the full year, raising concerns about a potential third consecutive year of recession (Reuters, 2025). In this context, platform models must balance affordability for consumers with operational resilience.

One of the most pressing structural risks lies in labor and logistics costs. Germany plans to raise the minimum wage to €15 per hour by 2026, continuing a trend of increasing personnel expenses (Tagesschau, 2024). In addition to structural cost pressures, labor shortages remain a key concern-especially in logistics and warehousing. In Q4 2024, around 45% of warehousing companies in Germany reported that their operations were negatively impacted by a lack of skilled labor, reflecting a persistent bottleneck in staffing for critical backend roles such as inventory handling and dispatch logistics (Statista, 2024a). For furniture resale platforms, this underscores the need to optimize operations through automation and AI: route planning, inventory management, customer interaction, and even parts of the

refurbishment process offer opportunities to reduce dependency on manual labor while enhancing scalability.

From an investor's perspective, the circular economy continues to gain traction. Although only 16% of German founders currently rate the investment climate as positive, over 41% expect improvements within the next six months (Deutscher Startup Monitor, 2024). Furthermore, nearly half of all German startups (48%) now identify as part of the Green Economy-marking a new record and demonstrating sustained relevance of sustainability-driven models, even in difficult times.

Tax regulations offer additional advantages for resale platforms and deserve closer attention. One relevant example is the differential taxation scheme under §25a UStG, which allows second-hand sellers to apply VAT only to the profit margin rather than the full resale price (IHK, 2023). This legal mechanism improves price competitiveness while protecting business margins, offering curated B2C platforms a clear advantage over peer-to-peer sellers who do not collect VAT but also cannot offer warranties or professional quality control. In the long run, however, additional tax and regulatory requirements - especially around returns, product liability, or platform liability - will require further legal review as the business scales.

In summary, Germany's 2025 economic landscape presents both challenges and opportunities for furniture resale platforms. High costs, slow growth, and labor shortages demand efficient, tech-driven operations. At the same time, tax advantages like the §25a UStG margin scheme and rising interest in the circular economy create a supportive environment for sustainable, curated business models.

Social – Growing Consumer Readiness and Evolving Digital Expectations in Germany

Germany's population shows a high level of openness toward sustainable and digitally enabled consumption-creating favorable conditions for curated resale models. Consumer behavior is rapidly shifting in response to environmental awareness, digital lifestyle integration, and a growing demand for personalized and value-driven shopping experiences.

Sustainability is no longer a niche concern: according to the HDE Consumer Monitor (HDE, 2023), 58% of consumers say sustainability now influences their purchasing

decisions, while 39% deliberately seek sustainable options. Second-hand consumption is gaining momentum across age groups and product categories, indicating a strong cultural foundation for circular business models in sectors such as furniture.

In addition, the online channel continues to be the primary growth driver in retail. Consumers expect digital services to be embedded across industries-including furniture and home decor (HDE, 2025). Notably, 59% of Germans now discover new products on platforms like Instagram or Facebook, often unintentionally during everyday browsing (Bitkom, 2023). This shift toward “discovery commerce” underscores the importance of visually curated content and emotionally engaging product presentation for resale platforms.

Personalized service expectations are also rising. Click & collect, guided shopping experiences, and curated product suggestions are now standard features in consumer expectations-especially in product categories that require inspiration and trust, such as furniture (HDE, 2025). The emergence of curated shopping formats - originally popularized in fashion - is now expanding to home and lifestyle products, offering digital consumers a sense of personal service at scale (HDE, 2025).

Furthermore, brand loyalty is being redefined. Modern loyalty programs go beyond points and discounts, focusing instead on emotional connection, community, exclusive access, and user empowerment (Bitkom, 2023). Consumers are willing to share first-party data in exchange for real value, whether through transparency, gamification, or personalized offers. This presents a major opportunity for curated platforms to build long-term trust and engagement by integrating loyalty directly into the user experience.

In summary, the social landscape in Germany is not only supportive of circular models, it actively encourages them. The population demonstrates a growing appetite for sustainable, platform-based consumption models that combine purpose, convenience, and design. For curated second-hand furniture platforms, this translates into a uniquely favorable cultural and behavioral environment.

Technological – Digital Infrastructure as a Growth Driver for Circular Platforms

Germany offers a robust digital infrastructure and a high level of consumer readiness for AI-driven and immersive e-commerce experiences. The country has made significant investments in broadband coverage, cloud services, and digital logistics

tools-creating fertile ground for platform-based models in sectors like home and living (HDE, 2025).

For a curated second-hand furniture platform, technology is not a backdrop but a key enabler of the concept. Core elements like AI-based product recommendations, dynamic personalization, and automated moodboards directly support the platform's aim to create emotional resonance and reduce decision fatigue in an unstructured market (Univio, 2025). German consumers, who increasingly value convenience and inspiration in their online journeys, respond positively to personalized interfaces and curated experiences (EuroShop, 2025).

In addition, technologies like real-time logistics planning and scalable SaaS tools enable lean operations and a high-quality customer experience, even with limited resources. This makes the German tech landscape particularly well-suited for recommerce startups aiming to build trust, scalability, and differentiation through intelligent design.

Environmental – Waste Challenges, Emissions Pressure and Resource Scarcity

While regulatory aspects of climate and sustainability policy have already been addressed in the Political chapter, additional environmental factors further underline the relevance of a circular resale model in Germany. Each year, Germany generates over 600,000 tons of bulky waste from discarded furniture, most of which is incinerated or landfilled due to limited recyclability (Umweltbundesamt, 2022). This highlights a clear ecological need for models that extend product life and reduce waste at scale. At the same time, rising CO₂ prices in the transport sector, set to reach €55 per ton in 2025, are increasing cost pressure on emissions-intensive delivery chains (Bundesregierung, 2025). Recommerce platforms that invest in low-emission logistics or bundled delivery solutions can position themselves as both climate-conscious and cost-efficient. Lastly, global supply chains for new furniture rely heavily on finite raw materials such as tropical wood and synthetic foams. By avoiding new production altogether, resale platforms respond directly to resource scarcity-offering a more sustainable and resilient alternative (EEA, 2023).

Legal – Compliance as a Competitive Advantage in a Regulated Market

The legal framework in Germany and the European Union is increasingly geared toward supporting circular economy principles, which directly benefits second-hand business models. One central aspect is the product liability regulation, which distinguishes between private (C2C) and commercial (B2C) resale. Since the proposed platform model operates as a business-to-consumer (B2C) service, it is legally obligated to provide guarantees for refurbished furniture, even if the items are pre-owned. According to German consumer protection law, buyers are entitled to a warranty of at least one year for used goods sold by businesses (Verbraucherzentrale, 2023). This legal obligation underlines the importance of a robust quality control and refurbishment process to mitigate risks and ensure customer satisfaction.

In addition, GDPR compliance (General Data Protection Regulation) is essential for any data-driven platform. The business model relies on personalized content, AI-driven recommendations, and optional customer profiling (e.g., based on life phase, design preferences, or browsing behavior). Therefore, it must ensure transparent data collection, secure storage, and user consent for any kind of data processing (European Commission, 2023). Failure to comply can result in significant fines and reputational damage, especially in the digital consumer space.

Furthermore, the Ecodesign for Sustainable Products Regulation (ESPR), proposed by the EU, introduces mandatory sustainability and transparency standards for a broad range of products, including furniture. This includes requirements such as digital product passports and reparability scores (European Commission, 2024). While these measures are not yet fully enacted, they signal a shift toward regulated sustainability in product design and resale. A platform that offers refurbished, clearly documented furniture aligns well with these upcoming standards and may gain competitive advantages once such policies are enforced.

Finally, online commerce regulations, such as mandatory returns policy disclosures, transparent pricing, and platform liability for third-party sellers, also shape the legal framework for the platform. Although these are already standard in Germany's e-commerce environment, they require ongoing legal diligence to ensure continued compliance as the platform scales. By adopting a fully professionalized, curated business model rather than operating as a passive listings service, the proposed platform can maintain greater control over compliance and consumer trust.

Conclusion PESTEL Analysis

The PESTEL analysis highlights that Germany offers a highly promising, though operationally demanding, environment for launching a curated second-hand furniture platform. Politically and legally, the country's strong sustainability agenda, targeted funding schemes, and evolving regulations (such as the EU Right to Repair and Ecodesign directives) create clear alignment and future advantages for circular business models. Economically, however, high structural costs, rising labor expenses, and subdued growth rates make it critical for the platform to operate with maximum efficiency, automation, and resilience. Socially, the German consumer landscape is highly favorable: sustainability awareness, openness to circular consumption, and high digital expectations present major opportunities for curated, trust-building platform models. Technologically, Germany provides the infrastructure and consumer readiness needed to leverage AI, automation, and immersive e-commerce solutions as core enablers of differentiation and scalability. Environmentally, growing waste volumes, CO₂ pricing, and resource scarcity reinforce the ecological urgency and market relevance of product life extension models like recommerce. Finally, the legal landscape underscores both opportunity and obligation: compliance with product liability, data privacy, and consumer protection standards is not only essential for risk management but also strengthens the platform's competitive edge over informal or peer-to-peer alternatives.

Together, these factors frame a market that rewards highly professional, tech-driven, and strategically positioned resale businesses—while demanding careful attention to operational efficiency and compliance from day one.

8.3. Target Group Analysis

Introduction

The ideal customer for our platform is a design-aware, quality-conscious individual between the ages of 25 and 45 who is in the process of creating a home that feels personal, well-curated, and reflective of their taste. Typically, this person is in a transitional life phase: they have moved beyond temporary or student housing and are now looking to furnish their first or second long-term home. They are likely to live in an urban or semi-urban setting and to have a stable income - enough to invest in higher-

quality items (not everything from IKEA), but not at the level of buying luxury designer furniture at full price.

While the platform is open to all genders, the core audience tends slightly female. This reflects broader behavioral patterns in home and lifestyle consumption, where women often take the lead in creating and curating the living environment - particularly when it comes to aesthetics, mood, and design cohesion. These customers are typically interested in creating spaces that not only serve functional needs, but also express personality and emotion.

This target group places a high value on aesthetics. They care about how their home looks and feels - not to impress others, but because it's an important expression of their identity and personal well-being. They are inspired by visual platforms such as Instagram and Pinterest, follow interior trends, and are sensitive to materiality, atmosphere, and detail. However, they do not necessarily identify as "design experts." They are not collectors or niche connoisseurs, but rather everyday consumers with elevated taste.

One of their core challenges is time: while they enjoy the idea of furnishing a beautiful space, they often don't have the capacity or patience to browse endlessly through second-hand marketplaces like eBay or Facebook Marketplace. These platforms are perceived as chaotic, inconsistent in quality, and time-intensive - often requiring negotiation, pickup logistics, and uncertainty about the actual condition of the items. In contrast, this customer desires a smoother, more enjoyable experience that still allows for unique finds and a personal touch.

What makes this customer unique is their desire for a middle ground between mass-market convenience and high-end design - a place where furniture feels considered, affordable, and character-rich. They are open to second-hand options, especially when presented in a curated, stylish, and trustworthy way. Sustainability is appreciated, but not necessarily the key driver. Their primary motivation lies in discovering pieces that are both visually inspiring and emotionally resonant - pieces that make their home feel "like them."

This customer values:

- Aesthetic inspiration: They want to be visually inspired and emotionally drawn to the products they see.
- Ease and convenience: They appreciate platforms that are intuitive, well-organized, and save them time.
- Trust and transparency: They want to know that what they're buying is in good condition and worth the price.
- Smart spending: They are willing to invest in good quality but are price-conscious and value-driven.

In short, this is a user group that wants to furnish beautifully, but effortlessly. They are looking for a platform that understands their lifestyle, taste, and need for convenience - offering them a way to create a home that feels curated, personal, and truly their own.

8.3.1. Survey Result Analysis

To validate key assumptions behind the platform concept for second-hand furniture, a structured online survey (see Appendix A) was designed and conducted. The primary aim was to explore the potential target audience in more depth and to gain a better understanding of their needs, behaviors, and expectations when it comes to buying and selling used furniture.

The survey focused on the following objectives:

- To validate and refine the initially assumed target audience profile.
- To understand the core needs and pain points that users currently face in the furniture buying process.
- To assess the overall interest in and perceived potential of the proposed platform concept.
- To identify which features and services potential users would expect from a second-hand furniture platform.
- To explore price expectations and willingness to pay.

To gain insight into the challenges and desires people have when selling used furniture. The survey was distributed in March 2025 via personal networks and social media channels (Instagram & LinkedIn), comprising 35 questions structured in Google Forms.

The data analysis was primarily quantitative, conducted using the statistical software JAMOVl (see Appendix B). Closed-ended questions were analyzed descriptively, focusing on frequency distributions and selected cross-tabulations to identify patterns and relationships. Open-ended responses were included to capture impactful statements that may be referenced to illustrate key findings and provide additional context.

To maintain a clear focus, the following chapter first addresses the overarching research questions 1 to 3 - namely the validation of the target group, their current experiences and needs in the second-hand furniture market, and their openness to the platform concept. Subsequent chapters will build on these findings, delving into more specific aspects such as desired features, price expectations, and selling behavior (questions 4 to 6), all within the context of developing the operational strategies (chapter 9). This step-by-step approach ensures that deeper preferences are interpreted in context and grounded in a validated user understanding.

Sample Overview

A total of 249 individuals participated in the survey. The composition of the sample largely reflects the assumed target audience for the proposed platform and therefore provides a solid foundation for further analysis.

The age distribution is relatively balanced: approximately 20% of respondents are under the age of 25, 25% are between 25 and 30, 21% between 31 and 35, and 22% between 36 and 40 years old. Around 12% are aged 41 to 45, while the remaining participants are older than 45. In terms of gender, 60% of respondents identified as female and 40% as male. Participants live in twelve different countries, with the vast majority based in Germany (72%), followed by Spain (20%). The remaining 8% are distributed across other European and non-European countries, including France, Ireland, Austria, and Mexico. The distribution of monthly household net income is also relatively even: 12% of respondents reported earning less than €2,000 per month, 19% between €2,000 and €3,000, 25% between €3,000 and €4,000, 21% between €4,000 and €5,000, and 23% over €5,500.

This broad and well-balanced demographic spread in terms of age, gender, income, and geographic origin allows for a differentiated understanding of user needs and provides a strong basis for identifying distinct target segments for the platform.

Building on the demographic overview of the respondent group, the following section explores in greater detail how participants perceive their home environment, what type of furniture they currently own, and how they approach future purchasing decisions. This analysis helps validate whether the envisioned platform concept resonates with the surveyed population and to what extent their values and behavior align with its core proposition.

Importance of Home Aesthetics

One of the key hypotheses underlying the business model is that home aesthetics hold significant importance for the target audience. To assess this, respondents were asked to rate, on a scale from 1 to 10, how important it is that their home feels aesthetically pleasing and well put together, with 10 being the highest rating. The results confirm this assumption, with 32% selecting an 8 and another 40% selecting either 9 or 10. This strong emphasis on aesthetic quality aligns well with the platform's focus on curated, design-forward second-hand furniture, suggesting that the subsequent analyses are already oriented in the right direction.

To assess whether demographic factors influence this preference, a Spearman correlation analysis was conducted for age, income, and aesthetic importance. The results show no significant correlation between aesthetic preference and either age ($\rho = -0.167$, $p = 0.008$) or income ($\rho = -0.074$, $p = 0.250$). This suggests that aesthetic sensitivity is broadly shared across the sample, regardless of financial or age-related factors.

Correlation Matrix		Income	Age	Aesthetics Importance
Income	Spearman's rho	—	.	
	df	—	241	
	p-value	—	.	
Age	Spearman's rho	0.448	—	
	df	241	—	
	p-value	<.001	—	
Aesthetics Importance	Spearman's rho	-0.074	-0.167	—
	df	241	247	—
	p-value	0.250	0.008	—

Figure 1: Correlation between income, age and aesthetics importance

However, a gender-based t-test revealed a significant difference: female participants rated the importance of aesthetics significantly higher ($M = 8.32$) than male participants ($M = 7.69$), $t(245) = 3.65$, $p < .001$. While the median was the same for both groups (8), the mean scores suggest that women generally place greater emphasis on home aesthetics. This reinforces the assumption that a female-centric positioning-in design, messaging, and services-may resonate particularly well, without excluding other user groups.

Independent Samples T-Test						
		Statistic	df	p		
Aesthetics Importance	Student's t	3.65	247	<.001		
Note. $H_a \mu_{\text{Female}} \neq \mu_{\text{Male}}$						
Group Descriptives						
	Group	N	Mean	Median	SD	SE
Aesthetics Importance	Female	149	8.32	8.00	1.39	0.114
	Male	100	7.69	8.00	1.22	0.122

Figure 2: Difference in aesthetic importance between women and men

Current Furniture and Future Intentions

Insights into the current furniture landscape reveal that 51 % of participants primarily own budget-friendly furniture, complemented by a few higher-quality pieces. An additional 27% describe their furniture as mostly mid-range or designer items, while 21% report having almost exclusively budget furniture. Only a small fraction (<1%) indicated that nearly all of their furniture is high-end or premium.

These findings suggest that, while many participants currently live with affordable furniture, a significant portion has already begun to introduce higher-quality elements into their homes.

Looking ahead, the picture shifts even more clearly toward quality and intentionality. When asked about their future plans for buying or replacing furniture, 43 % stated that

they intend to gradually replace their budget pieces with mid-range or better-quality alternatives. 39 % expressed the desire to own fewer items overall while focusing on those of higher quality. Only 15 % planned to continue purchasing mostly budget brands, and just 3 % reported that they were already satisfied with their current furniture and had no intention of making significant changes.

Following this, participants were asked whether they would consider buying second-hand furniture if they planned to make changes in their home. Here, 92 % responded positively. This result is especially relevant in light of the previous finding that the majority of respondents aim to upgrade their furniture in the near future.

In summary, the data underscores a strong alignment between the platform's concept and evolving consumer preferences. Over 80% of respondents plan to upgrade their furniture, and more than 90% are open to doing so through second-hand purchases, indicating that second-hand furniture is increasingly perceived as a desirable, stylish option rather than a compromise. This provides a compelling foundation for further segmentation and validates the platform's focus on style, quality, and sustainability.

Second-Hand Buying Behavior

The survey then aimed to explore respondents' behavior regarding second-hand purchases. A significant majority of respondents (84%) have previously purchased second-hand furniture, indicating a generally high level of openness toward the second-hand market. However, second-hand purchases are not yet a regular or habitual behavior for most participants. Only 9% of respondents say that buying second-hand furniture is their primary strategy, actively seeking used pieces whenever they need something. The remaining 91% purchase second-hand furniture less frequently, with 18% having done so only once or twice, 48% a few times, and 24% occasionally (e.g., once or twice a year). This reveals that although awareness and acceptance are high, second-hand buying still tends to occur in an irregular or opportunistic manner rather than as a standard default behavior.

„It's a mix of adventure and frustration—like thrifting clothes, but with bigger stakes (and bigger savings). When it works, it's magic; when it doesn't, it's a lesson.“ – Survey respondent

Among the 16% of participants who have never purchased second-hand furniture, the most frequently cited barriers were a lack of trustworthy sources (77.5%) and concerns about hygiene or condition (57.5%). Some also preferred new items with warranty or found existing platforms visually unappealing and hard to navigate. These results highlight important trust and quality gaps that a curated, professionalized platform could help address.

In terms of how users approach the buying process, results show a clear tendency toward browsing and discovery. When asked whether they typically have a specific item in mind or browse more spontaneously, 39% of participants said they mostly browse without a specific goal. An additional 30% reported that their approach varies depending on the situation. Only 31% indicated that they usually search with a specific item or brand in mind.

This distribution suggests that a large share of second-hand buyers enter the process without a fixed intention, leaving considerable room for inspiration, discovery, and emotional engagement to shape their decisions. For these users, a platform that offers curated content, styled imagery, and editorial presentation could serve as a powerful catalyst - helping them explore possibilities, identify what fits their space and taste, and ultimately increase their likelihood of making a purchase.

