O2O Store Operation Analysis Report

"Note: The source data and original visualizations are in Chinese as this project was conducted for the Mainland China market. All analysis, insights, and strategic recommendations are presented in English."
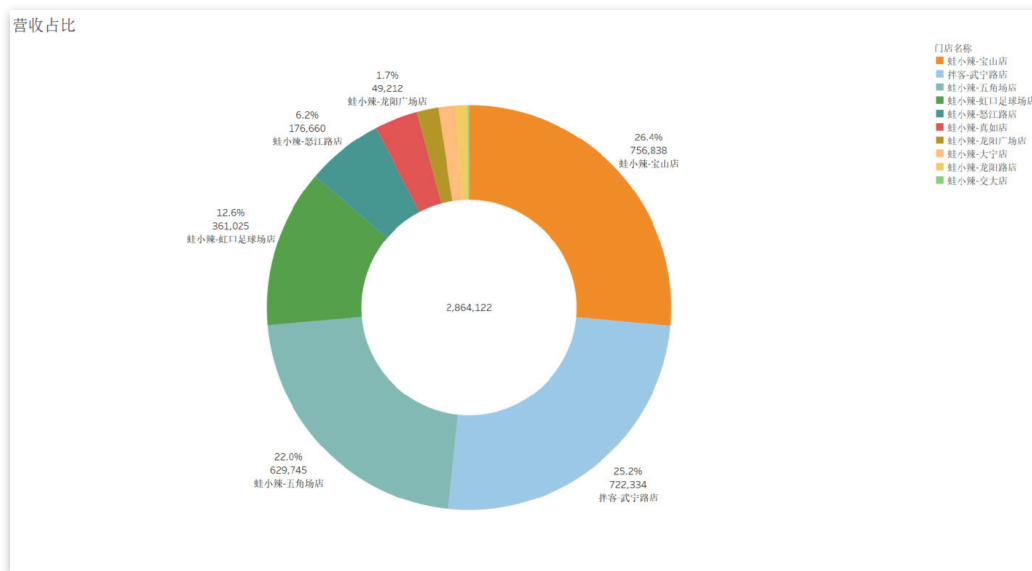
Revenue Analysis

Cumulative GMV reached 2.86M RMB, with Net Revenue of 1.03M RMB. The Net Revenue Rate is only 36%.

- **Scope:** Operated **2 brands** and **10 store branches** between Oct 2019 and Sep 2020.
- **Operational Metrics:** Total operating days: 345. Total orders: 51,000. Average Revenue Per Order (ARPU) is **20 RMB**, which is within a normal range.
- **Critical Issue:** The **Daily Average Net Revenue per Store is only 299 RMB**. This is insufficient to support normal business operations and requires immediate improvement.

