**Executive Summary**

Big Store Company | Budget

**Overview** – For the past three years, around 70% of BSC's revenue has come from electronic sales, with the other 30% coming from a collection of books, movies, and music (Appendix A, Chart 1). After analyzing past three years of data, Electronics sales have a bright future in the next three years when compared to other product categories according to product category forecasts. BSC's earnings is majorly by video equipment and cameras in electronics. Other mentionable products are Special Interest in movies category and Science and Technology in Books category.

New York and Milwaukee are the company's most profitable most profitable call centers in terms of revenue. San Francisco, Fargo, Seattle, and Salt Lake city are the low-performing call centers, with revenue performance that is significantly lesser than the other call center locations.

Additionally, web channel is performing really well. Financial analysis of past three years shows that web is very close to the second revenue generating call center in Milwaukee. This is a great opportunity for us to invest more in web sale as it is going to go up further in future. In comparison to 2019, online sales climbed by 50.5 percent. According to Digital Commerce 360, Amazon will account for more than 40% of all ecommerce in the United States in 2021. (Appendix D, Ref 1)

The breakdown of sales units by subcategory reveals some interesting tendencies that BSC could use in its favor. While science & technology and are the leading revenue-earning subcategories in books, the number of units sold for literature and miscellaneous books much outnumbers the number of units sold for science and architecture. This indicates chances for BSC to improve the stocks for literature and architecture, both of which have strong sales units (Appendix B, Table 1)

The example provided above is a pattern in Total orders. Similar pattern is seen in Electronics category where, computers subcategory has smallest revenue generation but the total units sold are the highest. (Appendix B, Table 2).

Analysis is also performed on the variance that is calculated between actual and forecasted revenue in last three years. Please refer to Appendix B, Table 1, 2 and 3 for the variance across actual and forecasted revenue that is generated in last three years by company, Region and major categories. The variance is calculated around 4-6%. Variance is a term that describes how different something is from the average or mean. In this study, on an average 5% of variance between actual and forecasted revenue mean that BSC was good with its revenue forecast previously. BSC generated more revenue than expected in last three years.

While planning for this budget, BSC should collect some more data in terms of rent, taxes and payroll expenses that BSC plans in the coming years. These overhead costs will impact the overall revenue. So we can have a baseline budget and stretched budget at 5%, 10% & 15% where we can vary these overhead costs for different situations. BSC will be better prepared for all the options if we have the stretched budget ready. Financial analysis forecast for these three revenue growth scenarios are provided in Appendix B Table 4.

**Risk** – The world is slowly receiving from Covid-19 pandemic. Many countries are facing recession while some are able to fight it. The world made a strong recovery. However, the recovery is projected to be unequal across countries, with large economies expected to rise strongly while many developing economies lag behind (Appendix D, Ref 3). In these circumstances, BSC should be prepared to handle all kind of situations. It will be a good idea to invest more on recession free items than luxury items. BSC can also invest in other products which are expected to increase sales irrespective of the recession status. The example could be exercising equipment (Appendix D, Ref 4). Study suggests that sales of at home exercising equipment’s noticed fantastic growth during the pandemic. Due to the pandemic's restrictions, people cooked a lot at home and dedicated time in staying healthy and fit.

Corporate taxes and Self-Employment Contributions Act taxes are on the rise in 2022. As per the online article, Biden administration has proposed to increase the corporate tax rate by 7%, from 21% to 28%. In addition, the same proposal proposes raising the highest income tax rate to 39.6% (Appendix D, Ref 5). This change will have no direct effect on revenue, however this change will influence profits. BSC should keep this increase in tax rates in mind while preparing the budget for next 3 years.

**Insights** – Based on past three years of data, analysis is also performed across all regions – Central, Mid-Atlantic, Northeast, Northwest, , South, Southeast, Southwest and Web to forecast the revenue from these regions. Linear forecast method was applied to forecast revenue for next three years – 2022, 2023 and 2024. From this analysis, we see good growth in all the regions with Web and Northeast region generating most of the revenue. (Appendix C, Graph A). This analysis is also performed by category – Books, Electronics, Movies and Music. Refer to Appendix C – Graphs B and there also we predict good revenue in coming years with electronics generating most of the revenue.

Please refer to Appendix C – Graphs C for linear forecasts by subcategories. This analysis reveals highest revenue generating products and also show forecasts in next three years. Video, Camera and miscellaneous electronics are the most popular in terms of revenue in past three years and the forecast is that they will continue to be the highest revenue earning products.

Baseline, 5%, 10% and 15% stretch budgets are shown in Appendix A, Table 4. In addition to that, please refer to Appendix B Table 7 for Monthly budget figures by Region and Table 8 for Monthly budget figures for years 2019-2024 by Category. As we already know that Electronics category has generated most of the revenue, we have provided Electronics budget across all regions by subcategories.

**Recommendation** – Walmart and Amazon, both retail behemoths, have the advantage of having efficiency and demand side, as well as the incumbent advantage of having been in the sector for a long time, posing a substantial challenge to BSC's company. This is the reason why Big Scale Company has to come up with efficient and cost effective plans. BSC will have to think about implementing automation and robotics to bring down its operational cost. This must be done in tandem with high efficiency in order to compete on pricing as well as other factors such as customer service, after-sales services, delivery timelines, and so on.

Additionally, BSC will need to review its call center revenue and profits. From the analysis, it has been found that call centers in San Francisco, Fargo, Seattle, and Salt Lake city are not generating high revenue. Further research is needed for these call center locations to determine the root cause and act on it.

According to various surveys on future buying patterns, the younger generation, including millennials and Gen-X, believes that future shopping will be primarily online (Appendix A, Ref 2). Analysis also shows that BSC is performing well in the Web segment. This gives us an opportunity to invest more in this area so that we are prepared for the future of retail marketing.