„The websites were not very appealing, so the buying experience was often focused on the designer pieces themselves, but not on the website itself. In addition, there was hardly any inspiration for living room ideas.“ – Survey respondent

When it comes to previous experiences with second-hand furniture platforms, the majority reported using general peer-to-peer marketplaces such as eBay or Facebook Marketplace (62.2%). However, a significant portion also engaged with furniture-specific platforms (42.6%) and refurbished-furniture services (29.2%). These results suggest that while generic platforms currently dominate the landscape, there is growing familiarity with more specialized, design-oriented options. This underlines the potential

for a curated and professionally managed alternative that combines convenience with visual and qualitative standards.

To gain deeper insights into user experiences, respondents were asked about their enjoyment of second-hand shopping. The feedback was predominantly positive: 70% of participants expressed appreciation for the 'treasure hunt' aspect of existing platforms. However, nearly 30% found the experience too time-consuming and voiced a desire for a more curated, streamlined alternative. This result contradicts my initial assumption that time would be a more significant barrier. Based on this insight, the platform will aim to retain the excitement of the treasure hunt while making it more efficient and enjoyable.

To better understand which demographic groups are most engaged in second-hand furniture consumption, correlations between age, income, and purchase frequency were examined.

"It's the excitement of finding a unique piece at a great price is what makes second-hand shopping so appealing." – Survey respondent

Correlation analyses revealed that both age ($\rho = 0.153$, $p = .027$) and income ($\rho = 0.232$, $p < .001$) are positively associated with the frequency of second-hand furniture purchases. While the effect sizes are modest, the results suggest that older and more financially secure individuals tend to buy second-hand furniture more regularly. However, this relationship may reflect broader consumption patterns rather than a specific preference for second-hand. Older respondents may simply engage more frequently in furniture-related purchases overall due to more stable living situations or higher disposable income. Nonetheless, the findings challenge the assumption that second-hand consumption is driven solely by budget constraints and indicate a promising potential for design-conscious, value-aligned segments within higher income groups.

Correlation Matrix		Age	Income	Frequency Second-Hand Purchases
Age	Spearman's rho	—		
	df	—		
	p-value	—		
Income	Spearman's rho	0.448	—	
	df	241	—	
	p-value	<.001	—	
Frequency Second-Hand Purchases	Spearman's rho	0.153	0.232	—
	df	207	203	—
	p-value	0.027	<.001	—

Figure 3: Correlation between age, income & frequency of second-hand purchases

Priorities When Buying Second-Hand

To identify the most valued aspects of second-hand shopping, respondents rated four characteristics - lower price, sustainability, uniqueness, and the story/character of the piece - on a scale from 1 to 4, where 1 indicates 'not important' and 4 signifies 'very important'. The results show a clear ranking in terms of perceived importance. Lower price was rated the highest ($M = 3.36$), followed by sustainability ($M = 2.92$) and unique items ($M = 2.91$). The story or character behind a piece of furniture was considered least important on average ($M = 2.41$).

Sources of Inspiration

Another key objective was to explore where participants seek inspiration, providing valuable insights into how content should be presented and which channels to target for effective marketing. The vast majority of participants indicated that they actively seek inspiration when it comes to furnishing decisions - only 7.6% stated they do not look for ideas at all. Most respondents rely on magazines and blogs (53.0%), friends and family (49.4%), Instagram (47.8%), and Pinterest (45.8%) as their primary sources of inspiration. This clearly shows that emotional, visual, and editorial content plays a central role in how users engage with furniture and interior ideas. Creating a platform that mirrors these behaviors, through curated imagery, styled room inspiration, and storytelling, could offer a highly effective way to connect with this audience and guide their decision-making process.

Concept Appeal

Lastly, to understand the overall appeal of the business idea, respondents were presented with a brief overview of the concept and asked to assess its attractiveness. The feedback was overwhelmingly positive. Over half of the respondents (51%) found the idea *very appealing* and expressed a strong willingness to buy second-hand through such a platform. Another 45% described it as *somewhat appealing*, indicating clear interest but a need for more information. Notably, no statistically significant differences in platform attractiveness were found based on age, gender, or household income, suggesting that the appeal of the concept is broadly shared across demographic segments.

“I love the idea of having a platform where I can sell my designer or mid-range pieces to people who love them as much as we do. I believe that the pieces I want to sell will sell better if they are presented professionally and stylishly on the website. Also, having a company do the editing would take work off my hands.” – Survey respondent

Conclusion Target Group Analysis

Taken together, the findings paint a clear picture: the surveyed population shows strong alignment with the foundational pillars of the platform concept. Participants not only value aesthetics highly in their living environments but also demonstrate a growing shift from budget to more intentional, quality-driven furniture choices. Second-hand is widely accepted - not just as a compromise, but increasingly as a conscious decision tied to values like uniqueness, sustainability, and style. While current usage patterns remain somewhat irregular, the combination of high openness and a strong desire for curated, visually inspiring experiences suggests substantial potential for a design-led second-hand platform. Notably, the appeal cuts across demographic lines, though gender-based differences in aesthetic priorities may inform initial segmentation strategies. The concept resonates particularly with those already engaging in discovery-based, inspirational shopping - an audience that can be activated through visual storytelling and a magazine-like presentation format.

8.4. Industry Analysis

In order to strategically position the platform within the second-hand furniture market, it is essential to thoroughly understand the industry environment. This chapter is structured as an Industry Analysis and begins with an overview of the competitive landscape, identifying key clusters of competitors, broader market trends, and notable players. This general overview sets the stage for the subsequent application of Porter's Five Forces, which is used to analyze the underlying competitive dynamics, structural industry attractiveness, and potential strategic levers. Together, these two layers of analysis provide a comprehensive understanding of the market environment, helping to define both opportunities and risks for the platform's successful positioning.

8.4.1. Competitors Landscape

In order to strategically position the platform within the second-hand furniture market, it is essential to thoroughly understand the competitive landscape (see figure 4 on page 34). This chapter begins with a global overview, identifying key clusters of competitors and broader market trends. Subsequently, the focus shifts to the German market, where the analysis delves into the specific dynamics, key players, and strategic differentiators. A particular emphasis will be placed on Cocoli, a noteworthy competitor whose approach provides valuable insights into the market positioning and operational strategies relevant to this platform.

The second-hand furniture market is currently undergoing a rapid transformation, with a growing number of platforms emerging to meet increasing consumer interest in more sustainable and design-conscious consumption. However, the existing landscape remains fragmented and largely polarized. On one end of the spectrum, low-involvement marketplaces offer affordability but little control over quality or user experience. On the other, premium listings platforms emphasize quality and price, but lack operational depth or emotional engagement. Between these extremes, only a few players attempt to combine convenience, visual storytelling, and trust-building services such as refurbishment or logistics.

To better understand this landscape and position the proposed platform concept within it, a competitor mapping was developed. The mapping plots existing platforms along two key dimensions: price level (ranging from low to high) and degree of platform involvement (from pure listings models to full-service solutions). These dimensions

were chosen because they capture the most relevant trade-offs for users in the second-hand context-namely, the balance between affordability and quality, and the level of effort versus convenience in the shopping experience.

The mapping is based on a global cluster analysis, bringing together international and European platforms to highlight strategic patterns beyond the German market alone. The size of each circle does not reflect market share or transaction volume, but instead illustrates the scope and internal diversity within each platform category-for example, how wide the range of services or pricing is among players in the same cluster.

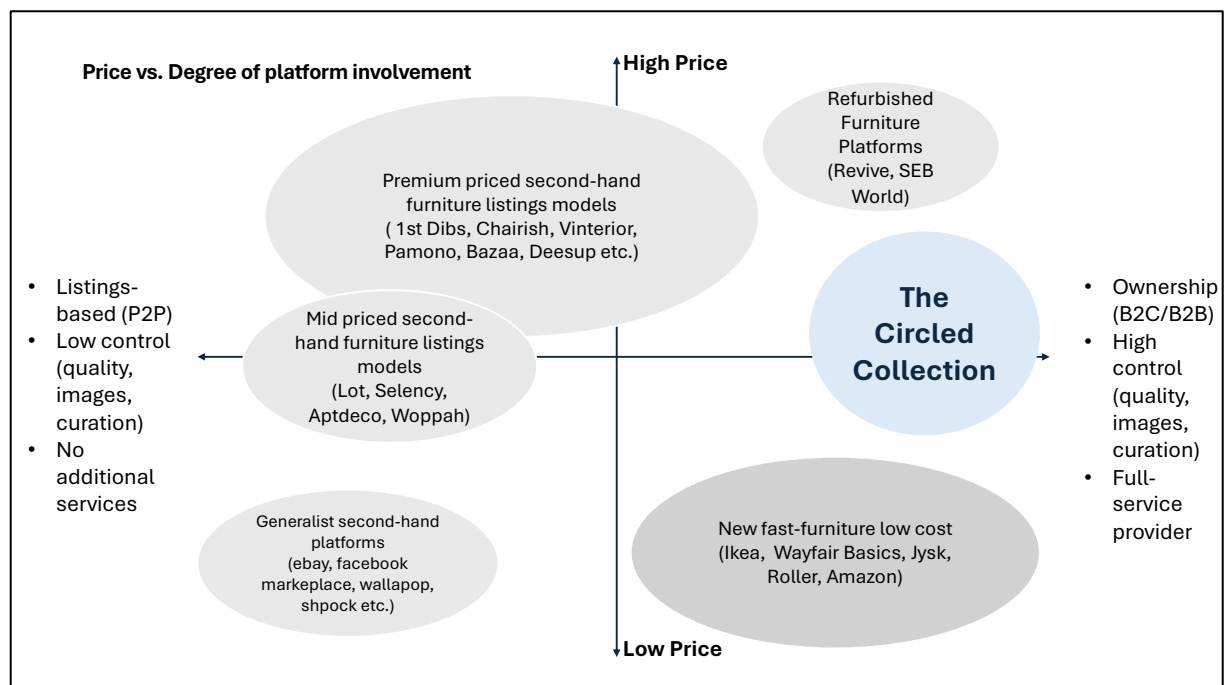


Figure 4: Cluster analysis of global competitors

The analysis identifies several distinct types of platforms that dominate the current second-hand landscape. Generalist marketplaces such as eBay, Facebook Marketplace, or Wallapop represent the most unstructured. They offer access to a wide range of products at mostly lower price points, but are characterized by randomness, limited quality control and a lack of professional presentation. As these platforms are entirely peer-to-peer, users face inconsistent product descriptions, poor imagery, and an overall low-quality customer experience.

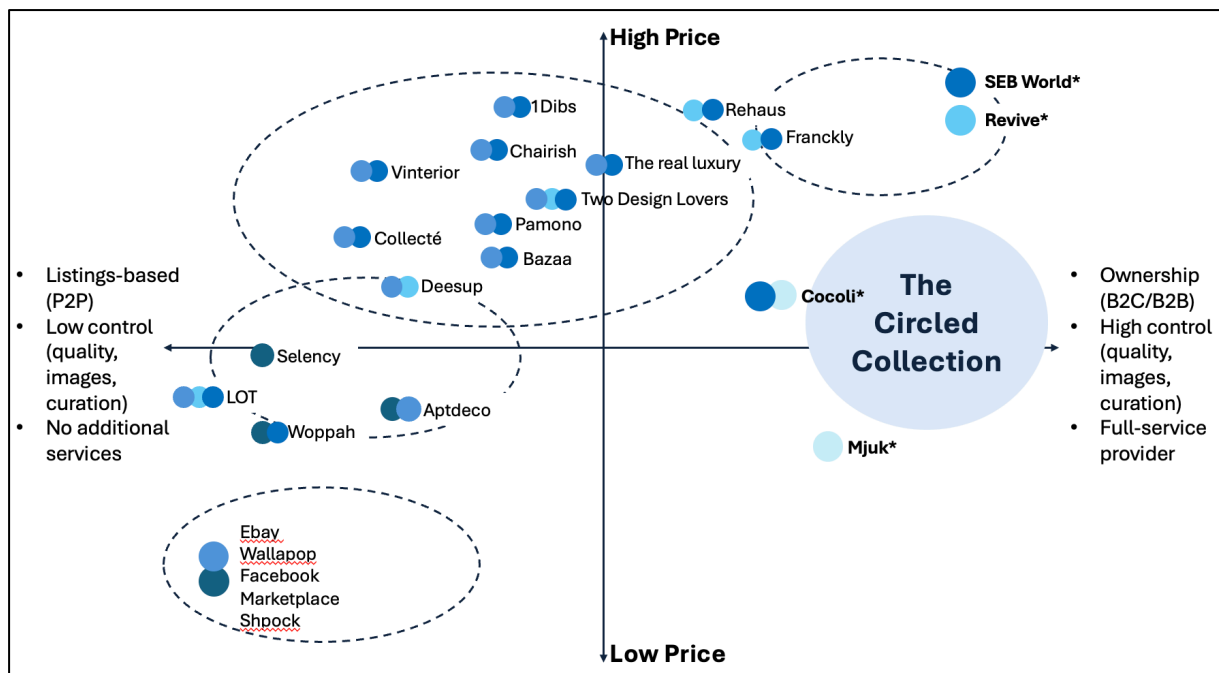
A second group comprises listings-based second-hand furniture platforms like Selency, AptDeco, or Woopah. These platforms are more specialized in furniture and offer a slightly more cohesive visual environment as well as additional services like optional logistics. However, they still rely heavily on user-uploaded content. This results in inconsistent imagery and disrupts the overall customer journey, which tends to remain functional rather than inspiring.

The premium listings cluster includes platforms such as 1stDibs, Vinterior, and Pamono. These players focus on high-end antique or collectible pieces, catering to niche or professional audiences such as collectors, designers, and dealers. While their product curation is highly sophisticated, their offering is neither scalable to mass market audiences nor aligned with the broader aesthetic and price expectations of a younger, style-conscious demographic.

Platforms with a refurbishment and ownership model are far less common but increasingly relevant. In the German market, SEB World and Revive are two noteworthy players. SEB World specializes in classic office furniture by iconic designers and is strongly shaped by functionality and masculine design language, with little focus on visual storytelling or lifestyle appeal. Revive targets a more general audience but focuses on older pieces, often with a vintage or rustic aesthetic, which does not align with the contemporary design-forward vision underlying the proposed platform.

Lastly, the mapping includes indirect competitors such as IKEA, Zara Home, Wayfair Basics, or Roller. Although they operate entirely in the new furniture space, they set important benchmarks in terms of price, availability, and customer expectations—particularly for younger consumers looking for affordable, fast, and visually appealing solutions. While not analyzed in depth, they represent a crucial backdrop when positioning a second-hand offering that aims to compete on both aesthetics and ease of access.

This mapping creates a clear strategic frame for identifying gaps in the current market—and for demonstrating where the proposed platform can offer differentiated value in terms of quality, emotional appeal, and user experience.



Legend



Figure 5: Detailed view global competitors -most important competitors marked *

Key Players in the German Market

While the cluster analysis provides a global overview of the second-hand furniture landscape, the strategic focus of the proposed business model lies in the German market. Here, only a few platforms go beyond basic listings to offer more curated, service-oriented approaches. Among these, Cocoli, SEB World, and Revive emerge as the most relevant direct competitors.

Each of these platforms reflects a different strategic emphasis, degree of maturity, and target audience. Importantly, Cocoli comes closest to the envisioned model in terms of operational structure and overall value proposition. This resemblance underlines the fundamental viability of the business model. However, it also raises the bar in terms of differentiation: to compete successfully, the proposed platform must offer a sharper

curation logic, a more immersive and inspirational user experience, and superior service standards that clearly set it apart from existing players.

The following comparison focuses on the strategic positioning of these platforms across several key dimensions that are central to the success of a curated second-hand furniture marketplace. These include the respective target audience, product range, curation standards, visual and inspirational approach, user experience, and logistical service offering (see table 1).

Feature	The Circled Collection (My platform)	Cocoli	SEB World	Revive
Target Persona	Style-conscious individuals (25–40) in transition phases, looking for affordable design and aesthetic coherence	Similar profile but more family-oriented, with a stronger sustainability focus (eco-conscious branding)	Focused on office furniture and high-end corporate clients, less relevant for private or mid-range buyers	Older audience (50+), traditional buyers, not aligned with younger style trends
Product Categories	Design classics, mid-range pieces, curated antiques, all styled to fit together	Similar mix but less cohesive curation	Strictly high-end designer classics, especially office furniture (e.g., USM, Vitra), no mid-range	Broad mix, including older so-called “designer” pieces, but mainly outdated styles not appealing to younger target groups
Design Curation	Top-tier design curation with strict style guidelines; everything fits together visually, one of the main competitive differentiators	Weak curation, mix of private uploads breaks overall design flow	Strong curation, but only within the narrow category of top-tier design classics	Weak curation, product mix feels outdated and disconnected
Visual Appearance	Strong, cohesive visual identity, beautiful imagery, premium storytelling, highly inspiring	Disruptive visual layout, chaotic arrangement, unbalanced image presentation, not visually inspiring	Professional but masculine-leaning look and feel, less inspiring or inviting for a broad audience	Well-built website, but wrong visual targeting (old-fashioned feel, not aligned with younger tastes)
User Journey / UX	Full end-to-end journey with advanced personalization, AI-driven recommendations, inspirational elements, and smooth integrated checkout	Standard user journey, functional but not particularly attractive or innovative	Standard user journey, functional but not particularly attractive or innovative	Standard user journey, functional but not particularly attractive or innovative
Service & Convenience	Full end-to-end: design, delivery, returns (where possible)	Delivery, returns (where possible)	Delivery, returns (where possible)	Delivery, returns (where possible)

Table 1: Comparison value proposition The Circled Collection vs. competitors

Interpretation of Strategic Differentiators

The comparative overview highlights that while each platform covers relevant aspects of the second-hand value chain, none offers a fully integrated solution that combines style curation, emotional engagement, and frictionless service. This is where the

proposed platform sets itself apart. The proposed platform stands out most notably in terms of its target persona: It is specifically designed for design-aware individuals in transitional life phases-such as moving homes, setting up a long-term space, or intentionally upgrading from fast furniture. This group seeks more than just affordability; they want meaningful, high-quality pieces that reflect their evolving aesthetic and lifestyle. In contrast, Cocoli targets a broader and more sustainability-focused audience, while SEB World caters primarily to those looking for iconic high-end design pieces. Revive appeals to a significantly older demographic with more traditional design preferences.

In terms of product categories, the proposed platform offers a carefully selected mix of mid-range pieces, design classics, and select antiques, all curated to maintain a coherent visual identity. SEB World focuses exclusively on office-centric design classics, while Cocoli's and Revive's assortments include a broader, less style-consistent mix, often incorporating B-stock or vintage items of varying relevance.

The area of refurbishment and quality is another key focus for the platform. Inspired by industry leaders SEB World and Revive, both known for their expertise in professional refurbishment, we aim to further expand our service offering to incorporate similar high standards. Unlike Cocoli, which does not refurbish items, our approach emphasizes quality consistency across all listings, ensuring that each piece meets a defined standard before reaching the customer.

From a visual and emotional engagement perspective, the platform leverages AI-enhanced, editorial-level photography and moodboard-driven personalization to offer a deeply inspiring experience-setting it apart from all competitors. Both SEB World and Revive offer high-quality photography, but without the same focus on trend-awareness or visual storytelling.

Additionally, the platform aims to provide a distinctly superior user journey through well-structured navigation, refined filtering, and inspiration-based discovery paths. Existing platforms currently offer only basic browsing experiences, which lack the emotional and intuitive quality users increasingly expect.

Lastly, the logistics and service offering further underlines the user-centric approach: The platform provides comprehensive, full-service solutions-including pickup, delivery, and return options-whereas other platforms vary significantly in flexibility and reliability.

In sum, while existing players cover parts of the second-hand value chain, the proposed concept sets itself apart by uniting emotional design appeal, personalized experience, curated quality, and frictionless service-ultimately offering a next-generation platform for design-led second-hand consumption.

Positioning in Relation to Cocoli

It is important to acknowledge that the proposed platform shares certain structural similarities with Cocoli, particularly in terms of its logistical setup, business model, and overall value proposition. This resemblance is not coincidental, but rather a strategic signal: Cocoli's presence and early traction confirm that there is a growing market for curated, service-oriented second-hand furniture platforms. In this sense, the similarity validates the viability of the underlying business model. However, rather than merely replicating this approach, the proposed concept aims to build upon and enhance it-specifically by offering a sharper design curation, a more inspiring and personalized user experience, and a higher level of visual storytelling and trust-building service features. Cocoli, while one of the most relevant players in the German market, is itself still in an early growth phase and does not yet deliver a fully cohesive customer experience across touchpoints. This creates a clear window of opportunity for a new entrant to establish a more emotionally resonant, editorially inspired, and technologically enhanced platform that resonates even more strongly with design-savvy, style-conscious users.

