ZSell Brand Report

INDEPENDENT STRUCTURAL ASSESSMENT · AMAZON CHANNEL

Subject	Northbourne Supply Co.
Prepared for	Prospective acquirer — sample
Report date	November 5, 2026
Report ID	BDD-2026-1226-76F6 · v1.0
Markets	1 Amazon locale
Questions	support@zsell.ai



SCAN TO VERIFY

THE VERDICT

STRUCTURAL SUMMARY

BRAND & OPERATOR

Northbourne Supply Co.

Northbourne Supply Co. Ltd

FOOTPRINT

US

0 families / 64 ASINs

STRUCTURAL SNAPSHOT

Buy-box control	2 accounts	⚑
Concentration	30 niches	◆
Brand Registry	not assessed	--
Tenure	not assessed	--
Trajectory	measured	◆

Open flags: **1** (Control & identity) · Not assessed: **5**

STRUCTURAL SUMMARY

Genuinely diversified across 30 niches with clean channel control and rising rank on the load-bearing lines.

WHAT'S FIXABLE

Nothing structural to repair

NEXT STEP

Confirm the long tail is deliberate range

CHECKS RUN & ATTRIBUTED

The Checks

	DIMENSION	STATUS	EVIDENCE
✓	**Identity resolved**	Checked	Brand de-anonymised to its selling entity and ASIN footprint
⚑	**Control & identity**	Flag	2 accounts carry the brand — weigh against the revenue each touches
--	**Revenue (measurable channel)**	Not assessed	No listing publishes a monthly purchase volume, so the channel revenue could not be measured
◆	**Concentration**	Measured	Revenue and catalog spread across 30 niches — see the findings for the share each carries
--	**Brand Registry**	Not assessed	No listing brand-store reading was returned on this run; legal IP ownership and disputes are post-LOI DD scope
--	**Custody & manner of use**	Not assessed	No listing first-seen date was read on this run; ownership-change not reconstructed
--	**Shock-event history**	Not assessed	No availability or rank history was returned for the top listings on this run
✓	**Competitive position**	Checked	Category rank and the incumbents ranked above the brand were measured
◆	**Growth trajectory**	Measured	Realized Amazon-measured demand momentum from the Keepa history — see the record, dated
--	**Upkeep & review integrity**	Not assessed	No fulfilment or review-depth signal was returned for this run
○	**Category / platform risk**	Note	Amazon policy, gating and fee shifts are category-wide and not brand-specific; weigh against the niches the brand sells in

✓ checked / clean · ⚑ flag · ◆ measured (no pass/fail) · ○ note · -- not assessed. A clean line is a finding: the dimension was run and attributed. A "not assessed" line is where other diligence picks up.

Risk Register

Material risks consolidated for triage. Severity reflects the revenue at stake in the brand's Amazon channel.

RISK	SEVERITY	EVIDENCE	REMEDIATION HORIZON
Long-tail margin drag	Note	Bottom ~40 of 64 products each under 1% of measured revenue	A year: pruning or bundling the tail works through on a catalog cycle.

THE FINDINGS

FINDING

Catalog Footprint

THE NUMBERS

—	64	30	—
Products not counted	ASINs	Niches	Buy box not measured
US · as of November 5, 2026	US · as of November 5, 2026	US · as of November 5, 2026	US · as of November 5, 2026

THE READ

Northbourne Supply Co. is a genuinely diversified home-organization catalog: 64 listings resolving to 64 distinct products across 30 browse classifications, with no single load-bearing product. This is a portfolio rather than a product line, and the structural pattern is horizontal scale rather than a hero product carrying the rest.

⌁ Drawn from the catalog footprint — US · as of November 5, 2026.

FINDING

Competitive Position

THE NUMBERS

Drawer Organizers	#2	1
Lead category	Best category rank	Listings ranked above
US · as of November 5, 2026	in Drawer Organizers	in Drawer Organizers

THE READ

The brand holds meaningful positions in its core niches — a #2 in drawer organizers behind Gridwell, mid-pack in shelf liners — without being dominant anywhere. That is the healthy version of diversification: real presence in many niches rather than a commanding lead in one fragile one.