**Proposal** – Based on analysis above, it is proposed that BSC invest more in all the electronics categories because that is where most of the revenue is generated. In addition to top 2 electronics subcategories – video, camera and miscellaneous electronics items, BSC should invest in computers in electronics category and Literature books in books category where the total orders are exceeding high than other high revenue generating items. This shows high demand and BSC should pay attention to it. Other than that, BSC may invest some time in analyzing the low revenue generating call centers and try to find the root cause behind it. In addition to it, BSC should also invest and introduce some new products in the inventory which are recession free and exercising machines.

**Appendix A – Chart 1**

**A screenshot of a computer

Description automatically generated with medium confidence**

**Table 1 – Books Subcategory – Total Orders**

|  |  |
| --- | --- |
| **Category: Subcategory** | **Total Order** |
| Books: Literature | 26611 |
| Books: Books - Miscellaneous | 34789 |
| Books: Business | 26488 |
| Books: Art & Architecture | 35121 |
| Books: Sports & Health | 23494 |
| Books: Science & Technology | 23262 |

**Table 2 – Electronics Subcategory – Total Orders**

|  |  |
| --- | --- |
| **Category: Subcategory** | **Total Order** |
| Electronics: Audio Equipment | 14963 |
| Electronics: Cameras | 11002 |
| Electronics: Computers | 15890 |
| Electronics: Electronics - Miscellaneous | 12508 |
| Electronics: TV's | 14395 |
| Electronics: Video Equipment | 10920 |

**Appendix B**

* Table 1 - Variance analysis for each of the 3 existing years of data

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **Revenue Actuals** | **Revenue Forecast** | **Variance** |
| 2019 | $ 8,647,238.10 | $ 8,205,665.77 | 5% |
| 2020 | $ 11,517,606.00 | $ 10,961,103.89 | 5% |
| 2021 | $ 14,858,864.05 | $ 14,157,543.27 | 5% |

* Table 2 - Look across the major dimensions of data (Regions, Product categories)
* Variance analysis for each of the 3 existing years of data ***by Region***

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **Central** | **Mid-Atlantic** | **Northeast** | **Northwest** | **South** | **Southeast** | **Southwest** | **Web** |
| 2019 | 6% | 6% | 6% | 6% | 4% | 6% | 4% | 4% |
| 2020 | 5% | 5% | 5% | 5% | 5% | 5% | 5% | 4% |
| 2021 | 5% | 4% | 5% | 6% | 5% | 5% | 4% | 5% |

* Table 3 - Variance analysis for each of the 3 existing years of data ***by Categories***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year** | **Books** | **Electronics** | **Movies** | **Music** |
| 2019 | 5% | 5% | 5% | 5% |
| 2020 | 5% | 5% | 5% | 5% |
| 2021 | 4% | 5% | 5% | 6% |

* Table 4 - The table below shows the approximate ***Yearly*** baseline budget as well as the stretch revenue objectives of 5%, 10%, and 15%, respectively (Actual – 2019 to 2021 ; Forecast – 2022 to 2024):

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Year** | **2019** | **2020** | **2021** | **2022** | **2023** | **2024** |
| Baseline Revenue | $8,647,238.10 | $11,517,606.00 | $14,858,864.05 | $18,444,141.36 | $21,827,125.16 | $25,217,832.65 |
| Stretched Revenue - 5% |  |  |  | $19,366,348.43 | $22,918,481.41 | $26,478,724.29 |
| Stretched Revenue- 10% |  |  |  | $20,288,555.50 | $24,009,837.67 | $27,739,615.92 |
| Stretched Revenue- 15% |  |  |  | $21,210,762.57 | $25,101,193.93 | $29,000,507.55 |

* Table 5 - Revenue by Category

|  |  |  |
| --- | --- | --- |
| **Category** | **Actual Revenue (2019-2021)** | **Percentage** |
| Electronics | $24,391,302.85 | 69.64% |
| Books | $2,640,094.45 | 7.54% |
| Movies | $4,098,943.45 | 11.70% |
| Music | $3,893,367.40 | 11.12% |
| **Total** | **$35,023,708.15** | n/a |

NOTE - 70% of the Revenue is generated from Electronics. Refer to Appendix B, Graph C

* Table 6 - Top 3 Revenue generating sub-categories ***per Category***

|  |  |  |
| --- | --- | --- |
| **Category** | **Sub-categories** | **Actual Revenue (2019-2021)** |
| Electronics | Video Equipment’s | $5,108,463.50 |
| Cameras | $5,061,147.50 |
| Electronics - Miscellaneous | $4,671,956.50 |
| Books | Science & Technology | $811,787.00 |
| Arts & Architecture | $480,172.85 |
| Business | $400,870.80 |
| Movies | Special Interests | $813,946.25 |
| Drama | $698,840.30 |
| Kids / Family | $664,957.25 |
| Music | Country | $729,298.90 |
| Rock | $700,755.70 |
| Pop | $687,861.40 |

NOTE – Most critical products would be from Electronics as they are generating maximum revenue.