By learning from Cocoli's strengths and addressing its current limitations, the proposed platform is well-positioned to emerge as a next-generation alternative-delivering both the functionality users expect and the inspiration they crave.

8.4.2. Porters Five Forces

Having examined the external market conditions, our target audience and the competitive landscape in Germany, we will now delve deeper into the analysis of the German furniture industry using Porter's Five Forces model. This structured approach allows for a comprehensive understanding of the industry's dynamics. The preceding chapter on market structuring was essential to define which players are considered relevant competitors, ensuring that the subsequent analysis is both targeted and contextually accurate.

Threat of New Entrants

In Germany the threat of new entrants in the curated second-hand furniture market can be considered moderate. While the underlying market trend toward sustainable consumption continues to attract interest, entering this specific segment with a high-curation, service-driven model presents significant barriers.

From a technological standpoint, the entry hurdle is relatively low. Basic e-commerce functionality-such as listing items, managing payments, or building a user interface-is widely accessible through off-the-shelf tools or low-code platforms. This means that a technically functional online storefront can be launched quickly by most aspiring founders.

However, the real challenge lies in the operational and capital-intensive nature of the model. Unlike peer-to-peer marketplaces that simply connect buyers and sellers, a curated platform requires investment in warehousing, refurbishment processes, quality control, professional photography, and-most crucially-logistics. Handling bulky, high-value items like furniture demands not just a digital layer, but also a solid backend infrastructure. These physical operations not only require substantial upfront investment but also sophisticated process coordination, which can be difficult for newcomers to manage without prior experience or strategic partnerships.

In addition, building a trusted brand in this segment takes time and consistency. New players must convince both supply partners (e.g. brands or individuals) and end customers that their platform is reliable, curated, and worth choosing over existing alternatives. Platforms like Cocoli and Revive have already started cultivating

reputations and operational know-how, making it harder for newcomers to establish a distinctive identity or gain market traction quickly.

While the overall market is still growing, and funding for sustainable business models remains available, the combination of logistical complexity, high capital needs, and the importance of brand trust significantly raises the entry barrier. As a result, while entry is possible, it is unlikely that many new players will be able to scale quickly or effectively without a clear strategic advantage.

Bargaining Power of Suppliers

The supplier landscape for a curated second-hand furniture platform is diverse, comprising both private individuals and furniture brands. Overall, the bargaining power of suppliers can be considered moderate, though the dynamics differ significantly between these two groups.

When it comes to private individuals, the platform's model will not function as a passive listing space where users upload their own images and manage sales independently. Instead, the intention is to maintain full control over quality and brand perception by physically acquiring the items-either through direct purchase or structured intake and professionally photographing, refurbishing, and storing them. This level of involvement means the platform bears more of the operational burden, but it also ensures consistency and aesthetic coherence across the catalog. In this context, individual sellers have relatively little bargaining power: they are fragmented, typically offer low volumes, and are not indispensable to the platform's inventory strategy. While access to high-quality second-hand furniture from private homes remains a valuable stream, the platform can remain selective and set the terms, particularly if the service offered to sellers is professional and convenient. However, it is important to note that while individual sellers may not be critical as standalone partners, they still have multiple avenues to sell their products, such as other online marketplaces or local consignment shops. Therefore, the platform must actively present them with an attractive and differentiated offering to ensure their engagement.

In contrast, the situation with brand partnerships is more complex. While it would be inaccurate to say that only a handful of furniture brands exist - especially when mid-range and boutique labels are included - securing access to high-quality excess stock,

returns, and discontinued items remains strategically critical. These partnerships hold high value for the platform, as they allow for scalable, predictable sourcing of curated inventory that aligns with the platform's quality standards. However, the competitive pressure is growing. Players like Cocoli already report over 500 brand partnerships, which increases the entry barrier for newcomers trying to build similar relationships. For this reason, the platform must offer a clear and differentiated value proposition to become an attractive partner.

This is where the platform's value-add becomes a key advantage. Unlike simple resale channels, the platform can offer brands a full-service solution: professionally managing the resale of B-stock, showroom pieces, or returned items, as well as integrating reverse logistics to process future returns on behalf of the brand. This creates a valuable package, especially for companies that lack the infrastructure or interest to handle these processes themselves. Additionally, the platform can support brand partners in enhancing their sustainability performance-offering them traceability, reporting, and communication assets to demonstrate their contribution to the circular economy.

Beyond operations, the platform can also become a strategic tool for long-term customer engagement. One option is to implement loyalty mechanisms such as a lifetime resale guarantee for designer pieces-offering end customers the possibility to return used items in exchange for store credit or vouchers. This not only strengthens the brand's sustainability story but also increases customer retention and brand stickiness.

In sum, while individual sellers remain rather easy to manage and exert limited pressure, brand suppliers represent a more competitive and strategically sensitive relationship.

Bargaining Power of Buyers

The bargaining power of buyers in the German second-hand furniture market is moderately high, shaped by the abundance of alternative options and the increasing expectations of today's digitally savvy consumers. While second-hand furniture is gaining cultural traction and aesthetic credibility, buyers still have significant influence

over purchasing decisions-particularly in a landscape where choice is vast and switching costs are low.

Consumers looking for stylish furniture in Germany today have a wide range of avenues available to them. From low-cost new furniture retailers like IKEA to peer-to-peer platforms such as eBay Kleinanzeigen and Facebook Marketplace, as well as other curated platforms and local vintage shops, alternatives are not in short supply. This availability means that if a curated resale platform does not meet their expectations in terms of price, selection, or experience, most buyers will simply turn elsewhere. This freedom of choice strengthens their bargaining position and places pressure on platforms to deliver competitive value across the board.

Price sensitivity further reinforces this power. Although buyers are increasingly interested in sustainable and unique furniture options, many are still budget-conscious and expect a tangible price advantage compared to new items. If second-hand items are perceived as too expensive-especially without the warranty or customization options that come with new products-buyers may decide to buy new or settle for a lower-priced, uncurated alternative. This creates a pricing tension for curated platforms: they must offer enough perceived value through curation and service to justify even slightly higher price points.

However, a platform that invests in quality, service, and user experience can meaningfully shift this balance. Unlike peer-to-peer marketplaces where buyers must scroll endlessly through unfiltered listings of questionable quality, a curated platform simplifies the shopping experience. Through visually cohesive collections, consistent quality control, and inspiring storytelling, it makes the discovery process feel more like browsing a premium retail brand than searching a classified site. This not only saves time and frustration, but also increases the emotional appeal of the shopping experience.

Moreover, with the integration of AI-powered personalization, the platform can offer buyers truly relevant, taste-driven suggestions-based on style preferences, life stages, or past interactions. This reduces decision fatigue and creates a more immersive and rewarding experience, which in turn encourages deeper engagement and higher conversion rates. When buyers feel seen and inspired, their sensitivity to price decreases, and their loyalty increases.

Ultimately, while buyers retain significant influence in terms of where they spend and how much they're willing to pay, the platform can reduce this power by delivering a highly differentiated and curated experience. The more compelling and convenient the platform becomes-through emotional value, style relevance, and service simplicity-the more it shifts the buyer relationship from transactional to aspirational.

Threat of Substitutes

The threat of substitutes in the curated second-hand furniture market is moderately high, as consumers have numerous ways to satisfy their need for stylish and affordable home furnishing-many of which do not involve buying from a platform like this one.

The most significant substitute remains buying new furniture, particularly from affordable or mid-range retailers. For many consumers, especially those with limited budgets, the convenience, uniformity, and warranty that come with new purchases are appealing. Large retailers frequently run promotions and offer fast delivery or in-store pickup, making them strong alternatives to second-hand options. If new furniture is priced too closely to curated resale items, consumers may default to the new product for perceived reliability and longer lifespan. To remain competitive, second-hand platforms must clearly differentiate on either design uniqueness, sustainability, or price-ideally all three.

Furniture rental services have gained some attention in urban markets, particularly among mobile, younger demographics. However, their market penetration in Germany remains relatively low, and their appeal is often limited to temporary needs or specific life phases. As such, they represent a niche substitute rather than a mass-market threat. DIY and upcycling are also alternatives-some consumers may choose to find cheap or free items and restore them themselves. While this approach resonates with creative and sustainability-driven individuals, it requires time, tools, and effort, which limits its scale and general market relevance.

A more subtle but real substitute is non-consumption or delay. If customers cannot find an affordable or fitting item, they may simply postpone their purchase or make do with what they already have. This behavioral substitution-driven by budget constraints or indecision-can divert demand even without a competing product.

Overall, the platform must continue to provide a distinctive and emotionally compelling experience that clearly outperforms these alternatives in convenience, aesthetics, and perceived value. By leaning into its unique inventory, sustainability impact, and professional presentation, it can limit the substitutive appeal of mass-market or do-it-yourself solutions.

Competitive Rivalry

Overall, competitive rivalry in the curated second-hand furniture market in Germany is intense and structurally diverse, with competition coming from multiple directions: dedicated resale platforms, peer-to-peer marketplaces, niche players, and even traditional retailers. As consumer demand for sustainable interior design grows, more businesses are entering the space-creating both innovation pressure and increased saturation.

Direct competitors such as Cocoli, SEB World, and Revive are actively shaping the landscape. Each has carved out a slightly different positioning: Cocoli emphasizes its brand partnerships and logistics infrastructure, SEB World focuses on high-end design classics, while Revive offers a wide but curated mix. These platforms compete not just for buyers, but also for sellers and brand partners-creating a race to secure the most desirable inventory and offer the best seller terms. Since many of these platforms operate with similar business models, the intensity of rivalry is closely linked to who can deliver the most compelling user experience and streamline backend operations.

Beyond dedicated resale platforms, competition also comes from large peer-to-peer marketplaces, niche design platforms, and increasingly, from traditional retailers. eBay Kleinanzeigen and Facebook Marketplace continue to dominate the second-hand segment by volume, offering low-friction, zero-commission access for price-sensitive users - despite their lack of curation or quality control. At the other end of the spectrum, premium platforms like Pamono serve a more affluent, design-oriented audience, adding fragmentation and raising the bar for aesthetic and brand differentiation. Meanwhile, established furniture retailers are beginning to experiment with in-house recommerce and take-back schemes (IKEA). If scaled successfully, these could reduce the available supply of brand-returned inventory for third-party platforms, adding pressure from an entirely different layer of the value chain.

Rivalry is further heightened by the fact that customer loyalty is still fluid. Many consumers are exploring second-hand shopping for the first time and haven't yet developed strong brand preferences. This creates opportunity-but also vulnerability: platforms must act fast to win mindshare and build trust before competitors do.

Marketing costs are rising as multiple players compete for attention across the same digital channels. With most discovery occurring via social media and search, platforms must continuously invest in visibility and brand-building efforts. This makes customer acquisition expensive, especially for newer entrants who lack brand recognition or organic traffic.

Despite the intense competition, the market is still in a growth phase, which provides some breathing room. There is increasing consumer appetite, regulatory support, and cultural acceptance of second-hand consumption-meaning multiple players may still thrive if they serve different niches or offer truly differentiated value. However, the fight for quality supply, standout UX, and operational excellence is ongoing.

Conclusion Porters Five Forces

The Porter's Five Forces analysis reveals that the curated second-hand furniture market in Germany offers both promising opportunities and significant competitive challenges. While the threat of new entrants is moderated by the operational complexity of the model, established players with strong brand partnerships already occupy valuable ground. Supplier power is divided: private sellers are relatively easy to manage, whereas furniture brands hold stronger negotiating positions due to their strategic importance for scalable inventory. Buyer power remains high, driven by price sensitivity and the abundance of alternative options - yet can be mitigated by delivering superior curation, service, and emotional value. Substitute threats are present, especially from low-cost new furniture and large peer-to-peer marketplaces, but can be limited through clear differentiation in sustainability, design, and user experience. Lastly, competitive rivalry is intense, shaped by both specialized recommerce platforms and broader market players, making operational excellence, brand trust, and user retention critical for long-term success.

9. Internal Analysis

9.1. Strategic Positioning

The business model is built on an integrated strategy that aims to redefine the second-hand furniture market by combining curation, circularity, and technology-enabled convenience. At its core, the platform seeks to make the purchase and resale of second-hand furniture not only more sustainable but also aesthetically inspiring, reliable, and user-friendly. Unlike traditional classifieds or peer-to-peer marketplaces such as eBay Kleinanzeigen, which often overwhelm users with inconsistent listings, lack of quality control, and logistical burdens, this platform positions itself as a curated and service-oriented alternative.

The platform's strategy is based on three complementary pillars. First, **curation** ensures that every piece of furniture featured on the site has undergone a careful selection and preparation process. This includes quality checks, cleaning, and, where necessary, professional repairs or restoration. By doing so, the platform builds a reliable and cohesive product offering that matches the style and quality expectations of design-conscious customers. The result is an inventory that competes with new furniture in both aesthetics and functionality, but at significantly lower prices and with a smaller environmental footprint.

The second pillar is **circularity**, which is embedded in the model not just as a marketing message but as a structural foundation. The platform establishes partnerships with furniture manufacturers, hotels, offices, and coworking spaces to access surplus, returned, or decommissioned inventory. Through these relationships, it becomes a key player in the circular economy by extending the lifecycle of high-quality furniture. Items that would otherwise be discarded or left unused are reclaimed, refurbished, and brought back to market with a fresh appeal. This not only reduces waste but also provides sellers with an efficient and dignified resale channel, unlocking new value from old assets.

The third, and increasingly critical, pillar is **technology**, particularly the strategic use of artificial intelligence to unlock both efficiency and personalization. The platform aims to collaborate with AI companies to develop tools that can generate high-quality product photos as well as contextual room visuals showing how a piece might look in different interior settings. This drastically reduces the time and capital investment typically

required for photography, staging, and editorial production. It also enhances the platform's ability to offer a personalized shopping experience: AI-generated content can be tailored to individual customer tastes, styles, and spaces-transforming the platform from a standard marketplace into an intelligent design assistant. The possibilities for AI integration are vast and evolving rapidly. From dynamic styling recommendations to automated content generation and scalable visual merchandising, AI will fundamentally transform how second-hand furniture is presented and perceived. This not only supports growth and scalability, but also future-proofs the business in an increasingly digital and experience-driven consumer landscape.

In sum, this business model is not just about selling furniture. It is about reimagining how furniture moves through its lifecycle-how it is bought, sold, reused, and experienced. By building a trustworthy, curated, and AI-enhanced platform, the strategy taps into the growing demand for sustainable yet stylish living, while offering a scalable and forward-looking commercial solution that connects private and professional stakeholders in the circular economy.

9.2. Business Model Canvas

The platform is built around the ambition to redefine second-hand furniture by making it curated, convenient, and design driven. At its core, the model combines elements of editorial curation, full-service resale, and circular economy practices to address the growing demand for high-quality furniture that feels both sustainable and stylish (see figure 6 on page 49).

While the platform is fundamentally designed with the buyer experience in mind, its success relies heavily on the ability to consistently source desirable inventory. This makes the seller side, and especially B2B sellers, a strategic pillar of the entire business. Without a steady supply of well-maintained, visually appealing furniture, the curated and trustworthy buying experience could not be sustained. Business sellers such as furniture brands, retailers, interior design studios, hotels, and coworking spaces are essential not only for their volume and product quality but also because they enable the platform to scale while maintaining a high editorial and operational standard.

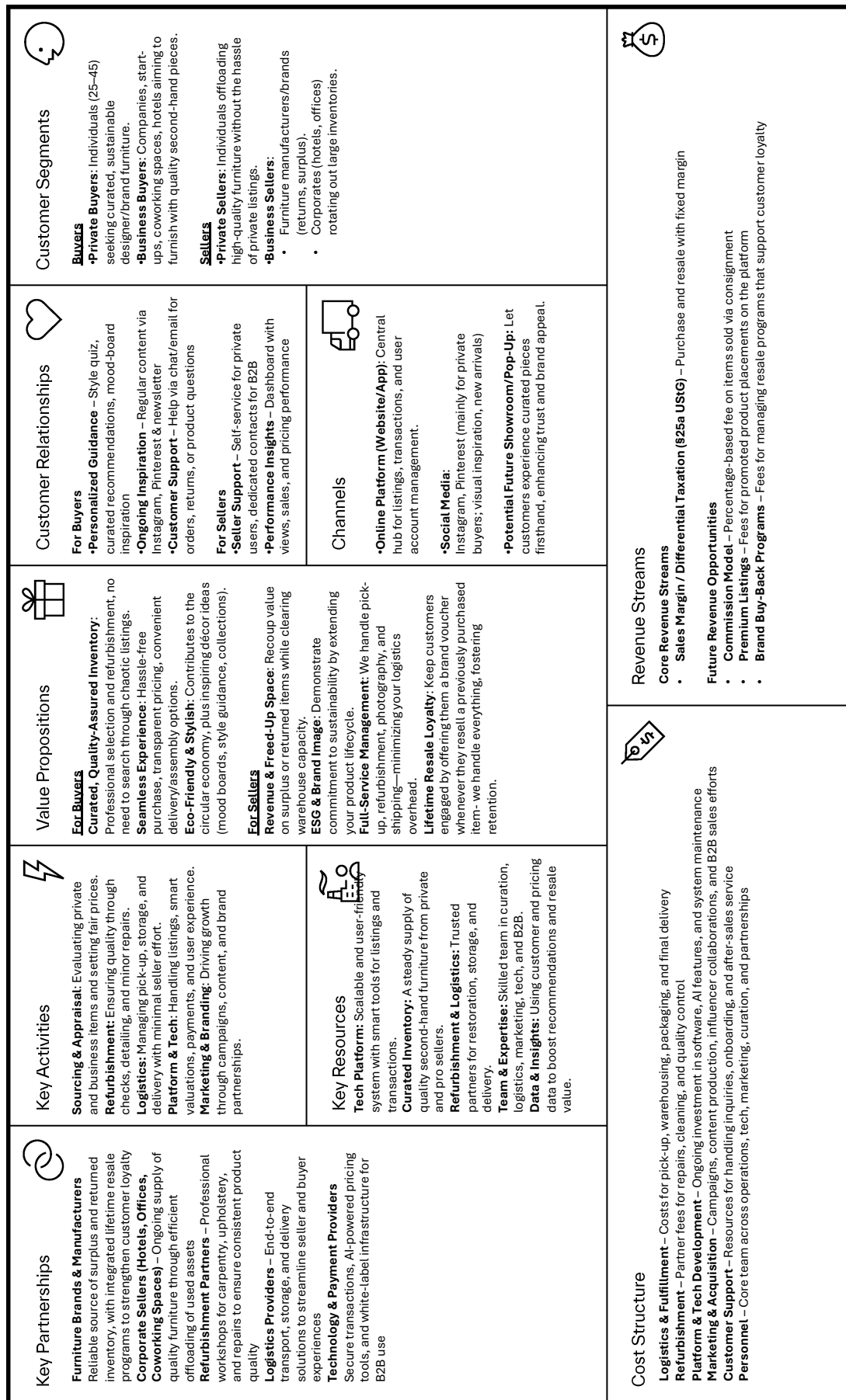


Figure 6: Business Model Canvas The Circled Collection

individuals-typically between 25 and 45 years old-who seek alternatives to mass-market and high-end furniture. These users are often navigating life transitions such as moving or upgrading their homes, and they value design, sustainability, and ease of use. While business buyers may occasionally use the platform, they are a secondary audience (see chapter Target Group Analysis for more details).

The seller side, by contrast, is built primarily around business clients. Furniture manufacturers, design brands, retailers, and hospitality companies are the platform's most strategic partners, providing the bulk of inventory. Their participation ensures quality, volume, and consistency, and their use of the resale infrastructure supports operational efficiency and brand alignment. Private sellers will be included as an additional inventory source, but due to logistical complexity, the focus will initially remain on B2B sourcing.