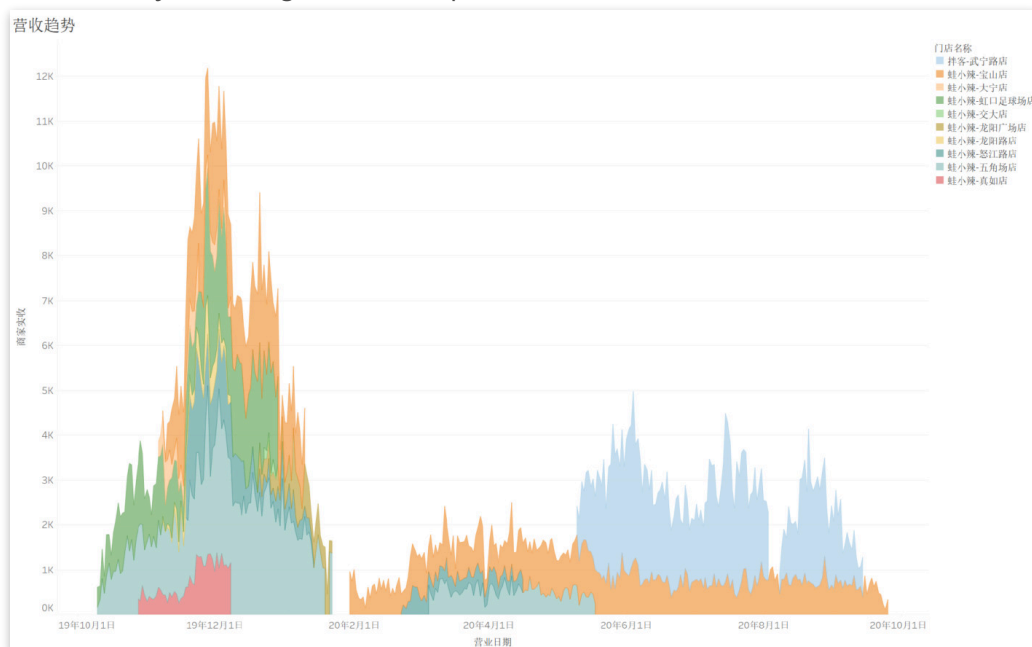| 经营总览																				
品牌名称	门店名称	门店数量	经营天数	GMV	下单人数	商家实收	实收占比	天均实收	总订单数	单均实收	Cpc总费用	商家补贴	平台补贴	补贴占比	曝光人数	自然曝光..	自然进店..	自然进店..	下单/进店..	进店/曝光..
拌客	拌客-武..	1	124	722,334	14,326	241,166	33.4%	1,945	15,025	16	27,075	396,108	43,688	54.8%	836,912	581,711	41,065	73.7%	25.7%	6.7%
蛙小辣	蛙小辣-..	1	304	756,838	11,834	285,965	37.8%	941	12,265	23	25,534	389,719	32,439	51.5%	783,963	469,416	44,022	67.6%	18.2%	8.3%
	蛙小辣-..	1	179	629,745	10,427	232,686	36.9%	1,300	10,798	22	20,413	327,380	36,702	52.0%	698,993	460,658	40,635	71.4%	18.3%	8.1%
	蛙小辣-..	1	81	361,025	6,245	123,028	34.1%	1,519	6,460	19	16,643	201,002	24,152	55.7%	398,486	224,660	25,895	69.0%	16.6%	9.4%
	蛙小辣-..	1	113	176,660	3,134	70,726	40.0%	626	3,344	21	5,217	87,573	21,388	49.6%	211,229	147,136	13,668	76.3%	17.5%	8.5%
	蛙小辣-..	1	42	99,092	1,669	31,099	31.4%	740	1,742	18	4,791	58,468	7,160	59.0%	107,645	63,680	6,207	63.1%	17.0%	9.1%
	蛙小辣-..	1	34	49,212	791	19,143	38.9%	563	842	23	1,952	24,776	4,983	50.3%	61,926	42,755	3,118	71.1%	18.0%	7.1%
	蛙小辣-..	1	32	39,530	618	15,950	40.3%	498	636	25	2,046	19,416	1,765	49.1%	64,090	45,052	3,509	72.7%	12.8%	7.5%
	蛙小辣-..	1	31	27,188	439	11,045	40.6%	356	458	24	538	13,356	1,706	49.1%	65,211	60,735	4,132	91.4%	9.7%	6.9%
	蛙小辣-..	1	7	2,458	37	1,064	42.6%	152	47	23	74	1,158	107	46.4%	4,185	3,382	266	84.7%	11.8%	7.5%
总和		10	345	2,864,122	49,520	1,031,872	36.0%	299	51,617	20	104,283	1,518,956	174,090	53.0%	3,232,640	2,099,185	182,517	71.0%	19.3%	8.0%

Significant imbalance in performance. The top 4 stores contribute 86% of revenue, while the bottom 4 contribute only 14%.