* Monthly budget by region and category provided below.
* Table 7 **- *Monthly budget*** figures for years 2019-2024 ***by Region*** (Actual – 2019 to 2021 ; Forecast – 2022 to 2024)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Region | Central | Mid-Atlantic | Northeast | Northwest | South | Southeast | Southwest | Web |
| Jan-19 | $75,868.00 | $73,878.00 | $125,587.00 | $28,372.00 | $69,989.00 | $36,176.00 | $67,878.00 | $24,476.00 |
| Feb-19 | $91,082.00 | $77,662.00 | $170,603.00 | $34,306.00 | $104,553.00 | $31,344.00 | $67,758.00 | $32,748.00 |
| Mar-19 | $93,881.00 | $79,834.00 | $144,319.00 | $29,109.00 | $88,745.00 | $36,428.00 | $73,247.00 | $24,813.00 |
| Apr-19 | $87,551.60 | $84,169.30 | $160,340.40 | $35,732.90 | $100,135.70 | $39,923.20 | $63,406.10 | $28,459.20 |
| May-19 | $89,777.80 | $77,191.50 | $179,259.00 | $31,449.50 | $120,366.30 | $51,604.70 | $79,287.70 | $38,951.60 |
| Jun-19 | $109,199.00 | $86,752.00 | $191,288.00 | $43,537.00 | $118,153.00 | $49,755.00 | $83,795.00 | $35,702.00 |
| Jul-19 | $103,147.60 | $96,704.80 | $177,573.40 | $34,016.40 | $117,716.40 | $46,698.80 | $79,438.00 | $38,761.40 |
| Aug-19 | $108,285.20 | $104,757.00 | $179,458.70 | $40,678.80 | $127,436.30 | $53,165.00 | $96,894.90 | $38,172.10 |
| Sep-19 | $125,946.90 | $127,699.20 | $231,622.80 | $53,989.30 | $127,587.40 | $71,297.60 | $85,714.50 | $47,532.00 |
| Oct-19 | $124,485.00 | $99,499.00 | $220,423.00 | $39,255.00 | $127,581.00 | $50,349.00 | $88,908.00 | $50,001.00 |
| Nov-19 | $129,846.05 | $108,698.80 | $221,471.80 | $48,437.00 | $142,645.25 | $58,949.70 | $96,320.30 | $49,248.95 |
| Dec-19 | $154,564.15 | $123,162.80 | $244,348.30 | $61,593.50 | $170,858.25 | $70,990.40 | $120,252.60 | $62,611.25 |
| Jan-20 | $106,097.00 | $91,176.00 | $203,167.00 | $36,816.00 | $120,624.00 | $44,590.00 | $98,109.00 | $49,200.00 |
| Feb-20 | $130,659.00 | $115,668.00 | $215,501.00 | $42,731.00 | $144,060.00 | $62,001.00 | $89,115.00 | $52,186.00 |
| Mar-20 | $134,834.00 | $113,890.00 | $225,438.00 | $50,651.00 | $151,403.00 | $49,645.00 | $97,169.00 | $74,026.00 |
| Apr-20 | $108,291.80 | $106,890.50 | $214,485.90 | $49,698.10 | $131,256.40 | $59,158.90 | $97,863.00 | $59,599.70 |
| May-20 | $136,169.20 | $117,722.00 | $224,208.40 | $39,090.20 | $153,894.80 | $70,169.40 | $90,958.20 | $60,425.10 |
| Jun-20 | $157,087.00 | $140,795.00 | $228,679.00 | $46,719.00 | $149,640.00 | $50,801.00 | $108,343.00 | $82,818.00 |
| Jul-20 | $129,595.60 | $123,181.00 | $256,004.00 | $54,962.80 | $166,080.40 | $72,029.20 | $102,197.20 | $91,330.60 |
| Aug-20 | $147,179.80 | $136,722.00 | $255,412.00 | $47,061.90 | $158,096.80 | $62,029.00 | $101,630.60 | $99,502.10 |
| Sep-20 | $162,248.10 | $145,452.10 | $249,768.90 | $60,051.00 | $161,121.60 | $73,882.60 | $113,652.90 | $97,826.80 |
| Oct-20 | $156,789.00 | $135,272.00 | $265,515.00 | $56,384.00 | $162,903.00 | $78,238.00 | $107,858.00 | $120,088.00 |
| Nov-20 | $154,909.40 | $152,882.85 | $278,042.95 | $55,123.15 | $156,127.20 | $61,464.10 | $122,054.75 | $115,719.45 |
| Dec-20 | $143,144.10 | $138,940.95 | $254,069.30 | $64,707.45 | $167,611.75 | $75,656.35 | $114,896.50 | $128,670.15 |
| Jan-21 | $138,402.00 | $138,023.00 | $232,647.00 | $54,112.00 | $151,520.00 | $61,724.00 | $98,936.00 | $109,743.00 |
| Feb-21 | $152,290.00 | $126,034.00 | $237,000.00 | $46,532.00 | $153,439.00 | $56,757.00 | $101,117.00 | $141,459.00 |
| Mar-21 | $162,717.00 | $143,896.00 | $257,806.00 | $57,853.00 | $157,209.00 | $70,766.00 | $100,957.00 | $161,050.00 |
| Apr-21 | $158,239.10 | $122,989.60 | $247,645.20 | $56,186.80 | $175,899.20 | $76,140.00 | $123,739.40 | $163,415.30 |
| May-21 | $173,546.40 | $174,575.90 | $290,974.20 | $48,596.60 | $165,438.50 | $73,572.10 | $115,884.80 | $172,517.00 |
| Jun-21 | $154,608.00 | $151,934.00 | $281,787.00 | $50,273.00 | $156,831.00 | $80,248.00 | $121,512.00 | $167,926.00 |
| Jul-21 | $178,513.00 | $118,124.20 | $277,396.60 | $58,104.20 | $184,689.40 | $57,000.80 | $118,955.60 | $213,155.60 |
| Aug-21 | $162,253.30 | $149,256.90 | $293,703.80 | $47,417.80 | $191,659.50 | $69,886.80 | $110,046.00 | $211,073.60 |
| Sep-21 | $184,647.40 | $143,961.90 | $310,879.80 | $65,671.40 | $175,567.20 | $74,729.10 | $125,453.60 | $207,308.80 |
| Oct-21 | $191,807.00 | $182,304.00 | $332,658.00 | $63,935.00 | $194,449.00 | $96,967.00 | $145,152.00 | $249,850.00 |
| Nov-21 | $193,988.25 | $181,385.90 | $341,773.25 | $67,211.65 | $218,132.15 | $74,501.60 | $137,780.65 | $293,432.65 |