Value Proposition- The platform offers a dual value proposition tailored to the needs of both buyers and sellers. For buyers, the core promise is access to professionally curated and quality-assured inventory. Every item is carefully selected and refurbished where needed, ensuring consistent standards. All products are professionally photographed in high-quality visuals to inspire trust and aesthetic purchase decisions. Transparent pricing, simple navigation, and optional services like delivery or assembly make the shopping experience seamless. The platform also serves as a sustainable alternative to disposable furniture, appealing to conscious consumers. For sellers, the platform functions as a resale and logistics partner. Business clients can unlock new revenue streams and recover value on returned items or discontinued products without managing the resale process themselves. Refurbishment, photography, and shipping are included, easing their operational burden. Sellers can also participate in lifetime resale programs, offering store credit when customers return pre-owned pieces. This model supports circularity and long-term brand loyalty.

Customer Relationships & Channels - For private buyers, the platform focuses on creating a personalized and inspirational experience. This includes curated recommendations through style quizzes or moodboards, as well as consistent content across Instagram, Pinterest, and newsletters. Visual storytelling not only promotes products but reinforces the brand's identity. Customer support is available through chat or email for questions about delivery, returns, or product details. For sellers,

relationship management differs by type. Private sellers have access to a streamlined, self-service onboarding process. Business sellers receive dedicated support and access to performance dashboards showing views, sales, and pricing data.

The platform is primarily accessed through its website or app, which houses all transactions and listings. Social media-especially Instagram and Pinterest-is used for buyer engagement. In the future, pop-up stores may provide physical brand experiences to showcase product quality and increase trust.

Key Activities, Partnerships & Resources - Core operational activities include sourcing and evaluating inventory, refurbishing items, coordinating logistics (warehousing, delivery, photography), and maintaining the digital platform. Marketing and branding are also crucial to position the platform as a curated, service-oriented alternative in the resale space.

Key partnerships include furniture brands, corporate sellers, refurbishment experts, and logistics providers. These partners ensure a steady supply of quality inventory and support fulfillment. Technology providers and sustainability-oriented institutions further strengthen the platform through secure infrastructure and potential grant funding.

Internally, success depends on a scalable tech platform, curated inventory, and a reliable refurbishment and logistics network. The brand's credibility in design, sustainability, and user experience-supported by a team skilled in product curation, data analysis, and B2B sales-ensures operational and emotional differentiation.

Revenue & Cost Structure - The platform's revenue model balances operational flexibility with scalability. The Sales Margin Model applies when the platform directly purchases and resells inventory, mostly from private sellers or selected B2B sources. Items are bought, refurbished, and resold at a fixed margin.

However, the Commission Model-primarily for business clients-offers greater potential. Here, inventory remains with the seller until sold, and the platform takes a percentage of the final sale price. This approach reduces capital risk and enables more agile inventory scaling. It also ensures competitive prices for buyers, which is crucial for standing out in a price-sensitive market. Commission-based resale helps build long-term supply relationships and supports the platform's circular, full-service identity.

In the future additional revenue comes from Premium Listings, where sellers pay for better visibility, and Brand Buy-Back Programs that generate loyalty through resale vouchers. Other monetization opportunities include affiliate sales of sustainable accessories and sponsored content placements aligned with the platform's editorial voice.

On the cost side, one of the most significant components is the marketing budget. In order to scale the business as fast as possible we need to gain significant online reach. Logistics costs-including pick-up, warehousing, and delivery-also represent a major expense. Especially in the early stages, building a reliable and cost-efficient logistics chain is crucial to ensure service quality and customer trust. Refurbishment costs vary depending on condition but are central to quality assurance. Investments in platform and tech development, customer support, and personnel round out the core cost structure.

10. Strategy

10.1. SWOT Analysis

After analyzing the competitive dynamics through Porter's Five Forces and outlining the operational and strategic blueprint in the Business Model Canvas, this section moves on to summarize the key findings in the form of a SWOT analysis. This structured summary integrates the internal and external insights gathered so far, providing a clear overview of the platform's main strengths, weaknesses, opportunities, and threats — and setting the stage for the subsequent strategic recommendations (see figure 7 on page 54).

Strategic Implications and Key Learnings from the SWOT Analysis

The SWOT analysis highlights both the strength & opportunities such as threats & vulnerabilities of the business model, providing clear guidance on strategic priorities. The platform's most compelling assets-its curated selection, editorial content, and full-service experience-position it as a premium alternative in an increasingly professionalized second-hand market. These strengths must be consistently reinforced and clearly communicated, particularly during the early brand-building phase. Differentiation from peer-to-peer platforms and a seamless, visually rich user journey will be crucial for capturing a design-conscious target audience. Establishing a recognizable visual language, consistent style curation, and moodboard-based content formats will be essential in strengthening the editorial identity.

At the same time, the analysis underlines the strategic importance of sourcing. While the platform is conceptually designed around the buyer experience, its long-term success hinges on securing a reliable and scalable inventory pipeline. For this reason, the model prioritizes B2B sellers-such as furniture manufacturers, hotels, and retailers-not only as a practical solution to the logistical challenges of fragmented C2C supply but also as a way to ensure higher consistency, volume, and quality. These relationships should be formalized through structured onboarding processes, value estimates, and commission-based resale models. Private sellers will also play a role, but their integration must be designed to minimize friction and operational complexity-for instance, through intuitive value-check tools and simplified pickup workflows.

<h3>Strengths</h3> <ul style="list-style-type: none"> • Curated Inventory & Editorial Shopping Experience The platform offers a carefully selected assortment of high-quality furniture, presented through professional photography and inspirational editorial content—setting it apart from cluttered, peer-to-peer listings. • Full-Service Offering with Quality Control Services such as inspection, refurbishment (where needed), and delivery are integrated into the user journey. This builds trust and appeals to time-conscious, design-driven buyers. • Strong B2B-Sourcing Model Strategic partnerships with furniture brands, hotels, and retailers ensure a steady flow of high-quality inventory, allowing for scalability without compromising style or standards. • Sustainability Positioning with Design Credibility By extending the product lifecycle and offering design-led second-hand alternatives, the platform taps into growing consumer demand for circular solutions 	<h3>Weaknesses</h3> <ul style="list-style-type: none"> • Complex Logistics Operations Coordinating refurbishment, warehousing, and delivery is resource-intensive and requires careful scaling and partnerships. • Low Initial Brand Awareness As a new entrant, the platform must invest heavily in brand building and trust—particularly in a category where many buyers are cautious. • Scalability Challenges in Curation Maintaining a high level of visual and stylistic consistency may limit how quickly the assortment can grow without compromising quality.
<h3>Opportunities</h3> <ul style="list-style-type: none"> • Rising Demand for Sustainable and Circular Products Consumer awareness of sustainability continues to rise—especially among younger urban audiences—which strengthens the appeal of high-quality resale models. • Professionalization of the Second-Hand Market There is a growing gap between peer-to-peer resale and curated retail experiences. A professional, design-focused platform can fill this void. • Increased Acceptance of Refurbished Products Refurbished goods have become mainstream in tech and electronics—this trend is beginning to expand into furniture, especially when quality and convenience are guaranteed. • Untapped B2B Resale Potential Many furniture brands and hospitality businesses are actively seeking sustainable and profitable ways to resell excess inventory—opening doors for long-term sourcing partnerships. 	<h3>Threats</h3> <ul style="list-style-type: none"> • High Competition Across Segments The platform competes with peer-to-peer marketplaces (eBay, Vinted), emerging refurbished furniture players (SEB World, Revive), and traditional retailers expanding into sustainability. • Presence of a Strong, Established Competitor A key direct competitor already operates in the market with a highly similar business model. With several years of operational experience and a significant number of B2B partnerships already secured, this competitor presents a major barrier to entry and differentiation. • Strong Price Sensitivity Among Buyers If refurbished items are not clearly more affordable than new alternatives, price-sensitive buyers may still prefer mass-market options. • Operational Risks in Outsourced Services Relying on third-party partners for refurbishment and logistics can lead to inconsistent service levels or quality issues.

Figure 7: SWOT Analysis The Circled Collection

Operational efficiency will rely on building a modular network of external logistics and refurbishment partners from the outset. This includes warehousing, transport, cleaning, and minor repair services-allowing the platform to remain asset-light and scalable. To ensure quality and trust, these partnerships must be governed by clear standards, defined refurbishment protocols, and visual quality control guidelines. Additionally, the scalability of the curation process itself must be protected by creating internal systems-such as aesthetic guidelines, product selection templates, and image standards-to maintain consistency as the inventory grows.

The presence of a strong and established competitor with similar positioning intensifies the need for speed, focus, and a clearly defined USP. While direct competition cannot be avoided, the platform should emphasize areas where it can outperform: visual storytelling, editorial depth, and a high-end yet accessible customer experience. On the buyer side, curated inspiration, transparent pricing, and trust-building services such as refurbishment and delivery should be central to the brand promise.

To minimize capital risk while scaling, the platform should favor commission-based resale for B2B sellers and selectively purchase inventory from private sellers only when it offers strong resale potential. A hybrid model enables agile growth and greater control over pricing, while also allowing the platform to offer competitive prices-an essential factor in a market where buyers may otherwise choose affordable new items. Price transparency, including comparisons to original retail prices, should be embedded in the UX to emphasize the value of refurbished furniture.

Finally, the platform's sustainability positioning must evolve beyond moral arguments to become a lifestyle statement. Consumers should be inspired by the idea of making thoughtful, stylish, and responsible choices-capturing the emotional value of well-made, long-lasting furniture with stories behind it. Framing refurbished furniture as "timeless, not second-best" will help redefine second-hand as aspirational. At the same time, B2B partnerships offer a clear opportunity for long-term growth, not only by securing consistent inventory but also by supporting circular business models for established brands through take-back programs or resale credit systems.

In summary, the analysis confirms that the platform's greatest opportunity lies in combining premium-level curation with scalable sourcing infrastructure. Its long-term

success will depend on executing both with precision-while remaining operationally agile, brand-driven, and emotionally engaging in an increasingly competitive and conscious market.

10.2. Vision, Mission, Values & Critical Success Factors

Vision Statement

Our vision is to create a world where second-hand furniture is not only accepted, but celebrated-where quality, design, and sustainability naturally coexist. We believe that furnishing our spaces should be emotionally rewarding, aesthetically inspiring, and environmentally conscious. By rethinking every step of the second-hand experience, we aim to redefine how people in Germany connect with interiors - making circular living both desirable and beautifully simple.

Mission Statement

We make second-hand furniture shopping inspiring and effortless-with a level of quality that feels entirely new.

Our mission is to build a platform that transforms how people discover and live with pre-owned design. By blending aesthetics, circularity, and technology, we create a shopping experience that is designed to elevate everyday living.

Company Values

1. Aesthetic Excellence

We believe in the emotional power of beautiful spaces. Every product and every experience on our platform is thoughtfully curated to inspire.

2. Circular Mindset

We embrace circularity as a creative and responsible way to live. Second-hand is not a compromise-it's a conscious, modern choice.

3. Simplicity with Soul

We make every step feel effortless-without losing depth, emotion, or meaning. From browsing to delivery, simplicity is part of our design philosophy.

4. Intelligent Innovation

We use technology not for its own sake, but to create better experiences-smarter, more personalized, and more human.

5. Integrity & Care

We care about the origin, the future, and the people behind every piece. Trust, transparency, and respect guide every decision we make.

Critical Success Factors

The following factors have been identified as critical success factors for the business to be viable.

1. **Curated Inventory & Quality Standards:** Without a trusted, high-quality selection, customers have no reason to choose the platform over mass-market or peer-to-peer options. Trust and curation are the core value drivers.
2. **Seamless User Experience:** If the platform is frustrating, users will drop off. Smooth UX is essential for conversion, retention, and scaling.
3. **AI & Tech Integration for sustainability:** Without tech-driven matching, data, and optimization, operations become inefficient, unsustainable and uncompetitive in a digital market.
4. **Circular Logistics & Fulfillment:** If logistics and fulfillment aren't designed to be both efficient and sustainable, the entire sustainability promise collapses. Without environmentally responsible operations, the circular model loses credibility and purpose.
5. **Community & Brand Engagements:** Without community and brand, there's no emotional connection or loyalty, making the platform just another undifferentiated marketplace.

Company Logo

The logo perfectly reflects your brand's vision, mission, and values. The circular layout embodies circularity and sustainability - the heart of your mission. The clean, minimalist typography highlights aesthetic excellence and simplicity. The soft, slightly feminine blue adds a sense of warmth and care, without being off-putting for men - keeping the design inviting and balanced.



Figure 8: The Circled Collection Company Logo

10.3. Strategic Objectives

This chapter outlines the strategic objectives necessary to make the business model viable. First it explains how these objectives align with the previously defined vision, mission, values, and critical success factors, ensuring strategic coherence and long-term impact. The following chapter then goes into more detail on how these strategic objectives translate into operational objectives and measurable KPIs. These KPIs and quarterly goals are derived from the assumptions and hypotheses used for the financial model.

10.3.1. Strategic Coherence Analysis

ID	Strategic Corporate Objectives										Promoting second-hand as a modern, desirable and celebrated lifestyle choice	Positioning second-hand as equally inspiring and high-quality as buying new	Making sustainable furniture consumption feel natural, effortless and beautiful		Creating a shopping experience that feels intuitive and deeply inspiring	Leveraging technology to simplify processes and tailor the experience to individual needs	Offering carefully selected furniture that balances aesthetics and sustainability		Aesthetic Excellence	Circular Mindset	Simplicity with Soul	Intelligent Innovation	Integrity & Care		Curated Inventory & Quality Standards	Seamless, Inspiring User Experience	AI & Tech Integration for Scalability	Circular Logistics & Fulfillment	Community & Brand Engagement			
											Vision			Mission			Values					Critical Success Factors										
											1	2	3	1	2	3	1	2	3	4	5	1	2	3	4	5						
1 Marketing & Sales																																
1.1 Increase qualified traffic										x	x	x		x				x	x	x	x	x			x	x						
1.2 Convert traffic into orders										x	x	x		x	x	x		x	x	x	x	x			x	x				x		
1.3 Maximise basket size										x	x	x		x	x	x		x	x	x	x	x			x	x				x		
2 Logistics & Operations																																
2.1 Secure scalable inventory										x	x	x		x	x	x		x	x	x	x	x			x	x	x	x				
2.2 Optimise sell-through										x	x	x		x	x	x		x	x	x	x	x			x	x	x	x				
2.3 Controll warehouse footprint										x	x	x		x	x	x		x	x	x	x	x			x	x	x	x				
4 Human Resources																																
4.1 Build lean inhouse team										x	x	x		x	x	x		x	x	x	x	x			x	x	x	x	x			
4.2 Maximize outsourcing opportunities										x	x	x		x	x	x		x	x	x	x	x			x	x	x	x	x			
3 Financial																																
3.1 Build profitable business										x	x	x		x	x	x		x	x	x	x	x			x	x	x	x	x			

The table illustrates how the strategic objectives are directly linked to the company's vision, mission, values, and critical success factors. This mapping makes clear which strategic priorities address which part of the overarching framework and highlights the coherence across all business areas.

For example, the objectives in Marketing & Sales strongly reflect the mission of creating customer-centered, sustainable growth, while the Logistics & Operations goals are closely tied to the critical success factor of circular logistics. Financial objectives are

anchored in maintaining viability and scaling responsibly, aligned with the company's values of transparency and sustainability. Lastly, Human Resources goals reinforce the mission by ensuring the team's capabilities match the company's ambitions and values.

By making these connections explicit, we can ensure that strategic decisions are not made in isolation but consistently support the company's long-term purpose. This alignment also helps prioritize initiatives, allocate resources effectively, and measure progress not only by operational KPIs but also by their contribution to the broader mission and vision.

10.3.2. Balanced Score Card

ID	Strategic Objective	Operational Objective	KPI	Goal 1 End Q1	Goal 2 End Q2	Goal 3 End Q3	Goal 4 End Q4
1 Marketing & Sales							
1.1	Increase qualified traffic	Increase organic reach (SEO / Content)	# Sessions – Organic (cumulative)	5.987	15.092	28.939	50.000
		Increase paid reach (Ads & Influencers)	# Sessions – Paid (cumulative)	5.987	15.092	28.939	50.000
1.2	Convert traffic into orders	Optimise on-site UX	Avg. Site CVR (% of sessions)	2%	2%	2%	2%
1.3	Maximise basket size	Inspire multi-purchase	Avg. Units per Order (UPO)	1,2	1,2	1,2	1,2
2 Logistics & Operations							
2.1	Secure scalable inventory	Win business partners	# Active B2B partners	7	11	17	26
		Maintain avg. listings/ partner	Avg. Monthly listing / partner	20	20	20	20
		Win private sellers	New private listings per quarter	39	59	90	136
2.2	Optimise sell-through	Maintain sell through rate	Match - rate <30 days	30%	30%	30%	30%
2.3	Control warehouse footprint	Secure enough warehouse capacity	Minimum warehouse capacity	201	305	464	706
3 Human Resources							
Build minimal viable team capacity							
3.1	Build lean inhouse team	Hire Co-Founder	# New Hires	1	0	0	0
		Hire 2 Ops / Logistics FTEs	# New Hires	1	0	1	0
3.2	Max. outsourcing opportunities	Externalize marketing tasks	Used h freelancer capacity (cumulative)	200	400	599	799
4 Financial							
Build a sustainable, profitable business for growth							
4.1	Build profitable business	Achieve positive cash flow from year 2	Free Cash Flow	- 160.686 €	- 70.174 €	60.681 €	137.357 €
		Improve margins through efficiency & better sourcing	Gross Margin	16%	19%	22%	22%
		Reach >30% ROI to secure investor confidence	IRR	0%	0%	0%	35%
		Build value via profitable growth and scalability	Company Value	- €	- €	- €	267.716 €

Table 3: Balanced Score Card - Overview objectives broken down per department

This section provides an overview of the Strategic Objectives that guide the operational and financial planning of the business model. These objectives are structured across

four key areas: Marketing & Sales, Logistics & Operations, Human Resources, and Finance.

Each chapter is built around one central guiding question to identify all necessary factors. The Marketing & Sales approach focuses on defining a realistic sales target for the first year and identifying the actions needed to achieve it. The Logistics & Operations approach then focuses on securing enough product supply to meet these sales goals. The Human Resources section concentrates on building a minimal but functional team to support all essential activities described above. In contrast, the Financial section is structured over a five-year horizon, as short-term quarterly targets are less meaningful when assessing long-term financial viability, profitability, and company valuation. This section therefore summarizes the financial performance indicators over the full five-year period to reflect the strategic development of the business.

The objectives follow a balanced scorecard logic. For each area, the Strategic Objective defines the overall goal, while the Operational Objective translates this into specific actions. Key Performance Indicators (KPIs) are set to track progress, and Quarterly Goals break down the annual targets into clear milestones. A 15% monthly growth rate is applied to reflect realistic, exponential growth over time. Financial KPIs are presented across five years rather than quarterly to better capture cumulative growth and strategic outcomes.

Each KPI is directly linked to the most important drivers in its area. For example, revenue in Marketing & Sales depends on website traffic, conversion rates, and average order value; the success of Logistics & Operations depends on the number of product listings secured; and Human Resources focuses on providing the necessary capacity to carry out the operational plan.

The following chapters are structured to provide a detailed breakdown of each strategic area. For each section (Marketing & Sales, Logistics & Operations, Human Resources, and Financial) the chapter first offers an Overview of the Strategic Objectives specific to that area. This is followed by the Action Plan, outlining the concrete steps planned to achieve the objectives and the underlined strategic explanation, which presents the qualitative reasoning behind the chosen approach. Next, we will explain the assumptions underlying the quantitative targets, followed by the Monthly Development

and Cost Explanation, which presents the cost estimates necessary to implement the plan.

This structured approach ensures that the reader can follow a clear, logical progression from strategic intent to operational execution and understand how each element feeds into the overall financial model.

11. Development of operational approach by area

11.1. Marketing & Sales Approach

11.1.1. Introduction & Assumptions

This section provides an overview of the core marketing strategy aligned with the 4P's model and the key assumptions that shape the operational approach. Before moving into the detailed explanation of the three strategic objectives (and the underlying operational objectives), it is important to clarify the main strategic elements and the logic behind them.

The **product strategy** focuses on a tightly curated assortment, limited to three core categories in the first year: chairs (40%), tables (30%), and lamps (30%). This selection ensures streamlined logistics and operations while establishing the platform's visual and editorial identity. The product mix includes 90% items from business partners (B-stock, showroom pieces, etc.) and 10% private listings, combining iconic design classics, high-quality mid-range furniture, and occasional antique pieces. This variety allows the platform to cater to a broad range of style-conscious consumers while maintaining a clear brand identity. Stylistically, the assortment emphasizes a blend of Scandinavian, Minimalist, Mid-Century Modern, and select Eclectic designs, based on user survey insights.