- **Top 4 Stores:**
  - WaXiaoLa – Baoshan Store: 26%
  - BanKe – Wuning Road Store: 25%
  - WaXiaoLa – Wujiaochang Store: 22%
  - WaXiaoLa – Hongkou Football Stadium Store: 13%
- **Bottom 3 Stores:** WaXiaoLa Daning, Longyang Road, and Jiaotong University stores combined account for only **2%** of cumulative revenue.
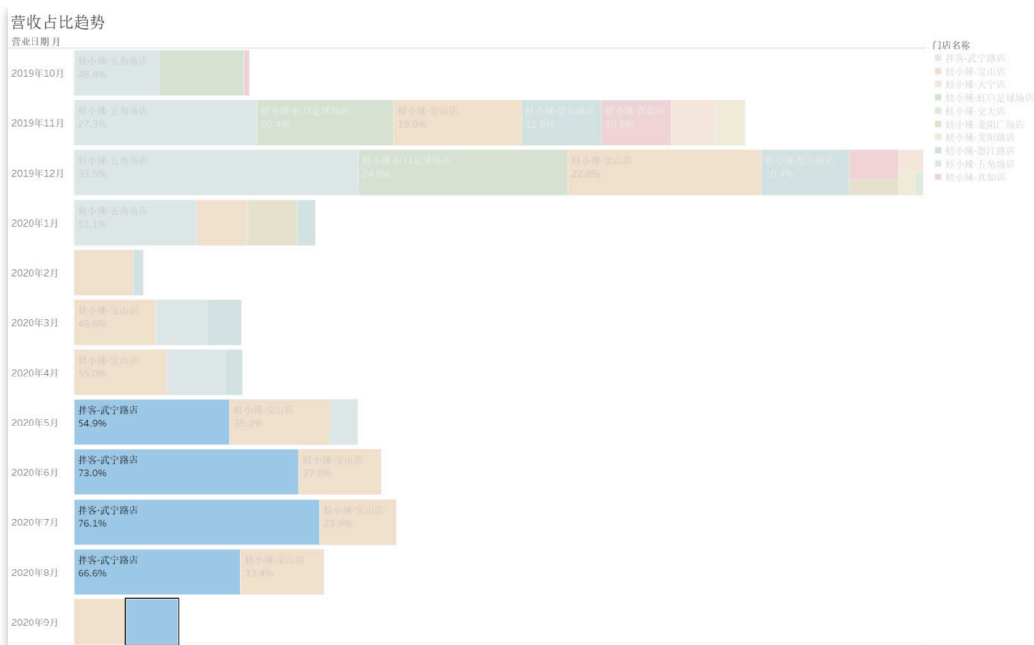
营收占比

Overall revenue was heavily impacted by the 2020 pandemic and showed no significant recovery post-pandemic.

- **Trend:** Net revenue peaked in Dec 2019 but declined continuously through Jan 2020. Growth only resumed after the opening of the *BanKe* store on May 10, 2020.
- **Survival Rate:** Only **3 out of 9** *WaXiaoLa* stores resumed operations after the Lunar New Year 2020. Ultimately, only the *Baoshan Store* survived. The company faces major challenges in store expansion and retention.
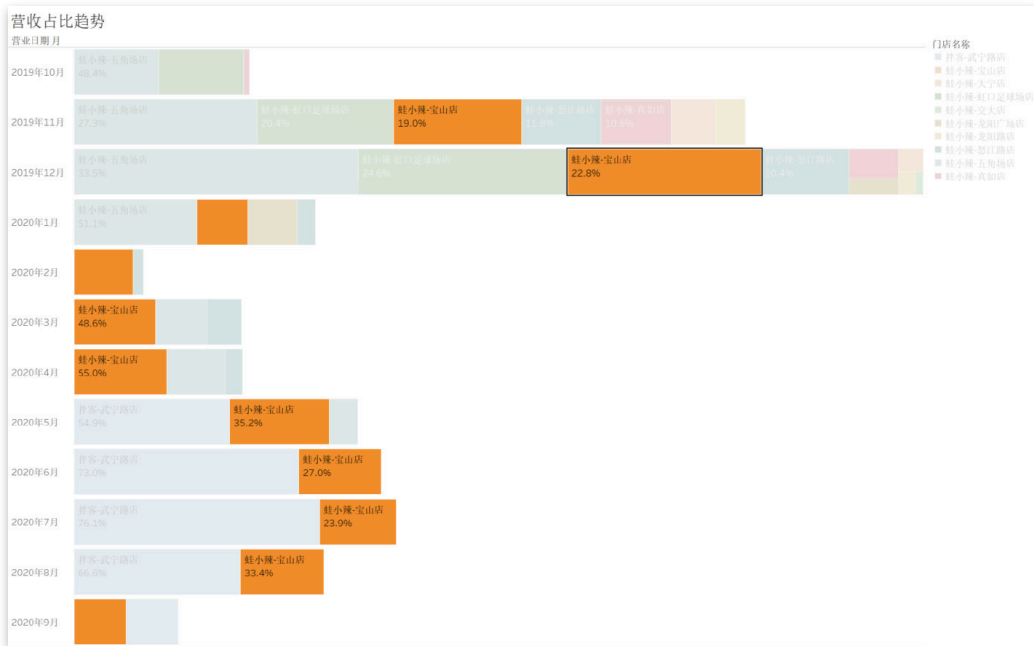