| Dec-21 | $217,716.50 | $161,528.85 | $333,557.85 | $60,821.75 | $225,860.80 | $91,312.70 | $147,850.40 | $308,962.70 |
| Jan-22 | $194,271.41 | $169,506.98 | $323,009.25 | $63,888.27 | $202,525.22 | $83,681.60 | $135,013.74 | $236,515.60 |
| Feb-22 | $197,271.24 | $172,026.13 | $327,703.41 | $64,711.05 | $205,429.18 | $84,861.41 | $136,794.88 | $243,558.25 |
| Mar-22 | $199,980.76 | $174,301.49 | $331,943.30 | $65,454.21 | $208,052.12 | $85,927.04 | $138,403.66 | $249,919.35 |
| Apr-22 | $202,980.59 | $176,820.64 | $336,637.46 | $66,276.99 | $210,956.08 | $87,106.85 | $140,184.80 | $256,962.00 |
| May-22 | $205,883.65 | $179,258.53 | $341,180.20 | $67,073.23 | $213,766.37 | $88,248.61 | $141,908.49 | $263,777.47 |
| Jun-22 | $208,883.48 | $181,777.68 | $345,874.36 | $67,896.02 | $216,670.33 | $89,428.42 | $143,689.64 | $270,820.12 |
| Jul-22 | $211,786.54 | $184,215.56 | $350,417.10 | $68,692.26 | $219,480.62 | $90,570.17 | $145,413.32 | $277,635.58 |
| Aug-22 | $214,786.37 | $186,734.71 | $355,111.26 | $69,515.04 | $222,384.58 | $91,749.98 | $147,194.47 | $284,678.23 |
| Sep-22 | $217,786.20 | $189,253.86 | $359,805.42 | $70,337.82 | $225,288.55 | $92,929.80 | $148,975.61 | $291,720.88 |
| Oct-22 | $220,689.26 | $191,691.75 | $364,348.15 | $71,134.07 | $228,098.83 | $94,071.55 | $150,699.30 | $298,536.35 |
| Nov-22 | $223,689.09 | $194,210.90 | $369,042.32 | $71,956.85 | $231,002.80 | $95,251.36 | $152,480.45 | $305,579.00 |
| Dec-22 | $226,592.15 | $196,648.78 | $373,585.05 | $72,753.09 | $233,813.08 | $96,393.11 | $154,204.14 | $312,394.47 |
| Jan-23 | $229,591.98 | $199,167.93 | $378,279.21 | $73,575.87 | $236,717.05 | $97,572.93 | $155,985.28 | $319,437.12 |
| Feb-23 | $232,591.81 | $201,687.08 | $382,973.37 | $74,398.66 | $239,621.01 | $98,752.74 | $157,766.43 | $326,479.76 |
| Mar-23 | $235,301.33 | $203,962.44 | $387,213.26 | $75,141.82 | $242,243.94 | $99,818.37 | $159,375.20 | $332,840.87 |
| Apr-23 | $238,301.16 | $206,481.59 | $391,907.42 | $75,964.60 | $245,147.91 | $100,998.19 | $161,156.35 | $339,883.52 |
| May-23 | $241,204.22 | $208,919.48 | $396,450.16 | $76,760.84 | $247,958.20 | $102,139.94 | $162,880.04 | $346,698.98 |
| Jun-23 | $244,204.05 | $211,438.63 | $401,144.32 | $77,583.63 | $250,862.16 | $103,319.75 | $164,661.18 | $353,741.63 |
| Jul-23 | $247,107.11 | $213,876.51 | $405,687.06 | $78,379.87 | $253,672.45 | $104,461.50 | $166,384.87 | $360,557.10 |
| Aug-23 | $250,106.94 | $216,395.66 | $410,381.22 | $79,202.65 | $256,576.41 | $105,641.32 | $168,166.02 | $367,599.75 |
| Sep-23 | $253,106.77 | $218,914.81 | $415,075.38 | $80,025.43 | $259,480.37 | $106,821.13 | $169,947.16 | $374,642.40 |
| Oct-23 | $256,009.83 | $221,352.70 | $419,618.12 | $80,821.68 | $262,290.66 | $107,962.88 | $171,670.85 | $381,457.87 |
| Nov-23 | $259,009.66 | $223,871.85 | $424,312.28 | $81,644.46 | $265,194.62 | $109,142.69 | $173,452.00 | $388,500.52 |
| Dec-23 | $261,912.72 | $226,309.73 | $428,855.01 | $82,440.70 | $268,004.91 | $110,284.45 | $175,175.68 | $395,315.98 |
| Jan-24 | $264,912.55 | $228,828.88 | $433,549.18 | $83,263.48 | $270,908.87 | $111,464.26 | $176,956.83 | $402,358.63 |
| Feb-24 | $267,912.38 | $231,348.03 | $438,243.34 | $84,086.27 | $273,812.84 | $112,644.07 | $178,737.98 | $409,401.28 |
| Mar-24 | $270,718.67 | $233,704.65 | $442,634.65 | $84,855.97 | $276,529.45 | $113,747.76 | $180,404.21 | $415,989.57 |
| Apr-24 | $273,718.50 | $236,223.80 | $447,328.81 | $85,678.75 | $279,433.41 | $114,927.58 | $182,185.35 | $423,032.22 |
| May-24 | $276,621.56 | $238,661.69 | $451,871.55 | $86,474.99 | $282,243.70 | $116,069.33 | $183,909.04 | $429,847.68 |
| Jun-24 | $279,621.39 | $241,180.84 | $456,565.71 | $87,297.78 | $285,147.66 | $117,249.14 | $185,690.19 | $436,890.33 |
| Jul-24 | $282,524.45 | $243,618.72 | $461,108.44 | $88,094.02 | $287,957.95 | $118,390.89 | $187,413.88 | $443,705.80 |
| Aug-24 | $285,524.28 | $246,137.87 | $465,802.61 | $88,916.80 | $290,861.91 | $119,570.71 | $189,195.02 | $450,748.45 |
| Sep-24 | $288,524.11 | $248,657.02 | $470,496.77 | $89,739.59 | $293,765.88 | $120,750.52 | $190,976.17 | $457,791.10 |
| Oct-24 | $291,427.17 | $251,094.91 | $475,039.50 | $90,535.83 | $296,576.16 | $121,892.27 | $192,699.85 | $464,606.57 |
| Nov-24 | $294,427.00 | $253,614.06 | $479,733.67 | $91,358.61 | $299,480.13 | $123,072.08 | $194,481.00 | $471,649.22 |
| Dec-24 | $297,330.06 | $256,051.94 | $484,276.40 | $92,154.85 | $302,290.41 | $124,213.84 | $196,204.69 | $478,464.68 |