The **pricing strategy** is built on differentiated pricing across product segments. Survey results confirm the importance of competitive pricing, with 58% of respondents rating it as a very important purchase factor. All pricing assumptions are derived from the average listing prices on our competitor Cocoli's website, with the following average prices: chairs €450, tables €800, and lamps €400. Design classics maintain strong value retention and require only moderate discounts, whereas mid-range products depend on steeper discounts to attract price-sensitive buyers. Over time, AI-powered pricing tools are planned to dynamically optimize pricing and improve margin management.

The **place and platform strategy** centers on launching as a mobile-first, online-only business. There is no multichannel approach planned for the first year, allowing the company to focus entirely on delivering a stable, intuitive online experience. The platform will leverage low-code or no-code tools (such as Shopify) to accelerate go-to-market speed. Additionally, AI tools will be used to ensure visual consistency across

supplier-provided images and to create scalable editorial content, supporting the platform's curated look and feel.

The **promotion strategy** emphasizes online marketing, with 50% of clicks expected from organic and 50% from paid traffic. Across all promotional activities, editorial storytelling and visual inspiration are positioned as the platform's most important marketing levers, creating emotional engagement and trust rather than relying on aggressive sales tactics.

The following sections explain in detail how these strategic elements translate into concrete actions to achieve the three key operational objectives: increasing qualified traffic, converting traffic into orders, and maximizing basket size. Each objective will be explored with its specific measures, linked assumptions, and expected outcomes.

Assumptions Marketing & Sales	Value	Note
Total Traffic Per Year	100.000	Equals 50% of Cocoli first year organic traffic of 200k clicks
Share Organic Traffic	50%	
Share Paid Traffic	50%	
Average monthly sales growth rate	15%	Startup monthly growth rate 10-20 %
Average selling price (ASP)	540 €	Weighted average product prices
Avg. Price per Chair	450 €	Avg. Selling price Cocoli
Product Share Chairs	40%	
Avg. Price per table	800 €	Avg. Selling price Cocoli
Product Share Tables	30%	
Avg. Price per Lamp	400 €	Avg. Selling price Cocoli
Product Share Lamps	30%	
Avg. Site conversion rate (CVR)	2%	Standard market conversion rate
Avg. Units per order (UPO)	1,20	

Table 4: Summary of key assumptions marketing & sales

11.1.2. Strategic Objectives & Action Plan Implementation

ID	Strategic Objective	Operational Objective	KPI	Goal 1 End Q1	Goal 2 End Q2	Goal 3 End Q3	Goal 4 End Q4	Action Plan
1	Marketing & Sales							
1.1	Increase qualified traffic	Increase organic reach (SEO / Content)	# Sessions – Organic (cumulative)	5.987	15.092	28.939	50.000	On-page SEO audit & fixes; 24 blogposts; monthly keyword refresh
		Increase paid reach (Ads & Influencers)	# Sessions – Paid (cumulative)	5.987	15.092	28.939	50.000	Google Search Product Campaign; Instagram reach with 5 posts every week featuring new products with inspiration; 3 quarterly influencer collabs
1.2	Convert traffic into orders	Optimise on-site UX	Avg. Site CVR (% of sessions)	2%	2%	2%	2%	Add personalization tools (Style Quizz, Curated Collection, Shop the look, Add trust badges; enable 1-click checkout; run 3 A/B tests per quarter
1.3	Maximise basket size	Inspire multi-purchase	Avg. Units per Order (UPO)	1,2	1,2	1,2	1,2	Bundle recommendations; discount from 2nd item; offer free-shipping promotions

Table 5: Overview strategic & operational objectives marketing & sales

The strategic objectives are built on the key drivers of the overall revenue stream. The following section presents the overarching formula and the influencing factors behind it. The chapter is structured around three strategic objectives, each broken down into measurable operational objectives and KPIs. The focus is to explain how each goal can be realistically achieved through targeted actions.

Formula Revenue	GMV in EUR / year
Overarching formula: $GMV = \text{Traffic} \times CVR \times UPO \times ASP$	1.296.000,00 €

Strategic Objective 1 - Increase Qualified Traffic

The main driver of our platform's revenue is generating qualified traffic on our website. Therefore, the objective is increasing qualified traffic to 100.000 clicks in the first year. To achieve this the strategy is divided into two core traffic pillars: organic and paid acquisition.

Organic Traffic: The goal is to secure at least 50,000 qualified organic clicks in the first year. To achieve this, the most important actions include running an on-page SEO audit with follow-up fixes, publishing 24 blog posts per year, and conducting monthly keyword refreshes. Pinterest plays a critical role as a visual discovery channel, supported by a curated organic strategy of mood boards and style boards. Additionally, a weekly editorial newsletter featuring collection drops and Editor's Picks is essential to strengthen organic engagement and encourage repeat visits.

Paid Traffic: The goal is to generate at least 50,000 additional paid clicks over the course of the first year, complementing organic efforts. The key actions are launching a Google Search Product Campaign (Google Ads), expanding Instagram reach with at least five posts per week (combining organic and paid promotions), and running three quarterly influencer collaborations with design-aligned creators to boost paid reach and capture highly relevant audiences.

All traffic efforts must be supported by scalable backend systems, especially inventory and product listings, to ensure the platform can handle the planned combined traffic volume of approximately 100,000 clicks in the first year.

Strategic Objective 2: Convert Traffic into Orders

The goal is to achieve and maintain an average website conversion rate (CVR) of 2% over the first year. This number is an average conversion rate from listed marketplaces.

To reach this, the highest-priority actions include building a minimum viable product (MVP) using low-code or no-code tools like Shopify, integrating scalable checkout plugins, and enabling major payment methods (Visa, Apple Pay, Klarna, bank transfer). Backend seller management tools ensure smooth product and order flows, improving reliability. On the front end, personalization tools such as the Style Quiz, curated collections, and “Shop the Look” guide users toward confident purchase decisions, while trust badges and refurbishment details help overcome buying hesitations. Optimizing the checkout process (with 1-click options) directly increases conversion rates. Supporting measures like A/B testing and AI-enhanced visuals help further fine-tune the buyer journey toward maintaining the 2% CVR.

Strategic Objective 3: Maximize Basket Size

The goal is to increase the average number of products per order to 1.2 items by the end of year one, thereby boosting total revenue even with the given traffic and conversion base. This means encouraging multi-purchase behavior rather than relying on single-item checkouts.

To achieve this, the most impactful actions include offering curated bundle recommendations (e.g., “Mid-Century Starter Set”), applying discounts on second or third items in the cart, and promoting free-shipping incentives for multi-item purchases.

Using the Style Quiz to recommend complementary products tailored to the user’s preferences further strengthens the likelihood of multi-product baskets. In the medium term, integrating AI-driven upselling tools, such as “You may also like” or “Complete the Look” modules, provides scalable ways to increase the average number of items per order. Together, these measures are key to reaching the 1.2-product-per-order target, ensuring that the platform maximizes basket size and revenue efficiency.

Sanity Check

Sanity Check	
Overall Second Hand furniture Market Germany 2024	Assumed Market Share
3.200.000.000 €	0,04%

To ensure a realistic approach, we have set our year-one revenue projections into the context of the overall German second-hand furniture market. This comparison serves as a sanity check to validate that the planned market entry remains cautious, achievable, and well-aligned with the broader market environment.

The sanity check confirms that the revenue assumptions are cautious and grounded in realistic market conditions. With an estimated market share of only 0.04%, the model assumes a highly conservative position, reflecting the fragmented nature of the German second-hand furniture market and the limited number of direct competitors. This conservative approach ensures that even under modest traffic and conversion scenarios, the revenue projections remain achievable and aligned with a careful market entry strategy. The key drivers of the model — primarily traffic volume and conversion rate — are based on industry benchmarks and comparable platform data, further reinforcing the validity of the assumptions.

Revenue KPI Monthly Build-Up Details

For readers who want to understand the detailed mechanics behind the revenue projections, the monthly ramp-up table provides additional insight. Instead of assuming a flat distribution of sales across the year, the model applies a 15% monthly growth rate to reflect the expected startup momentum and exponential growth over time. This breakdown shows the cumulative progress in key metrics — page traffic, product sales, and revenue — at the end of each quarter, building up to the final year-end target of

€1,296,000 in revenue and 2,400 products sold. By making these underlying growth assumptions transparent, the ramp-up details allow for a more nuanced understanding of how the yearly objectives are built and validated step by step.

	Month	Monthly Page Traffic	Cumulated Page Traffic	Monthly Product Sales	Cumulated Sales	Cumulated Revenue
	1	3.448	3.448	83	83	44.687 €
	2	3.965	7.413	95	178	96.077 €
End Q1	3	4.560	11.973	109	287	155.176 €
	4	5.244	17.218	126	413	223.139 €
	5	6.031	23.248	145	558	301.297 €
End Q2	6	6.935	30.184	166	724	391.179 €
	7	7.976	38.159	191	916	494.543 €
	8	9.172	47.331	220	1.136	613.412 €
End Q3	9	10.548	57.879	253	1.389	750.110 €
	10	12.130	70.009	291	1.680	907.314 €
	11	13.949	83.958	335	2.015	1.088.098 €
End Q4	12	16.042	100.000	385	2.400	1.296.000 €

To break down the yearly sales target into monthly goals, we applied a 15% monthly sales growth rate.

This allows us to account for exponential growth over time, rather than assuming an unrealistic linear increase.

Calculation Sales Month 1	83
Calculation Traffic Month 1	3448

$$\sum_{m=1}^n \text{Sales}_m = \text{Total target} = 2\,400$$

$$S_0 \sum_{m=1}^n (1+r)^{m-1} = 2\,400$$

$$S_0 = \frac{\text{Total} \cdot r}{(1+r)^n - 1}$$

Table 6: Break down and calculation of monthly sales KPIs

11.1.3. Marketing Budget Estimations

To support the marketing action plan, a total marketing budget of €129,600 has been allocated, corresponding to approximately 10% of projected first-year sales. This budget is divided into three main parts.

First, around €42,500 is dedicated to paid clicks, calculated based on an estimated 50,000 necessary clicks per year at an average cost of €0.85 per click — aligned with average rates in the furniture industry.

Second, to ensure the continuous operation of the website, we have allocated €7,200 (equivalent to €600 per month) for essential licenses, including Shopify and general AI subscriptions required to maintain platform functionality.

The remaining €79,900€ is earmarked for freelance support to implement operational marketing tasks. With an average freelance rate of €100 per hour, this translates into approximately 799 available freelance hours across the year. This flexible setup allows the company to tap into specialized skills (e.g., SEO, content creation, design) without the fixed costs of a large in-house team. The CEO plays an active operational role in coordinating and driving the marketing strategy, ensuring cost efficiency while maintaining strategic oversight.

Total marketing budget	129.600,00 €
Marketing Budget (% of sales)	10%
A) Paid Traffic	42.500,00 €
Necessary clicks / year	50.000
Average cost / click	0,85 €
B) Plattform	7200
Licenses (Shopify, AI etc.) / month	600
C) Marketing Activities	79.900,00 €
Avg. wage / hour /freelancer	100,00 €
Total of possible freelance hours	799

Table 7: Overview of marketing & sales budget estimations

11.2. Logistics & Operations Approach

11.2.1. Introduction & Assumptions

The logistics and operations strategy forms the backbone of the platform's business model, playing a critical role in both cost management and customer experience. Without robust logistics, even the best-designed platform risks operational failure — which is why this chapter focuses on how the logistics approach is structured to balance flexibility, cost-efficiency, and premium service.

Survey data confirms that customers place high value on key operational factors: refurbishment, delivery services, and product guarantees all scored between important and very important. This underlines that, even in second-hand commerce, customers expect service levels comparable to new product retail - making operational excellence a non-negotiable success factor.

The logistics model is intentionally designed to be lean and traction-based. Instead of building expensive infrastructure upfront, operations are only activated once real B2B partnerships are secured, ensuring that investments scale proportionally with verified demand. At the heart of the strategy is a reliable and steady sourcing pipeline, which ensures that the platform can maintain a consistent, attractive inventory for its users.

The main assumptions behind this approach include a product split of 90% sourced from B2B partners and 10% from private sellers. All products in year one are handled through a consignment model, meaning the platform takes no upfront inventory risk. About half of these B2B products remain stored at the partner's own facilities, while the other half are inbound to the platform's warehouse. Product categories are deliberately focused on manageable types such as chairs, tables, and lamps, which are easier to handle and store.

Operational assumptions further include a 30% monthly match or sell-through rate, ensuring steady product turnover, and a required warehouse stock of approximately 706 products by year-end. Private seller flows (B2C) will only scale once a robust operational backbone is in place. The initial warehouse capacity is planned at ~254 sqm, based on calculated per-product storage needs. While the early focus is on brand partners, the long-term outlook includes expanding B2B sourcing to broader channels such as office liquidations, hotel renewals, and real estate staging companies.

Overall, the logistics strategy aims to build a scalable, cost-efficient, and brand-aligned system that balances flexibility with premium service — ensuring the platform can meet its year-one sales goals while laying a solid foundation for long-term growth. The following sections will explain in detail how these strategic objectives translate into operational action plans and measurable outcomes.

Assumptions Supply Side:		Note
Share of products from Business Partners	90%	Focus on business products at launch for easier implementation and higher quality; private listings to grow over time for better margins.
Thereof in our warehouse (Consignment modell)	50%	Products remain partner-owned (no upfront purchasing costs) ; consignment means they use our warehouse space.
Products per partner/ month	20	Pragmatic estimate to reflect expected minimum activity level per partner.
Profit Margin	25%	Lower margin due to less pricing power.
Share of products from Private Sellers	10%	Low in year 1; planned increase for higher margins.
Thereof in our warehouse	100%	All private products stored for quality check and refurbishment.
Profit Margin	30%	No upfront purchasing costs, seller gets paid after sale. Higher margin due to greater pricing control.
Minimum necessary capacity in our warehouse	706	Products stored at year-end.
Monthly match rate	30%	Share of products sold within 30 days.

Table 8: Summary of key assumptions logistics & operations

11.2.2. Strategic Objectives & Action Plan Implementation

ID	Strategic Objective	Operational Objective	KPI	Goal 1 End Q1	Goal 2 End Q2	Goal 3 End Q3	Goal 4 End Q4	Action Plan
2	Logistics & Operations							
2.1	Secure scalable inventory	Win business partners	# Active B2B partners	7	11	17	26	Create Long List, Short List, Start Calls with priority companies
		Maintain avg. listings/ partner	Avg. Monthly listing / partner	20	20	20	20	Create Foto Guidelines, Test Photo Options with AI help, automate upload
		Win private sellers	New private listings per quarter	39	59	90	136	Start Campaign on website to encourage submissions, Look actively on ebay, wallapop etc.
2.2	Optimise sell-through	Maintain sell-through rate	Match - rate <30 days	30%	30%	30%	30%	High coherence between products, align with our style guidelines, if objective is far of we start promo sales
2.3	Control warehouse footprint	Secure enough warehouse capacity	Minimum warehouse capacity	200,64	305,15	464,1	705,839	Search for scalable warehouse that fits our needs for the first year (Min 706 products). Research on optimization of warehouse solution

Table 9: Overview strategic & operational objectives logistics & operations

The underlying logic of the logistics model explains how the key operational targets are derived. It begins by addressing three central questions: First, how many products are needed to meet the platform's sales demand? Second, what warehouse capacity is required to handle this volume efficiently? Third, what budget is needed to cover all logistics and fulfillment costs?

Based on these guiding questions, the chapter breaks down the operational goals into clear, measurable targets - such as the minimum number of products to be available, the storage space required, and the cost structure needed to support these operations.

From there, an action plan is developed that explains the concrete steps necessary to achieve these targets: from sourcing reliable product flows and setting up scalable logistics pathways to ensuring sufficient budget allocation for staff, storage, and fulfillment.

Overall, this section connects the quantitative model with the operational implementation, showing how the logistics setup supports the platform's broader business goals and ensures that year-one sales targets can be realistically met.

Strategic Objective 1 - Secure Scalable Inventory

To supply the product demand that the marketing team aims to generate in the first year, the sourcing strategy is broken down into two operational focus areas: B2B (business partners) and B2C (private sellers).

Growing B2B: The first-year action plan focuses on signing at least 26 active B2B partners, each expected to maintain an average of 20 monthly listings. To achieve this, the team will develop a structured acquisition process by creating a prioritized long list and short list of target companies and initiating outreach through coordinated calls and pitches. In addition to working with established brand partners, the platform will also explore broader B2B sourcing channels, such as office liquidations, hotel renewals, and real estate staging firms, to secure diverse and scalable inventory streams.

Growing B2C: While B2B remains the primary focus, the plan also includes efforts to grow B2C contributions. A dedicated campaign will be launched on the platform's website to encourage private seller submissions, aiming to secure approximately 126 new private listings by year-end. In parallel, the team will actively monitor external marketplaces like eBay and Wallapop to identify promising private sellers and engage them directly, expanding the private-seller base and enriching the platform's assortment over time.

Strategic Objective 2 - Optimize Sell through

To ensure that the platform's inventory converts efficiently into sales, the goal is to maintain a consistent monthly sell-through (match) rate of at least 30% — meaning that approximately one-third of listed products are sold within 30 days.

To achieve this, the team will focus on ensuring strong product coherence and alignment with the platform's style guidelines, guaranteeing that listed products meet customer expectations in terms of design, quality, and aesthetic fit. This curated consistency helps drive buyer trust and purchasing confidence.

Additionally, if the match rate falls significantly below target at any point, the platform will activate targeted promotional sales or special marketing pushes to improve turnover and rebalance inventory flow. By closely monitoring performance metrics, the operations team can adjust tactics proactively to maintain healthy sell-through rates, ensuring both revenue flow and efficient stock rotation.

Strategic Objective 3 - Control warehouse footprint

To keep operational costs efficient and scalable, the platform aims to secure and manage a warehouse footprint that fits the first year's planned volume - with a minimum capacity for ~706 products by year-end.

To achieve this, the team will research and secure a scalable warehouse solution that meets the calculated needs (~254 sqm) based on product mix (chairs, tables, lamps) and storage requirements. The focus is on flexibility: the warehouse setup should allow space to scale as demand grows without committing to oversized, cost-intensive infrastructure from the start.

In parallel, the operations team will explore optimizations in warehouse processes — including storage layout, inbound/outbound flows, and potential automation tools — to increase efficiency and control the cost per stored unit. This ensures that warehouse costs stay aligned with actual sales growth, minimizing fixed overhead and supporting lean, responsive operations.

Warehouse KPI Monthly Build-Up Details

For readers seeking a deeper understanding of the operational buildup, the monthly ramp-up table for logistics offers detailed insight into how supply targets are gradually

scaled over the first year. This buildup is fundamentally anchored in the sales-side monthly growth plan: using the planned monthly sales figures, we apply the above-mentioned ~30% match (sell-through) rate to calculate how many products need to be listed on the website to meet demand (sales per month / match rate).

To understand how inventory levels evolve, the table shows the number of products available at the beginning and end of each month, as well as the necessary monthly increase to ensure sufficient listings remain live. On top of this, the model applies the key supply split assumptions: 90% of products sourced from B2B partners and 10% from private sellers. This allows us to break down exactly how many products need to come from B2B and B2C channels each month, and how many active partners must be onboarded to maintain consistent flow.

Finally, warehouse capacity is calculated using the stated assumptions that 100% of private seller products are stored and processed through the platform's warehouse, while only 50% of B2B products pass through the warehouse (the rest remain partner-fulfilled). This stepwise, transparent buildup ensures that the logistics side is closely aligned with the commercial sales targets — helping the business stay agile, efficient, and prepared to deliver on its ambitious first-year goals.