营收趋势

BanKe - Wuning Rd: Ranked No.1 in revenue contribution for 4 consecutive months since opening in May 2020
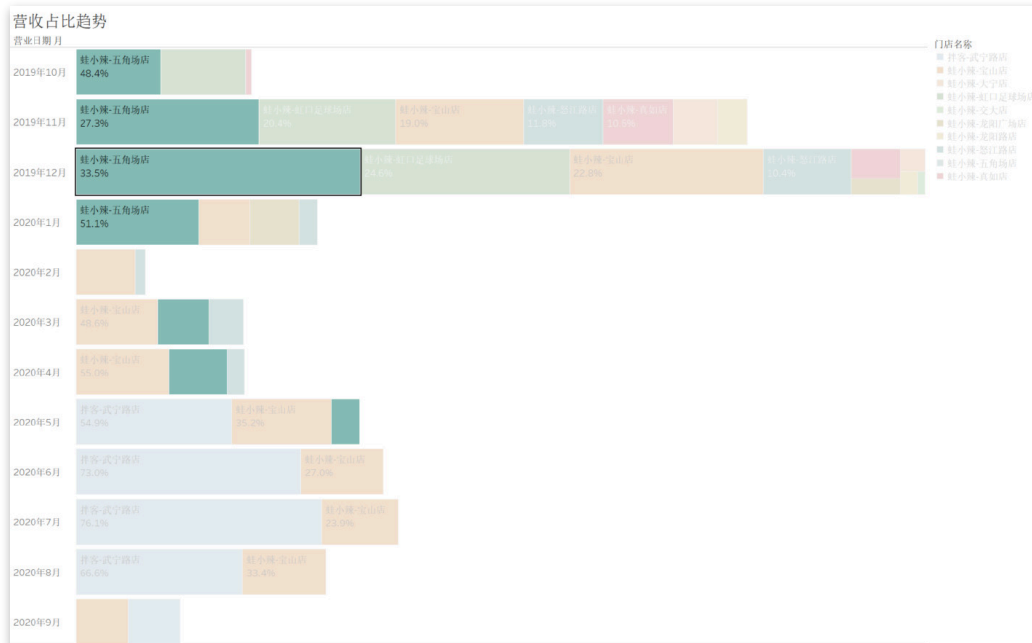
- In September, its revenue matched the entire *WaXiaoLa* brand. (Historical High: 70k RMB in July).
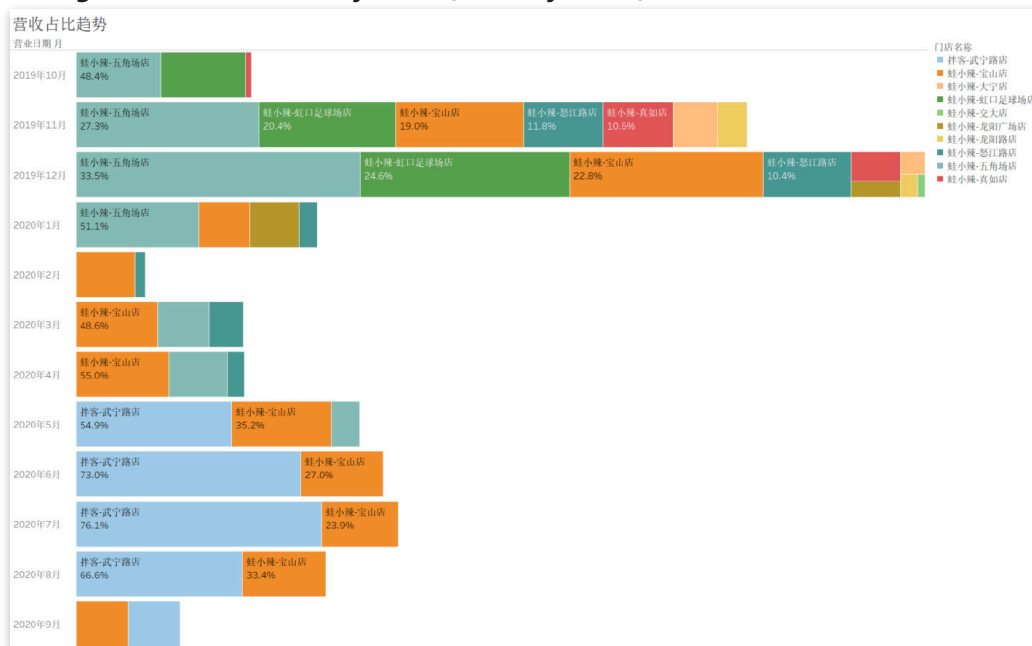
- **WaXiaoLa - Baoshan:** Consistently ranked in the Top 3 since Nov 2019. (Historical High: 55k RMB in Dec 2019).