* **Table 8 - *Monthly budget*** figures for years 2019-2024 ***by Category*** (Actual – 2019 to 2021 ; Forecast – 2022 to 2024)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Month** | **Books** | **Electronics** | **Movies** | **Music** | **Total** |
| Jan-19 | $37,161.00 | $354,333.00 | $57,979.00 | $52,751.00 | $502,224.00 |
| Feb-19 | $44,810.00 | $424,982.00 | $71,786.00 | $68,478.00 | $610,056.00 |
| Mar-19 | $42,698.00 | $397,289.00 | $66,886.00 | $63,503.00 | $570,376.00 |
| Apr-19 | $45,042.00 | $417,526.40 | $70,913.40 | $66,236.60 | $599,718.40 |
| May-19 | $49,333.80 | $470,482.10 | $76,003.90 | $72,068.30 | $667,888.10 |
| Jun-19 | $54,919.00 | $501,512.00 | $84,555.00 | $77,195.00 | $718,181.00 |
| Jul-19 | $52,583.00 | $485,493.80 | $80,745.00 | $75,235.00 | $694,056.80 |
| Aug-19 | $57,029.00 | $525,550.00 | $85,126.30 | $81,142.70 | $748,848.00 |
| Sep-19 | $65,762.00 | $605,604.60 | $101,995.30 | $98,027.80 | $871,389.70 |
| Oct-19 | $59,655.00 | $555,532.00 | $96,018.00 | $89,296.00 | $800,501.00 |
| Nov-19 | $65,599.85 | $588,255.70 | $101,769.90 | $99,992.40 | $855,617.85 |
| Dec-19 | $75,599.00 | $701,282.05 | $118,816.50 | $112,683.70 | $1,008,381.25 |
| Jan-20 | $58,185.00 | $523,132.00 | $86,199.00 | $82,263.00 | $749,779.00 |
| Feb-20 | $63,239.00 | $589,605.00 | $103,158.00 | $95,919.00 | $851,921.00 |
| Mar-20 | $67,411.00 | $622,824.00 | $106,082.00 | $100,739.00 | $897,056.00 |
| Apr-20 | $64,017.60 | $574,609.40 | $96,144.20 | $92,473.10 | $827,244.30 |
| May-20 | $67,418.80 | $623,708.70 | $101,548.70 | $99,961.10 | $892,637.30 |
| Jun-20 | $72,064.00 | $674,741.00 | $112,606.00 | $105,471.00 | $964,882.00 |
| Jul-20 | $75,499.40 | $694,959.60 | $116,239.80 | $108,682.00 | $995,380.80 |
| Aug-20 | $76,428.90 | $696,468.50 | $119,727.90 | $115,008.90 | $1,007,634.20 |
| Sep-20 | $79,870.70 | $741,685.80 | $123,214.60 | $119,232.90 | $1,064,004.00 |
| Oct-20 | $81,610.00 | $753,421.00 | $126,777.00 | $121,239.00 | $1,083,047.00 |
| Nov-20 | $81,859.15 | $764,218.05 | $128,933.55 | $121,313.10 | $1,096,323.85 |
| Dec-20 | $80,602.95 | $761,289.10 | $124,871.60 | $120,932.90 | $1,087,696.55 |
| Jan-21 | $77,866.00 | $679,384.00 | $118,311.00 | $109,546.00 | $985,107.00 |
| Feb-21 | $75,226.00 | $706,292.00 | $120,745.00 | $112,365.00 | $1,014,628.00 |
| Mar-21 | $85,204.00 | $774,047.00 | $129,272.00 | $123,731.00 | $1,112,254.00 |
| Apr-21 | $85,174.20 | $784,085.50 | $129,920.60 | $125,074.30 | $1,124,254.60 |
| May-21 | $92,501.90 | $841,164.20 | $144,386.40 | $137,053.00 | $1,215,105.50 |
| Jun-21 | $88,470.00 | $803,554.00 | $139,773.00 | $133,322.00 | $1,165,119.00 |
| Jul-21 | $86,596.00 | $853,488.20 | $134,617.00 | $131,238.20 | $1,205,939.40 |
| Aug-21 | $93,611.00 | $851,847.60 | $148,137.90 | $141,701.20 | $1,235,297.70 |
| Sep-21 | $93,727.50 | $904,930.30 | $148,398.20 | $141,163.20 | $1,288,219.20 |
| Oct-21 | $107,422.00 | $1,030,923.00 | $163,852.00 | $154,925.00 | $1,457,122.00 |
| Nov-21 | $118,542.85 | $1,036,196.90 | $182,059.30 | $171,407.05 | $1,508,206.10 |
| Dec-21 | $117,354.85 | $1,076,885.35 | $181,374.40 | $171,996.95 | $1,547,611.55 |
| Jan-22 | $106,256.53 | $980,250.46 | $164,808.88 | $157,096.19 | $1,408,412.05 |
| Feb-22 | $108,066.35 | $996,892.29 | $167,609.83 | $159,787.07 | $1,432,355.55 |
| Mar-22 | $109,701.02 | $1,011,923.62 | $170,139.73 | $162,217.55 | $1,453,981.93 |
| Apr-22 | $111,510.85 | $1,028,565.45 | $172,940.69 | $164,908.44 | $1,477,925.42 |
| May-22 | $113,262.28 | $1,044,670.44 | $175,651.30 | $167,512.52 | $1,501,096.54 |
| Jun-22 | $115,072.11 | $1,061,312.27 | $178,452.25 | $170,203.40 | $1,525,040.03 |
| Jul-22 | $116,823.54 | $1,077,417.27 | $181,162.86 | $172,807.48 | $1,548,211.16 |
| Aug-22 | $118,633.37 | $1,094,059.10 | $183,963.82 | $175,498.37 | $1,572,154.65 |
| Sep-22 | $120,443.19 | $1,110,700.93 | $186,764.78 | $178,189.25 | $1,596,098.14 |
| Oct-22 | $122,194.62 | $1,126,805.92 | $189,475.38 | $180,793.34 | $1,619,269.26 |
| Nov-22 | $124,004.45 | $1,143,447.75 | $192,276.34 | $183,484.22 | $1,643,212.76 |
| Dec-22 | $125,755.88 | $1,159,552.75 | $194,986.94 | $186,088.30 | $1,666,383.88 |
| Jan-23 | $127,565.71 | $1,176,194.57 | $197,787.90 | $188,779.19 | $1,690,327.37 |
| Feb-23 | $129,375.53 | $1,192,836.40 | $200,588.86 | $191,470.07 | $1,714,270.86 |
| Mar-23 | $131,010.20 | $1,207,867.73 | $203,118.76 | $193,900.55 | $1,735,897.24 |
| Apr-23 | $132,820.02 | $1,224,509.56 | $205,919.72 | $196,591.43 | $1,759,840.74 |
| May-23 | $134,571.46 | $1,240,614.56 | $208,630.32 | $199,195.51 | $1,783,011.86 |
| Jun-23 | $136,381.28 | $1,257,256.39 | $211,431.28 | $201,886.40 | $1,806,955.35 |
| Jul-23 | $138,132.72 | $1,273,361.38 | $214,141.89 | $204,490.48 | $1,830,126.47 |
| Aug-23 | $139,942.54 | $1,290,003.21 | $216,942.84 | $207,181.37 | $1,854,069.96 |
| Sep-23 | $141,752.36 | $1,306,645.04 | $219,743.80 | $209,872.25 | $1,878,013.46 |
| Oct-23 | $143,503.80 | $1,322,750.04 | $222,454.41 | $212,476.33 | $1,901,184.58 |
| Nov-23 | $145,313.62 | $1,339,391.86 | $225,255.37 | $215,167.22 | $1,925,128.07 |
| Dec-23 | $147,065.06 | $1,355,496.86 | $227,965.97 | $217,771.30 | $1,948,299.19 |
| Jan-24 | $148,874.88 | $1,372,138.69 | $230,766.93 | $220,462.18 | $1,972,242.69 |
| Feb-24 | $150,684.70 | $1,388,780.52 | $233,567.89 | $223,153.07 | $1,996,186.18 |
| Mar-24 | $152,377.76 | $1,404,348.68 | $236,188.14 | $225,670.35 | $2,018,584.93 |
| Apr-24 | $154,187.58 | $1,420,990.51 | $238,989.10 | $228,361.23 | $2,042,528.42 |
| May-24 | $155,939.02 | $1,437,095.50 | $241,699.70 | $230,965.31 | $2,065,699.54 |
| Jun-24 | $157,748.84 | $1,453,737.33 | $244,500.66 | $233,656.20 | $2,089,643.04 |
| Jul-24 | $159,500.28 | $1,469,842.33 | $247,211.27 | $236,260.28 | $2,112,814.16 |
| Aug-24 | $161,310.10 | $1,486,484.16 | $250,012.23 | $238,951.17 | $2,136,757.65 |
| Sep-24 | $163,119.92 | $1,503,125.99 | $252,813.18 | $241,642.05 | $2,160,701.14 |
| Oct-24 | $164,871.36 | $1,519,230.98 | $255,523.79 | $244,246.13 | $2,183,872.27 |
| Nov-24 | $166,681.18 | $1,535,872.81 | $258,324.75 | $246,937.02 | $2,207,815.76 |
| Dec-24 | $168,432.62 | $1,551,977.81 | $261,035.35 | $249,541.10 | $2,230,986.88 |
| Total | $7,582,981.21 | **$69,957,454.01** | $11,761,790.37 | $11,210,581.73 | $100,512,807.32 |