	Month	Sales		Website Listings							Warehouse
		Monthly Product Sales	Cumulated Sales	Products on website	Beginning of month	End of month	Necessary increase	Partner Products	Number of Partner	Private Products	Stock
	0	0	0	0	0	0	276	248	12	28	152
	1	83	83	276	276	193	124	112	6	11	152
	2	95	178	317	317	222	143	128	6	13	174
End Q1	3	109	287	365	365	255	164	148	7	15	201
	4	126	413	420	420	294	189	170	8	17	231
	5	145	558	482	482	338	217	195	10	20	265
End Q2	6	166	724	555	555	388	250	225	11	22	305
	7	191	916	638	638	447	287	258	13	26	351
	8	220	1136	734	734	514	330	297	15	30	404
End Q3	9	253	1389	844	844	591	380	342	17	34	464
	10	291	1680	970	970	679	437	393	20	39	534
	11	335	2015	1116	1116	781	502	452	23	45	614
End Q4	12	385	2400	1283	1283	898	578	520	26	52	706
	13	443	2843	1476	1476	1033	-	-	-	-	-
Average		200	982	667	667	467	300	270	14	27	367

Table 10: Break down and calculation of monthly logistics KPIs

11.2.3. Logistic Budget Estimations

The cost estimations for the logistics and operations setup are based on three main components: storage rent, fulfillment costs, and warehouse staff. Together, these elements provide the necessary financial backbone to support the platform's inventory, logistics flows, and year-one sales targets.

First, the yearly warehouse rent is estimated at approximately €21,040. This figure is based on a required storage area of 254 square meters, calculated from the space needs of each product category: 0.3 sqm per chair, 0.6 sqm per table, and 0.2 sqm per lamp. The applied rental cost of €6.90 per sqm per month reflects standard market rates in Germany and ensures sufficient space to store the minimum projected stock of around 706 products by year-end.

Second, the projected annual fulfillment costs are €90,720, corresponding to roughly 7% of total sales. This category includes all direct operational costs related to picking, packing, shipping, and managing returns. In addition, an extra 10% cost factor has been included for refurbishment activities on private seller products, covering cleaning, minor repairs, and reconditioning to ensure platform-quality standards. Fulfillment is a critical component for delivering on customer expectations of service speed, quality, and reliability — all of which were confirmed as highly important in the platform's survey data.

Third, staffing costs for the warehouse are calculated at €81,120 per year, based on three full-time equivalent (FTE) employees. Each FTE works 40 hours per week at an average hourly wage of €13. These employees cover all essential warehouse activities, including receiving inbound goods, performing quality checks, managing storage, preparing shipments, and ensuring smooth outbound operations.

In total, the combined logistics and operations budget for the first year amounts to approximately €192,880. This budget reflects a lean but scalable operational setup designed to meet market demand efficiently while maintaining cost control and flexibility. It aligns with the platform's overall strategy of scaling resources in line with validated demand, minimizing unnecessary overhead, and supporting long-term operational success.

Cost categories	Yearly Costs	Assumption	Value
1) Storage Rent	21.039,66 €	Per month	12
2) Fullfillment Costs	90.720,00 €	% Of sales	7%
3) Refurbishment	12.960,00 €	% Of private products sales	10%
4) Warehouse / Ops Staff	81.120,00 €	FTE	3
Total	124.719,66 €		

Calculation of rent

Products	Share	Number of product	Storage per product in sqm	Total sqm	Avg. costs sqm/ month
Chairs	40%	282	0,3	85	6,9
Tables	30%	212	0,6	127	6,9
Lamps	30%	212	0,2	42	6,9
Sum				254	1.753,31 €

Calculation staff costs

Number of FTE	Wage / hour	Hours / week	# weeks	Total Costs
3	13,00 €	40	52	81.120,00 €

Table 11: Overview of logistics & operations budget estimations

11.3. Human Resources Approach

11.3.1. Introduction & Assumptions

The human resources approach in year one is deliberately minimalistic, following two main strategic objectives: (1) building a lean, mission-critical inhouse team, and (2) maximizing outsourcing opportunities for all non-core activities. This setup ensures cost efficiency, operational flexibility, and the ability to scale capacity as the business grows.

11.3.2. Strategic Objectives & Action Plan Implementation

ID	Strategic Objective	Operational Objective	KPI	Goal 1 End Q1	Goal 2 End Q2	Goal 3 End Q3	Goal 4 End Q4	Action Plan
3	Human Resources							
3.1	Build lean inhouse team	Hire Co-Founder	# New Hires	1	0	0	0	Identify key skill gaps and define how to complement the founding team, Begin talent search for early collaborators aligned with values
		Hire 2 Ops / Logistics FTEs	# New Hires	1	0	1	0	Write vision/mission deck for future team onboarding
3.2	Max. outsourcing opportunities	Externalize marketing tasks	Used h freelancer capacity	200	400	599	799	Identify tasks to outsource, search for suited freelancers, Create lightweight onboarding doc

Table 12: Overview strategic & operational objectives human resources

Strategic Objective 1: Build Lean Inhouse Team

The inhouse team is limited to essential roles that directly affect the core logistics and operational performance.

Co-Founder / Senior Operations Lead: A top priority is to recruit a co-founder or senior operations lead with deep logistics and supply chain expertise. This person will take ownership of designing and overseeing the end-to-end operational system, including partner logistics, warehouse flows, refurbishment management, and fulfillment optimization. The search focuses on experienced candidates willing to join early-stage ventures, combining hands-on implementation with strategic leadership.

Warehouse & Logistics Team (3 FTEs): Three full-time staff will be hired to run core warehouse operations and B2B acquisition support. Two FTEs focus on physical operations — incoming inspection, inventory control, quality checks, outbound shipping — ensuring smooth warehouse flow. The third FTE works in acquisition support, assisting with onboarding new B2B partners, managing consignment processes, and handling operational communications with suppliers.

Strategic Objective 2: Maximize Outsourcing Opportunities

To avoid fixed overheads and maintain maximum flexibility, the plan deliberately outsources non-core functions to external partners and freelancers.

Marketing & Content: All marketing activities — including SEO optimization, paid ads, influencer collaborations, blog writing, and visual content creation — will be handled by external experts. A freelance marketing project manager will coordinate campaigns and activities, ensuring alignment with the business's strategic goals. Creative production (designs, social media assets, copywriting) will be contracted on-demand.

Customer & Platform Support: Customer & Platform Support: All first-level customer service tasks — including responding to inquiries, managing order updates, and resolving basic issues — will be outsourced to freelance support agents. Additionally, general platform support will be handled externally, ensuring that both customer interactions and operational needs are covered flexibly. This setup allows the company to maintain high service quality without expanding the in-house team, keeping operations cost-efficient and adaptable.

11.3.3. Additional Budget Estimations

Not all costs outlined in the business plan can be directly assigned to the marketing & sales or logistics & operations chapters. To ensure a complete and transparent

overview before presenting the full financial model, this section briefly summarizes the remaining cost categories and explains the underlying assumptions behind them.

Please keep in mind that personnel costs for the logistics team (3 FTE) and the freelancers covered under the marketing budget (799 hours per year) have already been included in the corresponding chapters. In addition, we have calculated the salaries for two founders, both working full-time on this project, at a rate of €18 per hour, which totals €74,880 per year. Another cost item is additional freelancers for platform operations and customer support, amounting to €18,000 per year. Finally, we have included general administrative expenses such as electricity, water, rent, and insurance, which together add up to €6,000 in the first year.

Management (Founders)	74.880 €
FTE	2
Wage / hour	18 €
Hours/ year	2.080 €
Add. Freelancer	18.000 €
Plattform Support / month	1.000 €
Customer Support / month	500 €
General	6.000 €
Rent Co-Working / month	300 €
Insurance / month	200 €

Table 13: Overview of additional cost estimations

11.4. Financial Approach

ID	Strategic Objective	Operational Objective	KPI	Goal 1 End Q1	Goal 2 End Q2	Goal 3 End Q3	Goal 4 End Q4		Action Plan
4	Financial			Y1	Y1	Y3	Y4	Y5	
4.1	Build profitable business	Achieve positive cash flow from year 2	Free Cash Flow -	160.686 € -	70.174 €	60.681 €	137.357 €	177.357 €	The action plan focuses on executing the strategies outlined in marketing, operations, and sourcing: driving traffic and conversion through targeted campaigns, optimizing logistics for cost efficiency, and continuously improving product margins with a focus on private sellers (where higher margins can be captured). Regular financial monitoring, KPI tracking, and iterative improvements will ensure the business stays on track toward its profitability and growth targets.
		Improve margins through efficiency & better sourcing	Gross Margin	16%	19%	22%	22%	22%	
		Reach >30% ROI to secure investor confidence	IRR	0%	0%	0%	0%	35%	
		Build value via profitable growth and scalability	Company Value	- €	- €	- €	- €	267.716 €	

Table 14: Overview strategic & operational objectives finance

The following chapter summarizes the strategic and operational financial objectives of the business plan, including key performance indicators (KPIs), annual targets, and the outlined action plan to ensure profitability, scalability, and long-term value creation.

11.4.1. Introduction & Assumptions

FIXED INVESTMENT, CAPITAL INJECTION AND INITIAL FINANCING

	ASSETS	LIABILITIES EQUITY
INVESTMENT TANGIBLE ASSETS	-	
INVESTMENT INTANGIBLE ASSETS	15.000	
Initial Cash	110.000	
CAPITAL		125.000
LONG TERM DEBT		-
SHORT TERM DEBT		-
LEVERAGE	125.000,00	125.000,00

Table 15: Fixed investment, capital injection and initial financing

The initial financing relies on a non-repayable credit of €125,000 provided by German support programs for green startups. This funding significantly reduces the early financial burden and allows the company to start without debt. Of this amount, €15,000 is allocated directly to the development of the company's digital infrastructure, including the website and online shop, which serve as the core platform for product presentation, sales, and customer interaction.

OPERATING EXPENSES	1E	2E	3E	4E	5E
GROWTH IN PERSONNEL COSTS	5,00%	50,00%	40,00%	25,00%	15,00%
GROWTH EXTERNAL OPERATING EXPENSES	5,00%	50,00%	30,00%	25,00%	15,00%
GROWTH OF MANAGEMENT EXPENSES (excl. Marketing)	5,00%	10,00%	10,00%	10,00%	10,00%
MARKETING EXPENSES GROWTH	5,00%	80,00%	60,00%	5,00%	5,00%

Table 16: Growth assumptions operating expenses

A core driver of the financial model is the evolution of operating expenses, which are divided into external structure expenses, within-structure expenses, and personnel costs. The largest growth is seen in the marketing budget, which plays a crucial role in enabling the traffic and revenue growth assumptions of the business. Without a strong marketing push, the projected doubling of web traffic in year one and the additional growth in year two would not be achievable. This investment is essential to build early brand awareness, acquire customers, and reach the scale needed to sustain the platform.

Personnel costs and operational expenses also increase over time, but they do not rise at the same rate as sales. This is because many underlying processes benefit from scale effects and increased efficiency: storage, refurbishment, and fulfillment workflows can be optimized, and technical operations become more cost-effective as

volumes grow. Additionally, certain fixed costs (such as insurance or coworking space rent) remain relatively stable, independent of the sales trajectory. Within-structure expenses like platform support and customer service expand as the user base grows, but they benefit from process improvements and automation, allowing the company to handle higher sales levels without a linear cost increase.

This cost structure ensures that the company can deliver not only on revenue but also on service quality and operational reliability, which are key to maintaining customer satisfaction and repeat business in a competitive market.

COLLECTIONS PAYMENTS AND STOCKS					
VAT	19,00%	19,00%	19,00%	19,00%	19,00%
AVERAGE COLLECTION PERIOD (DAYS)	30	30	30	30	30
AVERAGE SUPPLY PERIOD (DAYS)	30	30	30	30	30
AVERAGE PAYMENT PERIOD (DAYS)	30	30	30	30	30
PUBLIC ADMINISTRATION / % s SALES	2,00%	2,00%	2,00%	2,00%	2,00%

Table 17: Collections Payments & Stocks

We set all working-capital, tax, and fee drivers to widely accepted industry benchmarks. The standard German VAT rate is applied across all transactions. Collection periods and supplier payouts follow typical Net-30 terms common in e-commerce, while inventory turnover is aligned with the average cycle observed on leading second-hand furniture marketplaces. Finally, public-administration costs are modelled as a low, benchmark-based percentage of sales.

NEW INVESTMENTS IN ASSETS					
INTANGIBLE FIXED ASSETS	1.500	-	1.500	-	1.500
TANGIBLE FIXED ASSETS	-	-	-	-	-

AMORTIZATION					
DEPRECIATION OF INTANGIBLE FIXED ASSETS	20,0%	20,0%	20,0%	20,0%	20,0%
DEPRECIATION OF TANGIBLE FIXED ASSETS	0,0%	0,0%	0,0%	0,0%	0,0%

Table 18: New investments & amortization

The model assumes a lean cap-ex profile: an upfront €15 000 to build the website is capitalised and amortised straight-line over four years, reflecting typical software life. Modest follow-on upgrades in years 1, 3 and 5 are likewise capitalised and each written down over the four years following their launch. All hosting, customer-service tools and logistics costs are treated as operating expenses, so no heavy fixed assets appear on the balance sheet. This keeps cash needs low while ensuring the platform stays technically current through periodic feature releases.

FINANCIAL DEBT HYPOTHESIS					
PERCENTAGE OF DEBT FINANCED BY BANKS	100,00%	100,00%	100,00%	20,00%	20,00%
COST DEBT	4,00%	4,00%	4,00%	4,00%	4,00%
DEBT REPAYMENT COMMITMENTS		-	-	-	-

DEBT QUALITY (SHORT AND LONG)					
% LONG TERM	70,0%	70,0%	70,0%	70,0%	70,0%
SHORT-TERM DEBT	30,0%	30,0%	30,0%	30,0%	30,0%

Table 19: Financial debt & hypothesis

The model starts with zero outstanding debt. Any borrowings are treated purely as future funding options. Whenever a cash shortfall appears, we assume it is covered by a mix of short-term working-capital lines and long-term growth loans obtained at market-standard terms prevailing at the time. Interest, repayment schedules and covenant triggers are all set to conservative, industry-typical levels rather than company-specific deals, ensuring the forecast stays flexible and comparable across scenarios.

TAX RATES					
TAX RATE	15,00%	15,00%	15,00%	15,00%	15,00%
COST OF CAPITAL					
COST OF CAPITAL	15,00%	15,00%	15,00%	15,00%	15,00%
PAY OUT					
PAY OUT	0,00%	0,00%	5,00%	10,00%	20,00%

Table 20: Tax rate, cost of capital, pay out

The forecast uses the normal German corporate tax rate with no concessions. Cash flows are discounted with a weighted average cost of capital that mirrors marketplace and ecommerce peers and keeps a neutral balance between debt and equity. The plan keeps all earnings inside the company for the first two years. From year three onward we model a modest payout that rises slowly in years four and five. The cash released is small compared with operating profit so almost all funds still stay in the business to fuel growth. This light dividend stream signals financial health and gives early investors a token return while safeguarding expansion capital.

Product Mix

MIX	Sale Price	Quantity	Share
Chairs	450	960	0,4
Tables	800	720	0,3
Lamps	400	720	0,3

SALES PRICE GROWTH	100%	102%	102%	102%	102%
--------------------	------	------	------	------	------

VENDOR SHARE	74%	72%	70%	70%	70%
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PRICE GROWTH RAW MATERIALS	100%	102%	102%	102%	102%
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QUANTITY GROWTH	100%	200%	150%	115%	110%
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SALE PRICE	1E	2E	3E	4E	5E
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Sale Price	Hypothesis	Total	Total	Total	Total	Total
Chairs	450	450	459	468	478	487
Tables	800	800	816	832	849	866
Lamps	400	400	408	416	424	433
Average	550	550	561	572	584	595

PURCHASE PRICE	1E	2E	3E	4E	5E
----------------	----	----	----	----	----

	Total	Total	Total	Total	Total
Chairs	333	337	334	341	348
Tables	592	599	594	606	618
Lamps	296	300	297	303	309
Average	407	412	409	417	425

QUANTITY	1E	2E	3E	4E	5E
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	Hypothesis	QUANTITY	0	1	2	3
Chairs	960	960	1.920	2.880	3.312	3.643
Tables	720	720	1.440	2.160	2.484	2.732
Lamps	720	720	1.440	2.160	2.484	2.732
Total Quantity		2.400	4.800	7.200	8.280	9.108

REVENUE

Cifra de negocio
Chairs
Tables
Lamps
Total

1E	2E	3E	4E	5E
----	----	----	----	----

Total	Total	Total	Total	Total
432.000 €	881.280 €	1.348.358 €	1.581.624 €	1.774.583 €
576.000 €	1.175.040 €	1.797.811 €	2.108.833 €	2.366.110 €
288.000 €	587.520 €	898.906 €	1.054.416 €	1.183.055 €
1.296.000 €	2.643.840 €	4.045.075 €	4.744.873 €	5.323.748 €

CONSUMPTION (Cost of good Sold)

Chairs
Tables
Lamps
Total

Total	Total	Total	Total	Total
-------	-------	-------	-------	-------

319.680 €	647.212 €	962.728 €	1.129.280 €	1.267.052 €
426.240 €	862.949 €	1.283.637 €	1.505.706 €	1.689.403 €
213.120 €	431.475 €	641.819 €	752.853 €	844.701 €
959.040 €	1.941.636 €	2.888.184 €	3.387.839 €	3.801.156 €

Gross margin per product

Chairs
Tables
Lamps
Total

Total	Total	Total	Total	Total
-------	-------	-------	-------	-------

112.320 €	234.068 €	385.631 €	452.345 €	507.531 €
149.760 €	312.091 €	514.174 €	603.126 €	676.707 €
74.880 €	156.045 €	257.087 €	301.563 €	338.354 €
336.960 €	702.204 €	1.156.892 €	1.357.034 €	1.522.592 €

Table 21: Overview product mix assumptions

This section summarizes the key assumptions driving revenue, which were already detailed in the Marketing & Sales chapter.

The average product prices are based on real benchmarks from Cocoli's website, ensuring realistic and competitive pricing assumptions. For year one, we conservatively estimate 100,000 website visits with a 2% conversion rate - this equals

half of Cocoli's first-year traffic (according to Sistrix data) and sets a cautious starting point. In year two, we project an increase to 200,000 visits, matching Cocoli's actual first-year traffic level, while keeping the conversion rate stable. From year three onward, the model assumes steady growth, with years four and five applying a modest 10% annual increase to remain realistic. We deliberately chose conservative growth estimates, even though expanding the product portfolio and improving marketing performance could accelerate growth further.

Overall, this approach balances prudence and ambition, leaving room for upside potential while keeping projections plausible.

11.4.2. Income Statement

Income Statement	1E	2E	3E	4E	5E
Income	1.296.000	2.643.840	4.045.075	4.744.873	5.323.748
Income	1.296.000	2.643.840	4.045.075	4.744.873	5.323.748
Vendor Share	-1.038.960	-2.023.519	-2.967.063	-3.429.477	-3.835.599
Vendor Share	-1.038.960	-2.023.519	-2.967.063	-3.429.477	-3.835.599
Change of Inventory	-80,17% 79.920	-76,54% 81.883	-73,35% 78.879	-72,28% 41.638	-72,05% 34.443
Change of Inventory	79.920	81.883	78.879	41.638	34.443
Storage Rent	-21.040	-31.560	-41.027	-51.284	-58.977
Refurbishment	-12.960	-19.440	-25.272	-31.590	-36.329
Fulfillment	-90.720	-136.080	-176.904	-221.130	-254.300
Insurance	-2.400	-3.600	-4.680	-5.850	-6.728
External Operating Expenses	-127.120	-190.680	-247.883	-309.854	-356.332
Gross Margin	209.840	511.524	909.008	1.047.179	1.166.259
Marketing Budget	16,2% -129.600	19,3% -233.280	22,5% -373.248	22,1% -391.910	21,9% -411.506
Platform Support	-12.000	-13.200	-14.520	-15.972	-17.569
Customer Support	-6.000	-6.600	-7.260	-7.986	-8.785
Management Expenses	-147.600	-253.080	-395.028	-415.868	-437.860
Personnel Cost	-156.000	-234.000	-327.600	-409.500	-470.925
Personnel Cost	-156.000	-234.000	-327.600	-409.500	-470.925
EBITDA	-93.760	24.444	186.380	221.811	257.475
Amortisation and depreciation	-7% -3.150	1% -3.300	5% -3.450	5% -3.600	5% -3.750
Amortisation and depreciation	-3.150	-3.300	-3.450	-3.600	-3.750
EBIT	-96.910	21.144	182.930	218.211	253.725
Financial Result	-7% 0	1% -3.240	5% -6.878	5% -10.787	5% -11.197
Financial Result	0	-3.240	-6.878	-10.787	-11.197
EBI	-96.910	17.905	176.052	207.424	242.528
Tax expenses	0	-2.686	-26.408	-31.114	-36.379
Tax expenses	0	-2.686	-26.408	-31.114	-36.379
Net Profit	-96.910	15.219	149.645	176.310	206.149

-7,5% 0,6% 3,7% 3,7% 3,9%

Table 22: Income statement

Revenue grows from about one point three million in year one to just over five point three million in year five because site traffic rises while the conversion rate holds steady at two percent. From each sale we keep only our commission so we first subtract the vendor share. Over time more listings come from private sellers whose payout rate is lower than that of clearance partners. This shift lifts gross margin from roughly sixteen to twenty two percent despite rising sales volume.