⌁ Drawn from Exhibits H–K — category position and rivals, in the record.

FINDING

Portfolio Dynamics

THE NUMBERS

+11%

Demand trend, lead category

Drawer Organizers

THE READ

Category demand was not measured; that belongs to separate market research. The brand's own realized units rose across the niches carrying most of its revenue, on a steady listing count, so the growth is per-product rather than the arithmetic of a larger catalog. Sales-rank momentum agrees: most of the revenue-weighted catalog improved position over the period. This is a catalog moving with its categories rather than drifting against them.

⌁ Drawn from Historical Momentum — the Keepa series in the record.

FINDING

Concentration Risk

The top product carries roughly 9% of measured revenue and the top three about 26% — a spread, not a spike. These shares are Amazon-published and measured at the product level rather than per listing, so they are immune to the variant double-counting that inflates estimate-based concentration. On a 64-product catalog, a 9% leader is genuine diversification rather than arithmetic.

⌁ Drawn from the category table (the record).

FINDING

Control Signals

THE NUMBERS

2

Accounts on the brand

non-Amazon · as of November 5, 2026

THE READ

Control is clean across the board: zero multi-seller competition on all 64 listings, no suppressed buy boxes, and brand-registry posture doing its job. There is no quick revenue sitting behind a fixable control fault, because there is no control fault.

⌁ Drawn from the seller census and the buy-box log (the record).

FINDING

Niche Dependence

THE NUMBERS

30

Categories

US · as of November 5, 2026

THE READ

Revenue spreads across 30 browse classifications with no single-category captivity. The largest niche, drawer organizers, carries a share the catalog could absorb losing — which is the practical meaning of diversification, as distinct from simply owning a lot of listings.

⌁ Drawn from the category table (the record).

FINDING

What Is Fixable

Weeks. Nothing is gated. No suppressed listings, no reseller intrusion, and no control defect anywhere across the 64 listings — there is no quick revenue sitting behind a fixable fault.

A year. The long tail. Roughly 40 products each carry under 1% of revenue, diluting merchandising attention without threatening the base. Pruning or bundling is a margin exercise that takes a catalog cycle to work through.

Not fixable by any operator. Nothing. The positions are real, the categories carrying the revenue are intact, and channel control is clean.

Next Steps

> **Open question:** Whether the sub-1% long tail is deliberate range rather than drift, since nothing measured here threatens the revenue base.

These are the questions the data raises but cannot settle from outside — an acquirer would carry them into diligence, an owner would settle them against their own records.

No repair is outstanding. Nothing is gated or contested across the 64 listings, so there is no channel fault to prioritise. The brand-registry and buy-box hygiene protecting them is doing quiet, real work.

The long tail. Whether the ~40 sub-1% products are deliberate range or accumulated drift is the open question. Revenue per product against margin data — which the brand holds and an outside read does not — would settle, line by line, which earn their catalog slot.

Where the evidence points. Drawer organizers and shelf liners show rising realized units, fragmented competition, and improving rank; on the evidence that is where spend compounds, rather than a 65th tail product.

THE RECORD

EXHIBIT

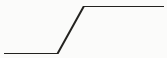
Historical Momentum

Trailing ~12-month trajectory from Keepa — the velocity and control signals a point-in-time snapshot can't show. Sparklines read left-to-right; each self-scales to its own range, so shape is the signal, not absolute level. **Rank is inverted so up = improving position.**

EXHIBIT B — PORTFOLIO MOMENTUM (REVENUE-WEIGHTED, 58 OF 64 ASINS)

SIGNAL	READING
Sales-rank momentum	71% of revenue on rank-improving ASINs (avg +12.0%; negative = position improved)
Buy-box price trajectory	22% of revenue on rising-price ASINs (avg +1.0%)
New-offer drift	5% of revenue on ASINs gaining sellers over the window
Buy-box availability	0% of the window with a gapped buy-box (out-of-stock or suppression — ambiguous, verify)

EXHIBIT C — PER-ASIN TRENDS · HERO PRODUCTS BY REVENUE

ASIN	TITLE	RANK	OFFERS	BUY-BOX PRICE	REVIEWS
B0B2SAMPLE7	Northbourne Bamboo Expandable Drawer Divider (...				