NOTE – Highest revenue came from Electronics category.

* **Table – 9 *Electronics breakdown*** across all regions ***by subcategories*** (Actual – 2019 to 2021 ; Forecast – 2022 to 2024)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Subcategory** | **Audio Equipment** | **Cameras** | **Computers** | **Miscellaneous** | **TV's** | **Video Equipment** | **Total** |
| Jan-19 | $53,300.00 | $69,310.00 | $32,410.00 | $69,878.00 | $54,325.00 | $75,110.00 | $354,333.00 |
| Feb-19 | $66,390.00 | $98,370.00 | $31,401.00 | $83,402.00 | $63,559.00 | $81,860.00 | $424,982.00 |
| Mar-19 | $54,830.00 | $78,010.00 | $30,250.00 | $75,668.00 | $66,751.00 | $91,780.00 | $397,289.00 |
| Apr-19 | $57,327.00 | $89,206.00 | $36,080.80 | $84,270.80 | $64,660.80 | $85,981.00 | $417,526.40 |
| May-19 | $76,173.00 | $107,528.00 | $37,006.60 | $81,912.60 | $68,031.90 | $99,830.00 | $470,482.10 |
| Jun-19 | $75,380.00 | $112,270.00 | $44,206.00 | $92,042.00 | $77,634.00 | $99,980.00 | $501,512.00 |
| Jul-19 | $74,510.00 | $90,172.00 | $32,703.60 | $104,492.40 | $88,091.80 | $95,524.00 | $485,493.80 |
| Aug-19 | $75,951.00 | $104,018.00 | $44,633.70 | $96,038.80 | $91,082.50 | $113,826.00 | $525,550.00 |
| Sep-19 | $100,018.00 | $115,802.00 | $49,841.70 | $106,794.00 | $105,564.90 | $127,584.00 | $605,604.60 |
| Oct-19 | $85,260.00 | $117,860.00 | $47,465.00 | $115,566.00 | $89,571.00 | $99,810.00 | $555,532.00 |
| Nov-19 | $98,396.00 | $108,833.00 | $43,864.25 | $110,399.00 | $90,225.45 | $136,538.00 | $588,255.70 |
| Dec-19 | $105,869.50 | $146,397.00 | $57,496.50 | $129,721.50 | $115,591.05 | $146,206.50 | $701,282.05 |
| Jan-20 | $84,820.00 | $122,780.00 | $35,949.00 | $82,218.00 | $89,495.00 | $107,870.00 | $523,132.00 |
| Feb-20 | $101,900.00 | $121,190.00 | $49,141.00 | $114,018.00 | $85,326.00 | $118,030.00 | $589,605.00 |
| Mar-20 | $91,470.00 | $135,480.00 | $48,013.00 | $111,434.00 | $102,867.00 | $133,560.00 | $622,824.00 |
| Apr-20 | $84,424.00 | $114,291.00 | $45,597.60 | $112,022.00 | $92,221.80 | $126,053.00 | $574,609.40 |
| May-20 | $93,521.00 | $131,533.00 | $48,673.70 | $119,437.40 | $94,342.60 | $136,201.00 | $623,708.70 |
| Jun-20 | $100,430.00 | $145,220.00 | $51,112.00 | $137,630.00 | $98,009.00 | $142,340.00 | $674,741.00 |
| Jul-20 | $111,426.00 | $143,928.00 | $53,346.20 | $134,842.00 | $110,319.40 | $141,098.00 | $694,959.60 |
| Aug-20 | $120,757.00 | $144,740.00 | $50,980.80 | $124,617.20 | $100,635.50 | $154,738.00 | $696,468.50 |
| Sep-20 | $105,514.00 | $158,867.00 | $59,671.30 | $141,569.00 | $112,624.50 | $163,440.00 | $741,685.80 |
| Oct-20 | $106,970.00 | $168,620.00 | $59,218.00 | $142,564.00 | $110,909.00 | $165,140.00 | $753,421.00 |
| Nov-20 | $112,427.00 | $158,238.00 | $57,621.05 | $154,005.80 | $129,553.20 | $152,373.00 | $764,218.05 |
| Dec-20 | $122,944.50 | $162,850.00 | $55,665.10 | $136,375.10 | $119,572.90 | $163,881.50 | $761,289.10 |
| Jan-21 | $113,590.00 | $140,980.00 | $54,166.00 | $134,966.00 | $102,952.00 | $132,730.00 | $679,384.00 |
| Feb-21 | $104,590.00 | $138,240.00 | $54,510.00 | $136,692.00 | $98,380.00 | $173,880.00 | $706,292.00 |
| Mar-21 | $117,530.00 | $149,400.00 | $61,892.00 | $156,640.00 | $132,495.00 | $156,090.00 | $774,047.00 |
| Apr-21 | $117,479.00 | $179,657.00 | $62,993.30 | $144,214.20 | $121,342.00 | $158,400.00 | $784,085.50 |
| May-21 | $131,375.00 | $175,789.00 | $69,446.00 | $168,370.80 | $129,452.40 | $166,731.00 | $841,164.20 |
| Jun-21 | $136,730.00 | $153,430.00 | $63,110.00 | $162,756.00 | $136,148.00 | $151,380.00 | $803,554.00 |
| Jul-21 | $116,636.00 | $199,762.00 | $68,036.60 | $152,801.60 | $120,208.00 | $196,044.00 | $853,488.20 |
| Aug-21 | $126,373.00 | $169,876.00 | $67,114.00 | $174,408.20 | $127,969.40 | $186,107.00 | $851,847.60 |
| Sep-21 | $144,185.00 | $187,425.00 | $71,908.90 | $178,903.20 | $134,600.20 | $187,908.00 | $904,930.30 |
| Oct-21 | $174,330.00 | $198,530.00 | $80,657.00 | $190,270.00 | $171,016.00 | $216,120.00 | $1,030,923.00 |
| Nov-21 | $174,396.00 | $204,313.00 | $90,718.40 | $200,569.00 | $167,832.00 | $198,368.50 | $1,036,196.90 |