Operating costs move in two directions. Fulfilment and customer service grow with order volume yet they scale efficiently so they do not outpace revenue. Marketing spend, on the other hand, steps up sharply to drive the traffic expansion and represents the main cost push in the plan. SG&A remains lean and does not add significant fixed burden.

EBITDA turns from a loss of about ninety four thousand in the first year to a gain of roughly two hundred fifty seven thousand in the fifth year. Interest expense edges up as we draw on debt facilities to bridge working capital gaps but stays modest relative to operating cash flow.

Net profit follows the same path, swinging from a seven percent loss margin in year one to almost four percent positive in year five. The steady rise in margin shows the combined effect of mix-driven gross margin gains, marketing efficiency that improves over time, and controlled financing costs.

11.4.3. Balance Sheet

BALANCE SHEET	Initial	1E	2E	3E	4E	5E
NON CURRENT ASSETS	15.000	13.350	10.050	8.100	4.500	2.250
Net Intangible assets	15.000	13.350	10.050	8.100	4.500	2.250
Gross Intangible assets	15.000	16.500	16.500	18.000	18.000	19.500
Accumulated Amortization	-	3.150 -	6.450 -	9.900 -	13.500 -	17.250
Net tangible assets	-	-	-	-	-	-
Gross tangible assets	-	-	-	-	-	-
Accumulated Amortization	-	-	-	-	-	-
CURRENT ASSETS	110.000	224.680	458.743	822.190	1.062.040	1.306.991
Inventory	-	79.920	161.803	240.682	282.320	316.763
Inventory	-	79.920	161.803	240.682	282.320	316.763
Trade and other Receivable	-	128.520	262.181	401.137	470.533	527.938
Trade and other Receivable	-	128.520	262.181	401.137	470.533	527.938
Treasury	110.000	16.240	34.759	180.372	309.187	462.289
Operating cash flow	110.000	16.240	34.759	187.854	326.818	503.519
Pay out	-	-	-	7.482 -	17.631 -	41.230
TOTAL ASSETS	125.000	238.030	468.793	830.290	1.066.540	1.309.241
	Initial	1E	2E	3E	4E	5E
Equity	125.000	28.090	43.309	185.472	351.633	534.183
Capital	125.000	125.000	125.000	125.000	125.000	125.000
Reserves	-	-	96.910	89.173	50.323	203.034
1.- legal Reserves	-	-	-	-	-	-
2.- Others reservas	-	-	96.910 -	81.691	67.954	244.264
2.- Reserves Pay out	-	-	-	7.482 -	17.631 -	41.230
Profit/(loss) for the period	-	96.910	15.219	149.645	176.310	206.149
B- Non-current liabilities	-	56.693	120.359	188.778	195.944	201.753
Long Term Debt with credit entities	-	56.693	120.359	188.778	195.944	201.753
Long Term Debt with credit entities	-	56.693	120.359	188.778	195.944	201.753
A- Current liabilities	-	153.247	305.125	456.040	518.963	573.304
Short Term Debt with credit entities	-	24.297	51.582	80.905	83.976	86.466
Short Term Debt with credit entities	-	24.297	51.582	80.905	83.976	86.466
Trade and other payables	-	103.030	200.666	294.234	340.090	380.364
Trade and other payables	-	103.030	200.666	294.234	340.090	380.364
Other Non trade Payables	-	25.920	52.877	80.902	94.897	106.475
Other Non trade Payables	-	25.920	52.877	80.902	94.897	106.475
EQUITY AND LIABILITIES A+B+C	125.000	238.030	468.793	830.290	1.066.540	1.309.241

Table 23: Balance sheet

Our only fixed asset is the website. The initial build cost of fifteen thousand euros sits on the balance sheet and falls each year because we amortise it straight line over five years. We add another one thousand five hundred euros in years three and five to keep the platform fresh. This lifts the gross intangible value to nineteen point five thousand by the end of the plan. We hold no tangible assets.

Working capital drives most of the expansion. Inventory grows from about eighty thousand in year one to just above three hundred thousand in year five as the

catalogue widens. Trade and other receivables climb from one hundred twenty nine thousand to five hundred twenty eight thousand because we still grant thirty days credit on higher sales. Cash stays positive throughout. It dips to sixteen thousand in year one then builds to roughly four hundred sixty thousand by year five.

Equity shrinks in the launch year due to the opening loss then rebuilds with retained profit and closes near five hundred forty nine thousand. A small dividend stream begins in year three and rises gently yet remains well below earnings so most cash stays inside the firm. Long term debt appears only when liquidity gaps emerge. It starts at fifty seven thousand in year two and reaches just over two hundred thousand in year five. Short term facilities follow the same path. Trade and other payables grow with purchasing and lift current liabilities to about five hundred seventy three thousand.

Total assets finish above one point three million. Growth is funded mainly by retained earnings and a measured amount of debt while cash cover remains sound.

11.4.4. Free Cash Flow

	1E	2E	3E	4E	5E
EBITDA	-93.760	24.444	186.380	221.811	257.475
Amortization	-3.150	-3.300	-3.450	-3.600	-3.750
EBIT	-96.910	21.144	182.930	218.211	253.725
Adjusted Taxes	14.536	-3.172	-27.440	-32.732	-38.059
NOPLAT	-82.373	17.973	155.491	185.479	215.666
Amortization	3.150	3.300	3.450	3.600	3.750
CAPEX	-1.500	0	-1.500	0	-1.500
+ - O WC	-79.490	-90.952	-96.242	-51.183	-39.997
FCF	-160.213	-69.679	61.199	137.897	177.919

Table 24: Free cash flow

Free cash flow mirrors every dynamic we have discussed. EBITDA starts in the red because heavy launch marketing and low early margin outweigh revenue yet it turns positive in year two and climbs with the mix shift toward higher-margin private sellers and the tapering of fixed costs. Amortisation is a book charge for the website and upgrades so it reduces EBIT and NOPLAT but does not touch cash.

Each upgrade year we lay out one thousand five hundred of capex exactly as shown in the asset schedule. Working capital is the other big lever. The first two years absorb cash while we load the warehouse and grant thirty days credit on growing sales. From

year three onward inventory and receivable growth slows in relation to revenue so the cash drain eases.

Put these pieces together and the picture is clear. Year one shows a free cash deficit of about one hundred sixty thousand. Year two is still negative but much smaller as EBITDA moves above zero. In year three operating cash beats both capex and the smaller working capital pull so the firm generates roughly sixty thousand of surplus. Year four enjoys the same operating lift with no capex pulse and free cash jumps past one hundred thirty thousand. In year five another upgrade and a modest working capital step are easily covered by stronger profit and free cash reaches almost one hundred eighty thousand.

The sequence proves the logic of the plan: early investment in marketing stock and platform quality creates a short cash valley then operating leverage mix improvement and disciplined capex pulses drive sustained positive free cash flow while cash stays positive every single year.

11.4.5. Company Value

	Initial	1E	2E	3E	4E	5E
FCF	-15.000	-160.213	-69.679	61.199	137.897	177.919
						514.949

Assumption 2	Ebitda X Times	Ebitda	Total
	2,00	257.474,67	514.949

	Initial	1E	2E	3E	4E	5E
FCF	-15.000	-160.213	-69.679	61.199	137.897	692.868

WACC	22,00%
Value Project	€159.172,95
Cash	€110.000,00
Banks	€0,00
Total Equity	€269.172,95

Sensitivity Analysis Value					
Ebitda Multiple / WACC					
€269.172,95	18%	20%	22%	25%	30%
0	95.327 €	86.520 €	78.642 €	68.352 €	54.585 €
1	207.872 €	189.993 €	173.908 €	152.721 €	123.930 €
2	320.416 €	293.466 €	269.173 €	237.090 €	193.276 €
3	432.961 €	396.940 €	364.438 €	321.460 €	262.621 €
4	545.505 €	500.413 €	459.704 €	405.829 €	331.967 €
5	658.050 €	603.886 €	554.969 €	490.198 €	401.312 €
6	770.594 €	707.359 €	650.235 €	574.568 €	470.657 €

Table 25: Company value and sensitivity analysis

Our model tracks a lean platform that invests only in its website. The initial build of fifteen thousand euros sits on the balance sheet and we amortise it straight line over

five years. We inject another fifteen hundred euros in years three and five to keep the code base modern. No tangible assets are planned.

Free cash flow is negative in the first two years as we invest in marketing stock and the site. It turns positive in year three and reaches almost one hundred eighty thousand by year five even after the upgrade pulse.

We value the company by discounting these cash flows at a twenty two percent weighted average cost of capital and by adding an exit worth twice the final year EBITDA. The resulting equity value is about two hundred sixty nine thousand euros.

The sensitivity grid shows how sharply our equity value moves when we tweak two risk levers at once—the exit-year EBITDA multiple and the WACC. The base case uses a two-times multiple and a twenty-two percent discount rate and gives about two-hundred-seventy thousand. If investors see the venture as safer so the WACC drops to eighteen percent and they pay three times EBITDA, value climbs to roughly seven-hundred-seventy thousand which is almost triple the base. At the other extreme a thirty percent WACC combined with a one-times multiple pushes value down to just over fifty thousand or about one-fifth of the base. Each step in either direction moves the estimate by tens of thousands because most cash lies in later years. This table therefore makes the trade-off clear: lowering perceived risk or proving stronger exit pricing has outsized impact on what the company is worth.

11.4.6. Internal Rate of Return

	Initial	1E	2E	3E	4E	5E
INITIAL CAPITAL	-125.000					
DIVIDENS	0	0	0	7.629	10.308	23.930
Value Project						514.949
TOTAL	-125.000	0	0	7.629	10.308	538.880
IRR	35,3%					

Sensitivity Analysis IRR					
EBITDA Multiple / IRR					
35%	(50.000,00)	(100.000,00)	(125.000,00)	(200.000,00)	(250.000,00)
0	-4,0%	-17,8%	-21,8%	-29,4%	-32,8%
1	44,2%	25,1%	19,5%	8,6%	3,7%
2	63,0%	41,6%	35,3%	23,0%	17,6%
3	75,7%	52,7%	45,9%	32,7%	26,9%
4	85,5%	61,3%	54,1%	40,2%	34,0%
5	93,6%	68,3%	60,9%	46,3%	39,9%
6	100,5%	74,3%	66,7%	51,6%	45,0%

Table 26: Internal rate of return and sensitivity analysis

The business case assumes an initial investment of €125,000, kept deliberately lean since the only major capital expenditure is the platform itself. Returns to investors come in the form of moderate dividends starting in year three, followed by a larger payout at exit in year five. Specifically, the model projects dividends of approximately €7,600 in year three and €10,300 in year four, with a final dividend of around €24,000 plus an exit value of roughly €515,000, assuming a sale at two times EBITDA.

When calculating the internal rate of return (IRR), these cash flows generate an annual return of approximately 35%. This high figure is largely driven by the low upfront investment relative to the projected exit value, reflecting the capital-light nature of the business.

The sensitivity analysis illustrates how strongly the IRR responds to changes in key assumptions. If the exit multiple increases to three, the IRR rises above 50%; if it drops to one, the IRR falls toward 25%. Increasing the initial investment to €250,000 reduces the IRR to below 4% even at the base multiple, while lowering the initial outlay to €50,000 can push the IRR over 60%. Overall, the analysis highlights that the

attractiveness of the investment is primarily shaped by two factors: the efficiency of the initial capital deployment and the achievable valuation multiple at exit.

11.4.7. Limitations Financial Model

While the financial projections provide a structured framework to guide the business strategy, it is essential to acknowledge the inherent limitations and sensitivities of this model. The outcomes are highly sensitive to a few critical drivers, including total website traffic, the achieved conversion rate (CVR), average product prices, and the precise mix between business-sourced and privately sourced products. Small deviations in these assumptions can have a disproportionately large impact on revenue outcomes.

On the revenue side, there is a risk of overestimating several key factors, such as average pricing, CVR, gross margins, the number of products provided per business partner, and the monthly match (sell-through) rate. Each of these assumptions underpins the sales forecasts and, if too optimistic, could lead to underperformance relative to the targets.

On the cost side, the model carries the risk of underestimating the actual personnel requirements, necessary logistics and fulfillment costs, and real-world marketing expenses. Moreover, the model currently assumes a 100% consignment approach (i.e., no upfront inventory purchases), which may not be fully achievable or competitive in the actual market landscape. This underestimates the potential cash flow impact and the working capital needed to operate effectively.

By highlighting these limitations, the goal is to provide a transparent view of the assumptions behind the model, making clear that the financial plan is not a fixed prediction but rather a directional guide that will require regular validation and adjustment as market realities evolve.

12. Conclusion & Outlook

The core objective of this bachelor thesis was to develop a viable and actionable business case for launching a curated second-hand furniture platform in Germany. Specifically, it aimed to answer the central research question:

How can a curated second-hand furniture business model be designed to ensure financial viability, operational scalability, and clear positioning through aesthetics and brand experience in the German resale market?

To address this, the thesis pursued four core sub-objectives, each of which contributed essential insights and validation to the overall project.

The first sub-objective was to assess the strategic market fit of the business idea. Through a comprehensive external analysis — including market sizing, growth projections, PESTEL analysis, competitor mapping, and Porter’s Five Forces — the thesis confirmed that the German second-hand furniture market is both substantial (approx. €3.2 billion in 2024) and poised for further expansion, driven by rising consumer awareness of sustainability, increasing interest in affordable design, and the broader cultural shift toward circular consumption models. On the one hand, the competitive landscape revealed clear gaps: while peer-to-peer marketplaces prioritize affordability, they lack quality control and curation. On the other hand premium resellers, although offering higher-end products, often fail to deliver emotional engagement or seamless convenience. This combination of unmet needs signals a strong strategic opportunity for The Circled Collection, whose differentiated positioning addresses precisely these white spaces.

As a second sub-objective, the thesis sought to understand consumer behavior and expectations. Primary research, including a detailed online survey (249 respondents) and qualitative follow-up interviews, revealed that target customers - primarily urban, design-conscious individuals aged 25–45, with a slight female skew - place high value on aesthetics, trust, and convenience when purchasing furniture. While price remains a driver, consumers increasingly seek unique, sustainable products that reflect their personal style and values. Notably, over 90% of survey participants expressed interest in buying second-hand through a curated, reliable platform, highlighting both qualitative demand and quantitative market potential.

Moreover, the research underscored the importance of emotional storytelling and visual inspiration, confirming that the platform's editorial approach and design focus align well with evolving consumer expectations.

As a third sub-objective, the thesis aimed to design a business model that is both economically viable and strategically differentiated. The proposed business model integrates curated product selection, flexible B2B and B2C sourcing strategies, professional refurbishment processes, full-service logistics, and technology-enabled personalization tools. Financial forecasts demonstrate robust viability: projected revenues of €1.3 million in Year 1, scaling to €4 million by Year 3, with a gross margin of ~20% and a break-even point anticipated in Year 2. Sensitivity analyses further confirm the resilience of the model, indicating a projected internal rate of return (IRR) of approximately 35% under conservative growth assumptions. Importantly, the model's differentiation - combining design excellence, operational efficiency, and a premium digital experience - creates not only financial viability but also long-term strategic defensibility.

The fourth and final sub-objective was to assess the operational and technological feasibility of the platform. The operational analysis explored key backend requirements, including logistics, warehousing, refurbishment processes, and human resources. The findings show that by leveraging strategic partnerships, automation, and scalable SaaS tools, The Circled Collection can build a lean, resilient operational foundation capable of supporting growth without excessive capital requirements. On the technological side, AI-driven tools - such as personalized recommendations, dynamic moodboards, and intelligent search functionalities - enhance both scalability and customer experience, positioning the platform as an innovation leader in its segment. Together, these operational and digital pillars ensure that the business is not only theoretically promising but also practically executable in the context of a resource-constrained startup environment.

Final assessment

Taken together, the thesis concludes that The Circled Collection represents a financially viable, strategically compelling, and operationally feasible business opportunity with a sustainable competitive advantage. It directly addresses significant market gaps, leverages unmet consumer needs, and integrates differentiation across

every key dimension: curated selection, emotional branding, full-service logistics, and cutting-edge digital experience. Importantly, this business opportunity extends beyond mere market participation - it positions The Circled Collection as a potential category shaper in the evolving recommerce landscape. For investors, this offers an attractive proposition: a future-oriented, scalable venture with a clear path to profitability, robust market alignment. Ultimately, this thesis demonstrates that a thoughtfully designed curated second-hand furniture platform can redefine how design-conscious consumers engage with recommerce, while transforming a fragmented, low-trust sector into an inspiring, high-value shopping experience. With the right strategic focus, operational discipline, and brand vision, The Circled Collection has the potential to become a transformative force in the German resale market, setting new standards for what second-hand can look and feel like in the years ahead.

13. Declaration Use of ChatGPT

Declaración de Uso de Herramientas de Inteligencia Artificial Generativa en Trabajos Fin de Grado

ADVERTENCIA: Desde la Universidad consideramos que ChatGPT u otras herramientas similares son herramientas muy útiles en la vida académica, aunque su uso queda siempre bajo la responsabilidad del alumno, puesto que las respuestas que proporciona pueden no ser veraces. En este sentido, NO está permitido su uso en la elaboración del Trabajo fin de Grado para generar código porque estas herramientas no son fiables en esa tarea. Aunque el código funcione, no hay garantías de que metodológicamente sea correcto, y es altamente probable que no lo sea.

Por la presente, yo Paula Marie Volkmer, estudiante de Administración y Dirección de Empresas con Mención Internacional – E4 de la Universidad Pontificia Comillas al presentar mi Trabajo Fin de Grado titulado " THE CIRCLED COLLECTION - Revolutionizing the Second-Hand Furniture Market: A Curated and Inspirational E-commerce Approach", declaro que he utilizado la herramienta de Inteligencia Artificial Generativa ChatGPT u otras similares de IAG de código sólo en el contexto de las actividades descritas a continuación:

1. **Brainstorming de ideas de investigación:** Utilizado para idear y esbozar posibles áreas de investigación.
2. **Crítico:** Para encontrar contra-argumentos a una tesis específica que pretendo defender.
3. **Referencias:** Usado conjuntamente con otras herramientas, como Science, para identificar referencias preliminares que luego he contrastado y validado.
4. **Metodólogo:** Para descubrir métodos aplicables a problemas específicos de investigación.
5. **Constructor de plantillas:** Para diseñar formatos específicos para secciones del trabajo.
6. **Corrector de estilo literario y de lenguaje:** Para mejorar la calidad lingüística y estilística del texto.
7. **Generador de problemas de ejemplo:** Para ilustrar conceptos y técnicas.
8. **Revisor:** Para recibir sugerencias sobre cómo mejorar y perfeccionar el trabajo con diferentes niveles de exigencia.

9. **Generador de encuestas:** Para diseñar cuestionarios preliminares.

10. **Traductor:** Para traducir textos de un lenguaje a otro.

Afirmo que toda la información y contenido presentados en este trabajo son producto de mi investigación y esfuerzo individual, excepto donde se ha indicado lo contrario y se han dado los créditos correspondientes (he incluido las referencias adecuadas en el TFG y he explicitado para que se ha usado ChatGPT u otras herramientas similares). Soy consciente de las implicaciones académicas y éticas de presentar un trabajo no original y acepto las consecuencias de cualquier violación a esta declaración.