Hero products = top 1 by revenue that carry Keepa history. Rank inverted (up = better); offers and price use natural direction. A dash marks a trend that could not be drawn — too little history, or, in the reviews column, a count that switches between the listing's own reviews and the pooled total Amazon shows across its variation family. That switch looks like a collapse and is not one, so it is left undrawn rather than plotted.

EXHIBIT D — BUY-BOX HOLDERS ON CONTESTED OR NON-BRAND-HELD LISTINGS (LAST 90 DAYS)

No contested listings found. Buy-box hold was measured on 12 of 64 ASINs, and no listing among them showed a competing seller winning the box in the window — consistent with the brand holding the listings that were read. Listings outside that read were not measured.

EXHIBIT

Competitive & Revenue Exhibits

EXHIBIT H — CATEGORY POSITION, DRAWER ORGANIZERS (US)

BEST RANK	BRAND	LISTINGS	HEAD SHARE
#1	Gridwell	1	21%
#2	Northbourne Supply Co. Target	1	17%
#3	Casa Vera	1	12%

A brand appears once, at the position of its **best-ranked** listing, so these are Amazon's own category positions and not consecutive places in a league table — a gap between two rows is another brand's listing, or another listing of a brand already shown. Head share is each brand's rank-weighted share of the listings measured at the top of this category, not of the category's sales.

EXHIBIT I — NICHE FOOTPRINT & CONTROL SIGNALS

NICHE	ASINS	REVENUE	RANK	HHI / FLOOR	SUPPRESSED	DEMAND DATA
Drawer Organizers	6	—	#2	1,400	0	+11% Complete
Shelf Liners	5	—	#4	1,100	0	+4% Complete

*Demand is **this brand's** Amazon-measured units sold in the niche, month over month — not the category's demand, which this report does not measure. Amazon publishes units in brackets ("100+ bought"), so on a* ***Partial*** *series a large percentage can be a single bracket step rather than a measured change; read those directionally at most. A dash means the direction was not measured — usually too few months to compare a start window against an end one. Where the brand added or lost listings in a niche, the figure shown is **per listing**, because the total would count a bigger catalogue as more demand: a niche going from 1 listing to 12 can show a large total rise while each listing sells less than it used to. The listing change and the total are shown beneath it.*

EXHIBIT J — WHO CARRIES THE CATALOG, AND WHO WINS THE BUY BOX

SELLER	LISTINGS SEEN	SHARE OF LISTINGS EXAMINED	BUY BOX HELD
Northbourne Supply Co. (Northbourne Supply Co. Ltd)	47	94%	68%
PrimeLots Trading	6	12%	32%

2 distinct accounts (other than Amazon's own retail, reported separately) sell this brand across the 0 listings read. What this measures is the **spread**: a seller's reported revenue comes from **one** Seller Central account, while every account counted here sells the brand. Listings outside the 0 read were not seen, so an account selling only those does not appear — a limit of the read, not evidence that a brand has no owner account.

Catalog covered is measured from Amazon's offer data, independently of who wins any buy box. This report does **not** establish which account legally owns the brand — that is a trademark and Brand Registry question, outside its scope — and no figure here should be read as doing so. Registered business names are shown where Amazon publishes them.

BACK MATTER

SCOPE

A competitive and structural positioning assessment of the brand's Amazon channel. **Out of scope:** financial DD and verified revenue, trademark / Brand Registry ownership, review-authenticity forensics, and off-Amazon channels. This document is one Amazon-channel read; it stacks with — and does not replace — financial and legal diligence.