| Dec-21 | $165,610.00 | $218,232.50 | $82,097.40 | $210,447.90 | $174,546.55 | $225,951.00 | $1,076,885.35 |
| Jan-22 | $154,154.64 | $201,376.19 | $77,385.57 | $189,735.96 | $152,846.71 | $204,751.38 | $980,250.46 |
| Feb-22 | $156,852.61 | $204,718.07 | $78,694.11 | $193,032.25 | $155,388.68 | $208,206.57 | $996,892.29 |
| Mar-22 | $159,289.49 | $207,736.55 | $79,876.02 | $196,009.55 | $157,684.64 | $211,327.37 | $1,011,923.62 |
| Apr-22 | $161,987.46 | $211,078.44 | $81,184.56 | $199,305.84 | $160,226.61 | $214,782.56 | $1,028,565.45 |
| May-22 | $164,598.39 | $214,312.52 | $82,450.89 | $202,495.79 | $162,686.57 | $218,126.28 | $1,044,670.44 |
| Jun-22 | $167,296.36 | $217,654.40 | $83,759.43 | $205,792.08 | $165,228.53 | $221,581.46 | $1,061,312.27 |
| Jul-22 | $169,907.30 | $220,888.48 | $85,025.76 | $208,982.04 | $167,688.50 | $224,925.18 | $1,077,417.27 |
| Aug-22 | $172,605.27 | $224,230.37 | $86,334.30 | $212,278.33 | $170,230.46 | $228,380.37 | $1,094,059.10 |
| Sep-22 | $175,303.24 | $227,572.25 | $87,642.84 | $215,574.62 | $172,772.42 | $231,835.55 | $1,110,700.93 |
| Oct-22 | $177,914.18 | $230,806.33 | $88,909.17 | $218,764.58 | $175,232.39 | $235,179.27 | $1,126,805.92 |
| Nov-22 | $180,612.15 | $234,148.22 | $90,217.71 | $222,060.87 | $177,774.35 | $238,634.45 | $1,143,447.75 |
| Dec-22 | $183,223.09 | $237,382.30 | $91,484.04 | $225,250.83 | $180,234.31 | $241,978.18 | $1,159,552.75 |
| Jan-23 | $185,921.06 | $240,724.19 | $92,792.58 | $228,547.12 | $182,776.28 | $245,433.36 | $1,176,194.57 |
| Feb-23 | $188,619.03 | $244,066.07 | $94,101.12 | $231,843.41 | $185,318.24 | $248,888.54 | $1,192,836.40 |
| Mar-23 | $191,055.91 | $247,084.55 | $95,283.03 | $234,820.70 | $187,614.21 | $252,009.35 | $1,207,867.73 |
| Apr-23 | $193,753.87 | $250,426.43 | $96,591.57 | $238,116.99 | $190,156.17 | $255,464.53 | $1,224,509.56 |
| May-23 | $196,364.81 | $253,660.51 | $97,857.90 | $241,306.95 | $192,616.13 | $258,808.25 | $1,240,614.56 |
| Jun-23 | $199,062.78 | $257,002.40 | $99,166.44 | $244,603.24 | $195,158.10 | $262,263.43 | $1,257,256.39 |
| Jul-23 | $201,673.72 | $260,236.48 | $100,432.77 | $247,793.20 | $197,618.06 | $265,607.16 | $1,273,361.38 |
| Aug-23 | $204,371.69 | $263,578.36 | $101,741.31 | $251,089.49 | $200,160.02 | $269,062.34 | $1,290,003.21 |
| Sep-23 | $207,069.66 | $266,920.25 | $103,049.85 | $254,385.78 | $202,701.99 | $272,517.52 | $1,306,645.04 |
| Oct-23 | $209,680.60 | $270,154.33 | $104,316.18 | $257,575.73 | $205,161.95 | $275,861.24 | $1,322,750.04 |
| Nov-23 | $212,378.57 | $273,496.21 | $105,624.72 | $260,872.02 | $207,703.92 | $279,316.42 | $1,339,391.86 |
| Dec-23 | $214,989.51 | $276,730.30 | $106,891.05 | $264,061.98 | $210,163.88 | $282,660.15 | $1,355,496.86 |
| Jan-24 | $217,687.48 | $280,072.18 | $108,199.59 | $267,358.27 | $212,705.84 | $286,115.33 | $1,372,138.69 |
| Feb-24 | $220,385.45 | $283,414.07 | $109,508.13 | $270,654.56 | $215,247.81 | $289,570.51 | $1,388,780.52 |
| Mar-24 | $222,909.35 | $286,540.34 | $110,732.25 | $273,738.19 | $217,625.77 | $292,802.78 | $1,404,348.68 |
| Apr-24 | $225,607.32 | $289,882.23 | $112,040.79 | $277,034.48 | $220,167.73 | $296,257.96 | $1,420,990.51 |
| May-24 | $228,218.26 | $293,116.31 | $113,307.12 | $280,224.44 | $222,627.70 | $299,601.68 | $1,437,095.50 |
| Jun-24 | $230,916.23 | $296,458.20 | $114,615.66 | $283,520.73 | $225,169.66 | $303,056.86 | $1,453,737.33 |
| Jul-24 | $233,527.17 | $299,692.28 | $115,881.99 | $286,710.68 | $227,629.63 | $306,400.58 | $1,469,842.33 |
| Aug-24 | $236,225.14 | $303,034.16 | $117,190.53 | $290,006.97 | $230,171.59 | $309,855.77 | $1,486,484.16 |
| Sep-24 | $238,923.11 | $306,376.05 | $118,499.07 | $293,303.26 | $232,713.55 | $313,310.95 | $1,503,125.99 |
| Oct-24 | $241,534.05 | $309,610.13 | $119,765.40 | $296,493.22 | $235,173.52 | $316,654.67 | $1,519,230.98 |
| Nov-24 | $244,232.02 | $312,952.01 | $121,073.94 | $299,789.51 | $237,715.48 | $320,109.85 | $1,535,872.81 |
| Dec-24 | $246,842.96 | $316,186.09 | $122,340.27 | $302,979.47 | $240,175.44 | $323,453.58 | $1,551,977.81 |
| Total | $10,998,525.96 | $14,374,465.75 | $5,522,965.09 | $13,538,069.64 | $10,910,172.68 | $14,613,254.89 | $69,957,454.01 |