- **WaXiaoLa - Wujiaochang:** Previously the top contributor (Historical High: 81k RMB in Dec 2019). Suspended operations in Feb 2020, reopened in March, but permanently closed in May.

- **Figure: Revenue Share by Store (Monthly Trend)**

Cost Analysis

High Subsidy Rate: Merchant subsidies consistently exceed net revenue. The subsidy ratio is as high as 52.4%!

- CPC (Cost Per Click) advertising spend is low. Paid marketing was essentially halted during the pandemic and after August 2020.
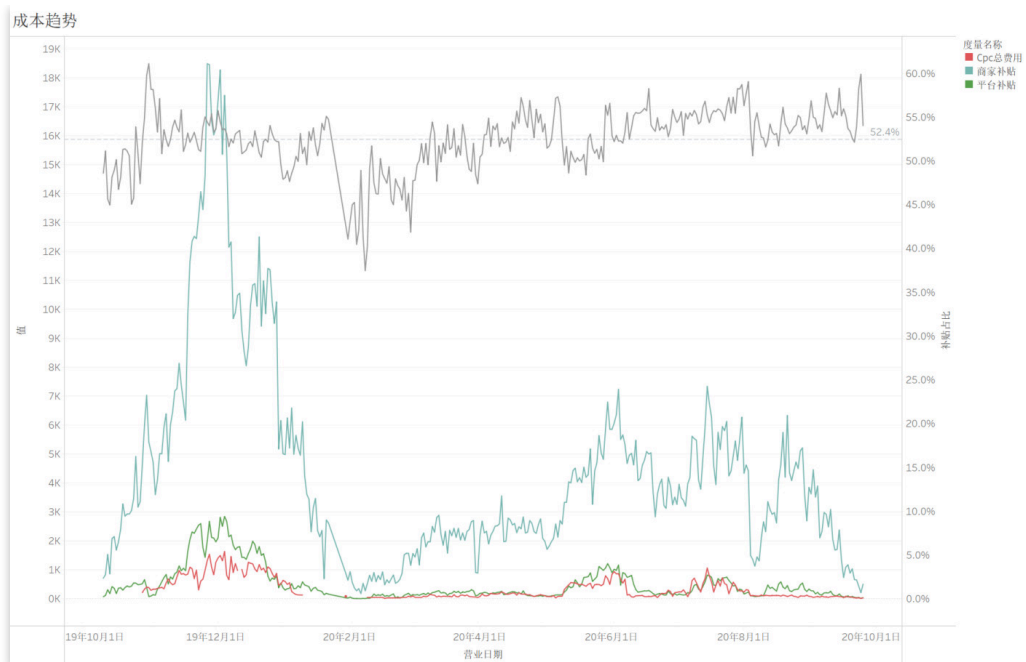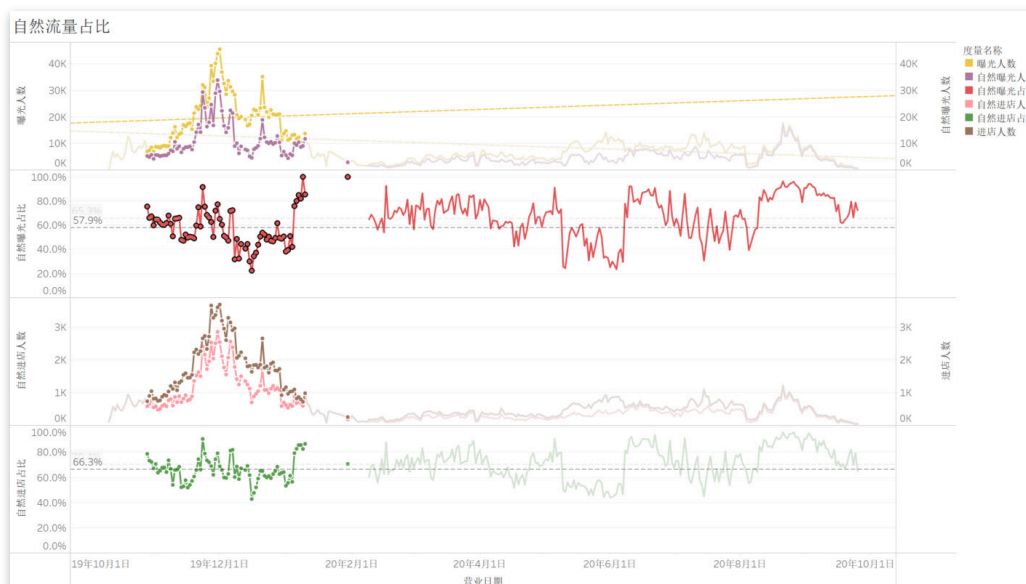
成本趋势

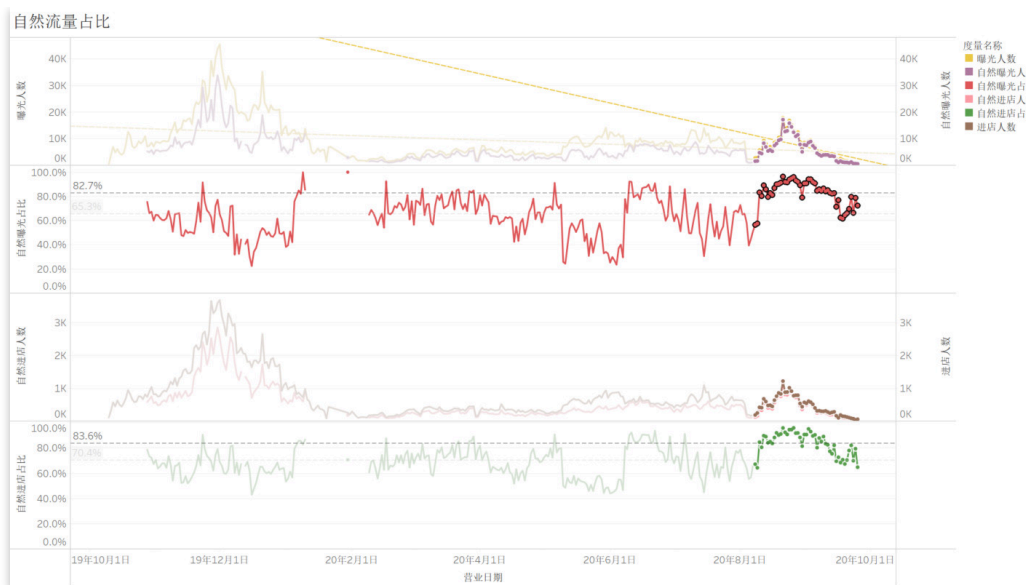Chart Legend: **Orange Line** = Subsidy Cost, **Blue Line** = Net Revenue.