Fecha: 2 de junio 2025

Firma: Paula Vallejos

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15. Appendix

This appendix contains the full questionnaire of the online survey conducted in March 2025, as well as the detailed quantitative analysis and data tables supporting the findings discussed in Chapter 8.

15.1. Appendix A – Full Survey Questionnaire

A. Demographic & Living Situation

1. How old are you?

- Under 25
- 25-30
- 31-35
- 36-40
- 41-45
- Over 45

2. Gender?

- Female
- Male
- I don't want to say

3. In which country do you live?

4. Where do you live?

- Urban
- Suburban
- Rural

B. Style & Inspiration

5. Which of the following best describes your current furniture selection?

- Almost all budget-friendly pieces (e.g., IKEA).
- Mostly budget, with a few upgrades (some mid-range or unique pieces).
- Mostly mid-range or design pieces (only a few budget items left, if any).
- High-end or designer furniture (almost everything is premium).

6. Looking ahead, which statement best fits your plans for buying or replacing furniture?

- I'll continue buying mostly budget brands
- I'll gradually replace my budget items with mid-range or better pieces.
- I plan to focus on fewer, higher-quality items and possibly reduce how many pieces I own.
- I'm already happy with my current selection and don't plan on making major changes.

7. If 5 a-c) Do you consider buying this furniture second hand?

- Yes
- No

8. On a scale from 1–10, how important are aesthetics and quality when it comes to furniture?

- Scale 1–10
- 9. Which style(s) best describe your current home decor?**
 - Scandinavian
 - Mid Century Modern
 - Minimalist
 - Eclectic
 - Industrial
 - Modern Farmhouse
 - Bohemian
 - Other (open text)
- 10. Where do you usually get inspiration for home furnishing?**
 - Instagram
 - Pinterest
 - Magazines/blogs
 - Friends/family
 - I don't actively look for inspiration
 - Other (open text)

C. Second-Hand Experience & Motivation

11. Have you ever purchased second-hand furniture?

- Yes
- No

(If “Yes”)

12. How many times have you bought second-hand furniture?

- Only once or twice (very rarely)
- A few times (not a regular habit)
- Occasionally (e.g., once or twice a year)
- It's my main approach — I try to get second-hand first, whenever I need something

13. Which channels did you use?

- (eBay, flea markets, Facebook Marketplace, etc.)
- General second-hand P2P marketplaces (e.g., eBay, Facebook Marketplace, Wallapop)
- Furniture-specific platforms (P2P or B2C) (e.g., 1stDibs, Chairish, Pamono)
- Refurbished-furniture services (e.g., SEB World, Revive)
- Antique or vintage stores/markets
- Other (open text)

14. Did you have a specific brand or item in mind or were you browsing for inspiration?

- Mostly had a specific piece/brand in mind
- Mostly browsing without a specific goal
- Both (depending on the situation)

15. Do you enjoy searching for second-hand furniture on current platforms (like eBay) as a form of inspiration, or do you find it more of a chore?

- Yes, I enjoy the “treasure hunt” aspect
- No, It’s too time-consuming, I’d prefer something curated
- Neutral / no strong opinion

16. Overall, what was positive about your experiences?

- Open text

17. What was negative or challenging?

- Open text

(If “No”)

18. What are your main reasons for not buying second-hand?

- Concerns about hygiene or condition
- Prefer new items with warranty
- Didn’t know reliable sources
- Not visually inspiring (unprofessional photos, no curated style)
- Overwhelmed by unorganized listings
- Other (open text)

19. As how important would you rate the following benefits of shopping second hand vs. new? (1= not important, 4= very important)

- Lower price
- Sustainability
- Unique or rare items
- Character / story behind the piece

20. Under which conditions would you prefer new furniture over second-hand?

- If the price difference is small
- If I need an exact style quickly
- If I want a warranty/guarantee
- Other (open text)

D. Curated Platform, Core Features, Delivery & Visuals

21. Imagine a platform that carefully selects second-hand furniture for a cohesive, design-forward style, refurbishes it professionally, and presents it with editorial-style photography. How appealing is that idea to you?

- Very appealing – I’d love to buy second-hand this way
- Somewhat appealing – I’m interested, but I’d need more details
- Not really appealing – I’d probably stick to other options

- Not at all appealing – I'd rather buy new or different second-hand

22. Which of the following aspects are most important to you when considering to buying second-hand furniture?

- Professional refurbishment and quality checks
- Competitive or transparent pricing
- High-quality photos and detailed views
- Editorial or inspirational content (styled rooms, collections)
- Delivery/pickup service
- Return policy or guarantee
- Other (open text)

23. Would high-quality editorial photos or styled-room inspiration make you more likely to buy second-hand furniture, especially when deciding between used and new?

- Definitely
- Possibly
- Not really
- No, I only need basic info

24. Would refurbishment and quality control make you more likely to buy second hand furniture, especially when deciding between used and new?

- Definitely
- Possibly
- Not really
- No, I only need basic info

E. Product Mix & Categories

25. We plan to offer a curated mix of design classics, mid-range pieces, and occasional antique items (if they fit a collection). How do you feel about this variety?

- Very interested; I like exploring different styles
- Somewhat interested; depends on how it's presented
- I prefer one consistent style rather than a mix
- I would only focus on certain categories (design classics / mid-range / antiques)
- Other (open text)

26. If a piece was professionally refurbished and thoroughly cleaned, how likely would you be to buy it second-hand instead of new? (1= Unlikely, 4= Definitely)

- Sofa (upholstered)
- Chair (not upholstered)
- Bed Frame
- Lamp
- Side Table
- Cabinet

- Decor

F. Price Scenarios

27. Scenario A (Design Classic): Imagine a brand-new designer chair costs €1,500. It's available second-hand, fully refurbished in excellent condition, at various discounts. At which price would you seriously consider buying it refurbished instead of new?

- €1,300 (save €200)
- €1,100 (save €400)
- €900 (save 600)
- Under 900
- I'd still prefer to buy it new even at these prices
- I wouldn't buy a designer chair at all

28. Mid-Range Chair Scenario: Now imagine a mid-range chair normally costs 400 new. Which refurbished price would make you consider it worthwhile?

- €350 (save €50)
- €300 (save €100)
- €250 (save €150)
- €200 (save €200)
- I'd still prefer to buy it new even at these prices
- I wouldn't buy a chair for this price at all

G. Selling to a Platform

29. Have you ever sold furniture yourself?

- Yes
- No

30. (If "Yes") Which channel(s) did you use?

- General second-hand P2P marketplaces (e.g., eBay, Facebook Marketplace, Wallapop)
- Furniture-specific platforms (P2P or B2C) (e.g., 1stDibs, Chairish, Pamono)
- Refurbished-furniture services (e.g., SEB World, Revive)
- Antique or vintage stores/markets
- Other (open text)

31. (If "No") What are the main reasons you haven't sold used furniture before?

- I didn't know how to sell it
- It felt like too much effort / time-consuming
- I didn't think I'd get a good price
- Transport or pickup seemed too complicated
- I just gave it away or threw it out
- I've never had anything worth selling

32. Whether or not you've sold furniture before – how important would the following aspects be if you were to sell your used furniture? (1= Not important, 4= Very important)

- Getting the highest price possible
- Selling it quickly
- Having no hassle with transport or pickup
- Having a reliable buyer
- Avoiding communication / negotiation

33. Would you be willing to accept a slightly lower price if a platform handled everything for you (pickup, photos, pricing, listing)?

- Yes, I'd gladly trade some value for convenience
- Maybe, depends on how much lower the price is
- No, I'd prefer to sell it myself and get more
- Not sure / It depends

H. Additional Information

34. (Optional) What is your approximate monthly household net income?

- Under €2.000
- €2.000-3.000
- €3.000-4.000
- €4.000-5.500
- Over €5.500
- Prefer not to say

35. Is there anything else you'd like to share about your thoughts on second-hand furniture?

- Open text

15.2. Appendix B – Cuantitative Results JAMOV

Results

Descriptives

Descriptives

Frequencies

Frequencies of Age

Age	Counts	% of Total	Cumulative %
Under 25	49	19.7 %	19.7 %
25-30	63	25.3 %	45.0 %
31-35	53	21.3 %	66.3 %
36-40	54	21.7 %	88.0 %
41-45	29	11.6 %	99.6 %
Over 45	1	0.4 %	100.0 %

Frequencies of Gender

Gender	Counts	% of Total	Cumulative %
Female	149	59.8 %	59.8 %
Male	100	40.2 %	100.0 %

Frequencies of Country

Country	Counts	% of Total	Cumulative %
Germany	180	72.3 %	72.3 %
Spain	49	19.7 %	92.0 %
Other	20	8.0 %	100.0 %

Frequencies of Urban/Rural Environment

Urban/Rural Environment	Counts	% of Total	Cumulative %
Urban	180	72.3 %	72.3 %
Suburban	55	22.1 %	94.4 %
Rural	14	5.6 %	100.0 %

Frequencies of Income

Income	Counts	% of Total	Cumulative %
Under 2.000 EUR	29	11.9 %	11.9 %
2.000-3.000 EUR	47	19.3 %	31.3 %
3.000-4.000 EUR	61	25.1 %	56.4 %
4.000-5.500 EUR	50	20.6 %	77.0 %
Over 5.500 EUR	56	23.0 %	100.0 %

Frequencies of Current Furniture Mix

Current Furniture Mix	Counts	% of Total	Cumulative %
Almost all budget-friendly pieces	52	20.9%	20.9%
Mostly budget, with a few upgrades	128	51.4%	72.3%
Mostly mid-range or design pieces	68	27.3%	99.6%
High-end or designer furniture	1	0.4%	100.0%

Frequencies of Future Furniture Plans

Future Furniture Plans	Counts	% of Total	Cumulative %
I'll continue buying mostly budget brands	36	14.5%	14.5%
I'll gradually replace my budget items with mid-range or better pieces	107	43.0%	57.4%
I plan to focus on fewer, higher-quality items and possibly reduce how many pieces I own	98	39.4%	96.8%
I'm already happy with my current selection and don't plan on making major changes	8	3.2%	100.0%

Frequencies of Open to Second-Hand

Open to Second-Hand	Counts	% of Total	Cumulative %
Yes	229	92.0%	92.0%
No	20	8.0%	100.0%

Frequencies of Bought Before Second-Hand

Bought Before Second-Hand	Counts	% of Total	Cumulative %
Yes	209	83.9%	83.9%
No	40	16.1%	100.0%

Frequencies of Frequency Second-Hand Purchases

Frequency Second-Hand Purchases	Counts	% of Total	Cumulative %
Only once or twice (very rarely)	38	18.2%	18.2%
A few times (not a regular habit)	101	48.3%	66.5%
Occasionally (e.g., once or twice a year)	51	24.4%	90.9%
It's my main approach — I try to get second-hand first, whenever I need something	19	9.1%	100.0%

Frequencies of Purchase Intention

Purchase Intention	Counts	% of Total	Cumulative %
Mostly had a specific piece/brand in mind	65	31.1%	31.1%
Mostly browsing without a specific goal	82	39.2%	70.3%
Both (depending on the situation)	62	29.7%	100.0%

Frequencies of Enjoyment of Current Platforms

Enjoyment of Current Platforms	Counts	% of Total	Cumulative %
No	61	29.2 %	29.2 %
Yes	147	70.3 %	99.5 %
Sometimes	1	0.5 %	100.0 %

Frequencies of Importance: Lower Price

Importance: Lower Price	Counts	% of Total	Cumulative %
Not important	3	1.2 %	1.2 %
Somewhat important	29	11.6 %	12.9 %
Important	93	37.3 %	50.2 %
Very important	124	49.8 %	100.0 %

Frequencies of Importance: Sustainability

Importance: Sustainability	Counts	% of Total	Cumulative %
Not important	17	6.8 %	6.8 %
Somewhat important	49	19.7 %	26.5 %
Important	121	48.6 %	75.1 %
Very important	62	24.9 %	100.0 %

Frequencies of Importance: Unique Items

Importance: Unique Items	Counts	% of Total	Cumulative %
Not important	15	6.0 %	6.0 %
Somewhat important	59	23.7 %	29.7 %
Important	108	43.4 %	73.1 %
Very important	67	26.9 %	100.0 %

Frequencies of Importance: Story Character

Importance: Story Character	Counts	% of Total	Cumulative %
Not important	48	19.3 %	19.3 %
Somewhat important	93	37.3 %	56.6 %
Important	65	26.1 %	82.7 %
Very important	43	17.3 %	100.0 %

Frequencies of Platform Attractiveness

Platform Attractiveness	Counts	% of Total	Cumulative %
Not at all appealing – I'd rather buy new or different second-hand	1	0.4 %	0.4 %
Not really appealing – I'd probably stick to other options	8	3.2 %	3.6 %
Somewhat appealing – I'm interested, but I'd need more details	112	45.0 %	48.6 %
Very appealing – I'd love to buy second-hand this way	128	51.4 %	100.0 %

Frequencies of Feature: Professional refurbishment and quality checks

Feature: Professional refurbishment and quality checks	Counts	% of Total	Cumulative %
Not important	2	0.8 %	0.8 %
Somewhat important	28	11.2 %	12.0 %
Important	92	36.9 %	49.0 %
Very important	127	51.0 %	100.0 %

Frequencies of Feature: Competitive Pricing

Feature: Competitive Pricing	Counts	% of Total	Cumulative %
Not important	14	5.6 %	5.6 %
Somewhat important	26	10.4 %	16.1 %
Important	101	40.6 %	56.6 %
Very important	108	43.4 %	100.0 %

Frequencies of Feature: High-quality photos and detailed views

Feature: High-quality photos and detailed views	Counts	% of Total	Cumulative %
Not important	12	4.8 %	4.8 %
Somewhat important	49	19.7 %	24.5 %
Important	108	43.4 %	67.9 %
Very important	80	32.1 %	100.0 %

Frequencies of Feature: Editorial or inspirational content

Feature: Editorial or inspirational content	Counts	% of Total	Cumulative %
Not important	18	7.2 %	7.2 %
Somewhat important	79	31.7 %	39.0 %
Important	100	40.2 %	79.1 %
Very important	52	20.9 %	100.0 %

Frequencies of Feature: Delivery/pickup service

Feature: Delivery/pickup service	Counts	% of Total	Cumulative %
Not important	15	6.0%	6.0%
Somewhat important	36	14.5%	20.5%
Important	105	42.2%	62.7%
Very important	93	37.3%	100.0%

Frequencies of Feature: Return policy or guarantee

Feature: Return policy or guarantee	Counts	% of Total	Cumulative %
Not important	8	3.2%	3.2%
Somewhat important	37	14.9%	18.1%
Important	101	40.6%	58.6%
Very important	103	41.4%	100.0%

Frequencies of Influence Purchase Decision: Fotos

Influence Purchase Decision: Fotos	Counts	% of Total	Cumulative %
No, I only need basic info	2	0.8%	0.8%
Not really	16	6.4%	7.2%
Possibly	115	46.2%	53.4%
Definitely	116	46.6%	100.0%

Frequencies of Influence Purchase Decision: Refurbishment

Influence Purchase Decision: Refurbishment	Counts	% of Total	Cumulative %
No, I don't need that	0	0.0%	0.0%
Not really	9	3.6%	3.6%
Possibly	99	39.8%	43.4%
Definitely	141	56.6%	100.0%

Frequencies of Opinion on product variety

Opinion on product variety	Counts	% of Total	Cumulative %
I would only focus on certain categories (design classics / mid-range / antiques)	7	2.8%	2.8%
I prefer one consistent style rather than a mix	26	10.4%	13.3%
Somewhat interested; depends on how it's presented	87	34.9%	48.2%
Very interested; I like exploring different styles	129	51.8%	100.0%

Frequencies of Buy Refurbished: Sofa

Buy Refurbished: Sofa	Counts	% of Total	Cumulative %
Never	9	3.6%	3.6%
Unlikely	58	23.3%	26.9%
Likely	122	49.0%	75.9%
Definitely	60	24.1%	100.0%

Frequencies of Buy Refurbished: Chair

Buy Refurbished: Chair	Counts	% of Total	Cumulative %
Never	10	4.0%	4.0%
Unlikely	39	15.7%	19.7%
Likely	105	42.2%	61.8%
Definitely	95	38.2%	100.0%

Frequencies of Buy Refurbished: Bed

Buy Refurbished: Bed	Counts	% of Total	Cumulative %
Never	16	6.4%	6.4%
Unlikely	68	27.3%	33.7%
Likely	99	39.8%	73.5%
Definitely	66	26.5%	100.0%

Frequencies of Buy Refurbished: Lamp

Buy Refurbished: Lamp	Counts	% of Total	Cumulative %
Never	4	1.6%	1.6%
Unlikely	30	12.0%	13.7%
Likely	96	38.6%	52.2%
Definitely	119	47.8%	100.0%

Frequencies of Buy Refurbished: Side Table

Buy Refurbished: Side Table	Counts	% of Total	Cumulative %
Never	2	0.8%	0.8%
Unlikely	33	13.3%	14.1%
Likely	86	34.5%	48.6%
Definitely	128	51.4%	100.0%

Frequencies of Buy Refurbished: Cabinet

Buy Refurbished: Cabinet	Counts	% of Total	Cumulative %
Never	7	2.8 %	2.8 %
Unlikely	39	15.7 %	18.5 %
Likely	98	39.4 %	57.8 %
Definitely	105	42.2 %	100.0 %

Frequencies of Buy Refurbished: Decor

Buy Refurbished: Decor	Counts	% of Total	Cumulative %
Never	4	1.6 %	1.6 %
Unlikely	34	13.7 %	15.3 %
Likely	98	39.4 %	54.6 %
Definitely	113	45.4 %	100.0 %

Frequencies of Price-Point: Designer Chair

Price-Point: Designer Chair	Counts	% of Total	Cumulative %
I wouldn't buy a designer chair at all	13	5.2 %	5.2 %
Under 900 EUR	56	22.5 %	27.7 %
900 EUR	80	32.1 %	59.8 %
1.100 EUR	86	34.5 %	94.4 %
1.300 EUR	8	3.2 %	97.6 %
I'd still prefer new, even at these prices	6	2.4 %	100.0 %

Frequencies of Price-Point: Mid-Range Chair

Price-Point: Mid-Range Chair	Counts	% of Total	Cumulative %
I wouldn't buy a chair for this price at all	8	3.2 %	3.2 %
200 EUR	100	40.2 %	43.4 %
250 EUR	86	34.5 %	77.9 %
300 EUR	44	17.7 %	95.6 %
350 EUR	7	2.8 %	98.4 %
I'd still prefer new, even at these prices	4	1.6 %	100.0 %

Frequencies of Sold Furniture Before

Sold Furniture Before	Counts	% of Total	Cumulative %
Yes	197	79.1 %	79.1 %
No	52	20.9 %	100.0 %

Frequencies of Selling Priority: High Price

Selling Priority: High Price	Counts	% of Total	Cumulative %
Not important	8	3.2%	3.2%
Somewhat important	37	14.9%	18.1%
Important	99	39.8%	57.8%
Very important	105	42.2%	100.0%

Frequencies of Selling Priority:Speed

Selling Priority:Speed	Counts	% of Total	Cumulative %
Not important	11	4.4%	4.4%
Somewhat important	15	6.0%	10.4%
Important	109	43.8%	54.2%
Very important	114	45.8%	100.0%

Frequencies of Selling Priority: Convenience

Selling Priority: Convenience	Counts	% of Total	Cumulative %
Not important	6	2.4%	2.4%
Somewhat important	37	14.9%	17.3%
Important	98	39.4%	56.6%
Very important	108	43.4%	100.0%

Frequencies of Selling Priority: Safety

Selling Priority: Safety	Counts	% of Total	Cumulative %
Not important	10	4.0%	4.0%
Somewhat important	46	18.5%	22.5%
Important	98	39.4%	61.8%
Very important	95	38.2%	100.0%

Frequencies of Selling Priority: No Negotiation

Selling Priority: No Negotiation	Counts	% of Total	Cumulative %
Not important	21	8.4%	8.4%
Somewhat important	76	30.5%	39.0%
Important	100	40.2%	79.1%
Very important	52	20.9%	100.0%

Frequencies of Lower Price for Convenience

Lower Price for Convenience	Counts	% of Total	Cumulative %
Not important	1	0.4%	0.4%
Somewhat important	3	1.2%	1.6%
Important	95	38.2%	39.8%
Very important	150	60.2%	100.0%