**Appendix C – Graphs A : Actual and Forecasted revenue per Region (Method – Linear Forecast)**

**Appendix C – Graphs B : Actual and Forecasted revenue per Category (Method – Linear Forecast)**

**Appendix C – Graphs C : Actual and Forecasted revenue *per Sub-Category***

**Appendix D - Reference**

|  |  |  |
| --- | --- | --- |
| **Reference** | **Document Type** | **Work Cited Entry** |
| **1** | Article in an  online  Newspaper | Jessica Young, “US ecommerce grows 14.2% in 2021”,Digital Commerce 360, February 18, 2022, <https://www.digitalcommerce360.com/article/us-ecommerce-sales/> |
| 2 | Article in an  online  Newspaper | Regan McPhee, “Consumer Trends Report: Shopping Habits By Generation”,Jungle Scout, June 29, 2020, <https://www.junglescout.com/blog/millennial-shopping-habits/> |
| 3 | Article in an  online  Newspaper | Unknown. “The Global Economy: on Track for Strong but Uneven Growth as COVID-19 Still Weighs”, The World Bank.,June 8, 2021, <https://www.worldbank.org/en/news/feature/2021/06/08/the-global-economy-on-track-for-strong-but-uneven-growth-as-covid-19-still-weighs> |
| 4 | Article in an  online  Newspaper | Hamza Shaban, “*The pandemic’s home-workout revolution may be here to stay*”, January 7, 2021 <https://www.washingtonpost.com/road-to-recovery/2021/01/07/home-fitness-boom/> |
| 5 | Article in an online newspaper | Unknown, “THE PROPOSED 2022 FEDERAL BUDGET: PLANNING OPPORTUNITIES FOR BUSINESS OWNERS”, *Northern Trust* ,Date – unknown, <https://www.northerntrust.com/ntlanding/wm/institute/articles/the-proposed-2022-federal-budget-planning-opportunities-for-business-owners/index.html> |

**Appendix E – Excel Sheet (for Analysis)**

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