COVERAGE LIMITS

Point-in-time snapshot; live signals decay within days. Enrichment is gated to the brand's top niches. ASIN counts are per-marketplace, not deduplicated across marketplaces. Revenue range is **estimated** from Amazon-published purchase counts — the measurable subset, Amazon channel only; a niche with no published volume is "not assessed," never "absent." **The window.** Every history and trajectory figure — portfolio momentum, per-listing trends, the shock log, and the rating trajectory — is read over the trailing **365 days** of Keepa history, or a listing's own lifetime where that is shorter. So "over the window" means that span, and it is not uniform across listings younger than it: a listing live four months is read over four months, against one read over the full 365.

METHODOLOGY

Every figure in this report is **measured deterministically** from the sources below and is **re-runnable** — it reproduces from the public record on re-run. The **interpretation** — the verdict, the per-dimension reading, and the risk severities — is written by AI over those measured findings, may vary in wording between runs, and **renders no decision**.

SOURCE	PROVIDES	COVERAGE
Amazon public catalog	Brand catalog + offer counts	Run time
Commercial marketplace data	Share of voice, keyword demand, revenue estimates	Run time
Independent historical record	Rank, price, offer, and buy-box history	Trailing 24 months
Google Gemini (gemini-3.1-flash-lite)	AI synthesis (verdict and narrative) — fixed paid tier, no training on your inputs	At generation

How to read the metrics

Category position — Where the brand's best-ranked listing sits within the Amazon browse category that the brand's own products are filed under, together with the number of listings (any brand's) ranked above it. Taken from Amazon's own published sales rank — not a search term we chose, and checkable in a browser. Rank order says **who** is ahead, never by how much: it is not a share of category sales.

Catalog covered — The share of this brand's listings that a seller account OFFERS. Measured from Amazon's own offer data, independently of who wins any buy box — an account carrying nearly the whole catalog is behaving like its owner, one carrying a sliver among thousands is a reseller. Evidence of ownership, **not proof**: legal ownership is not visible from outside Amazon.

Buy box held — The share of **time** a seller account was the featured offer — the one shoppers get by default — over the past year, averaged over the listings it actually contests. A percentage of the window, not a count of wins. Measured separately from catalog coverage so the two can be compared: carrying the catalog and winning its boxes is control; carrying it without winning is a brand losing its own shelf; winning boxes it barely carries is a reseller or a hijacker.

Head share — How the measured **head** of a category — the listings ranked above this brand, plus the brand itself — divides between brands, weighted by rank so higher placements count for more. A share of that head only, never of the whole category.

HHI — Herfindahl–Hirschman Index of niche concentration (Σ of head shares squared, scaled 0–10,000). Below 1,500 = competitive; 1,500–2,500 = moderately concentrated; above 2,500 = concentrated. **Read a small field against its floor, not against 0:** N participants split perfectly evenly still score 10,000 ÷ N, so across 2 the minimum is 5,000 and across 3 it is 3,333.

Suppressed buy box — No featured offer for the ASIN — typically a pricing, account-health or hijacking signal. Does not by itself confirm a hijacker.

Data quality Complete = full enrichment; Partial = thin coverage, read directionally.

EXHIBITS

The record's tables are **Exhibits**, lettered A, B, C… in the order they appear in the record. A finding cites the exhibit its figures come from (for example, “Exhibits H–K”), so you can turn to the evidence behind any reading. Each letter names the **same exhibit in every report**; an exhibit a given report does not carry simply does not print its letter, so the sequence can skip.

DISCLAIMER

Confidential. Prepared for the named recipient and may not be redistributed without ZSell Vision's consent.

This is a **competitive and structural positioning assessment** derived from public Amazon marketplace data via the sources and methods set out above. It is a point-in-time snapshot and is intended to **support, not substitute,** independent financial, legal, IP, and operational due diligence. ZSell Vision makes no representation or warranty as to the accuracy or completeness of third-party data and accepts no liability for decisions taken in reliance on this report.

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