Traffic Analysis

While the share of Organic Traffic is rising, Total Traffic Volume is declining. A strategy relying solely on organic traffic requires caution.

- **Early Phase (Oct 2019 - Jan 2020):** Low organic traffic share (Exposure: 57.3%, Visit: 66.3%), but overall exposure trended **upward**.
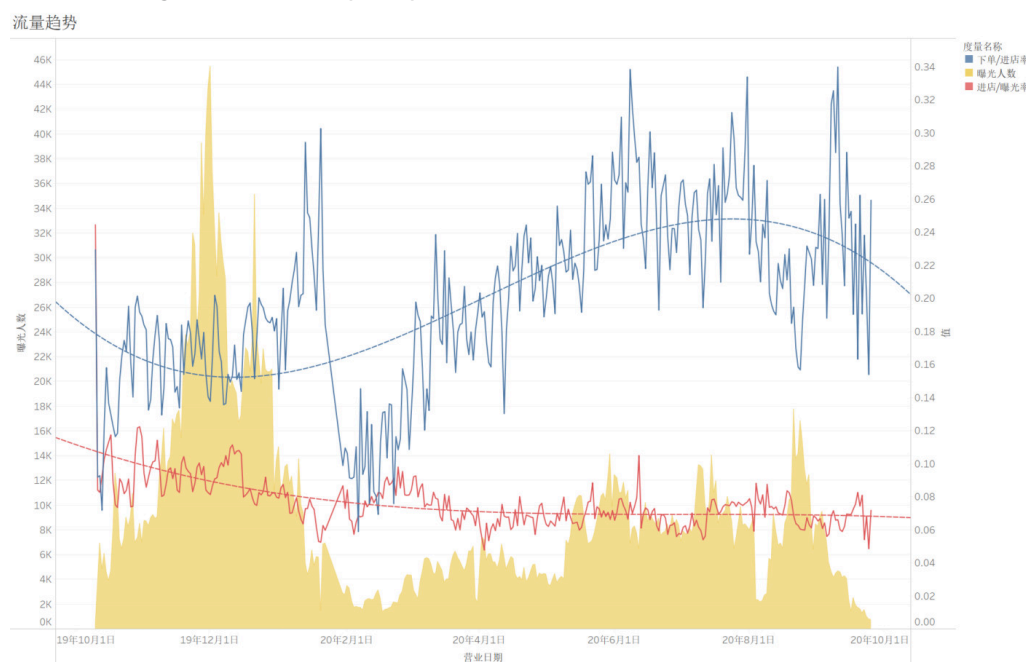

自然流量占比

- **Late Phase (Post-Aug 10, 2020):** High organic traffic share (Exposure: 83.8%, Visit: 84.4%), but overall exposure trended **downward** after a brief spike.

自然流量占比

The "Visit-to-Order" conversion rate recovered post-pandemic but has recently declined. Attention is needed.

- The "Exposure-to-Visit" conversion rate has slowly declined since inception, stabilizing at around **7%** post-pandemic.

流量趋势

Strategic Recommendations

1. **Optimize Subsidy Structure:** Reduce the high subsidy ratio and focus on converting budget into actual Net Revenue.
2. **Stabilize Conversion:** Reference pre-pandemic strategies to stabilize the conversion funnel and ensure traffic efficiency.
3. **Revitalize Paid Traffic:** Re-allocate budget to CPC advertising to drive overall traffic growth (Organic alone is insufficient).
4. **Brand & Product:** Enhance brand awareness and product competitiveness to ensure sustainable growth (avoid exploiting franchisees).