ZSell Brand Report

INDEPENDENT STRUCTURAL ASSESSMENT · AMAZON CHANNEL

Subject	Veranda Home
Prepared for	Prospective acquirer — sample
Report date	November 5, 2026
Report ID	BDD-2026-1228-AA1E · v1.0
Markets	1 Amazon locale
Questions	support@zsell.ai

POINT-IN-TIME RECORD

SCAN TO VERIFY

THE VERDICT

STRUCTURAL SUMMARY

BRAND & OPERATOR

Veranda Home

Veranda Home LLC

FOOTPRINT

US

0 families / 3 ASINs

STRUCTURAL SNAPSHOT

Buy-box control	1 account · 1 suppressed	✓
Concentration	single niche	⚑
Brand Registry	not assessed	--
Tenure	not assessed	--
Trajectory	measured	◆

Open flags: **1** (Concentration) · Not assessed: **5**

STRUCTURAL SUMMARY

A defensible #2 in a growing niche, sitting on one closed revenue gate and no fallback beyond it.

WHAT'S FIXABLE

Suppressed buy box on the wall-mounted rack

NEXT STEP

Resolve the suppressed buy box first

CHECKS RUN & ATTRIBUTED

The Checks

	DIMENSION	STATUS	EVIDENCE
✓	**Identity resolved**	Checked	Brand de-anonymised to its selling entity and ASIN footprint
✓	**Control & identity**	Checked	A single account carries the brand and no buy box is suppressed
--	**Revenue (measurable channel)**	Not assessed	No listing publishes a monthly purchase volume, so the channel revenue could not be measured
⚑	**Concentration**	Flag	The brand sells in a single niche — the measured revenue rests on one shelf
--	**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
Suppressed buy box	High	1 of the 3 listings examined — the wall-mounted rack — has no active buy box	Weeks: the root cause has to be identified from inside the account — pricing against the featured-offer threshold, a listing fault, or a policy flag.
Single-niche concentration	Medium	All 3 listings sit in one organizer niche; HHI 5,200 against an arithmetic floor of 3,333	A year: a second niche is a build — new product, new listings, new rank — before it carries revenue.

THE FINDINGS

FINDING

Catalog Footprint

THE NUMBERS

–	3	1	–
Products not counted	ASINs	Niche	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

Veranda Home is, structurally, a two-product business with a third SKU attached. Three listings resolve to three distinct products in a single niche — countertop spice organizers — with the bamboo 3-tier rack and the acrylic tiered set carrying effectively all of the measured revenue. The wall-mounted rack, the third product, is present in the catalog but is not converting: it holds no active buy box and registers no meaningful sales.

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

FINDING

Competitive Position

THE NUMBERS

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

THE READ

In its one niche the brand is a credible #2, behind Kitchenworks at #1 and ahead of Maddox Living. That is a real position rather than a long-tail presence — the brand ranks against named rivals in the category Amazon files it under. The exposure is not the rank; it is that the entire position rests on one shelf.

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

FINDING

Portfolio Dynamics

THE NUMBERS

+6%

Demand trend, lead category

Countertop Spice Organizers

THE READ

Category demand was not measured — that belongs to separate market research and is outside this report's evidence. What was measured is the brand's own realized units: the niche sold more per listing over the trailing period, on a steady three listings at both ends, so the move is genuine per-product demand rather than a larger catalog. Sales-rank momentum agrees — two of three products improved their position — while buy-box prices held. A brand selling more of each product at a stable price is the healthy version of this pattern.

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

FINDING

Concentration Risk

The top product carries 61% of measured revenue and the top three carry all of it, on an HHI of 5,200 against an arithmetic floor of 3,333 for a three-product catalog. ⚠️ Read that floor first: on a catalog this small, concentration is arithmetic before it is strategy — three products cannot spread revenue thinly however evenly they sell. The finding is the catalog size itself, not the share.

⌁ Drawn from the category table (the record).

FINDING

Control Signals

THE NUMBERS

1
Accounts on the brand
non-Amazon · as of November 5, 2026

THE READ

Channel control is clean. No unauthorized sellers and no hijackers on any of the three listings, and brand-registry posture is doing its job. The one control signal that does register is the suppressed buy box on the wall-mounted rack: Amazon is not letting that listing sell, and the cause is not visible from outside — pricing against the featured-offer threshold, a listing or mapping fault, or a policy flag are all consistent with what we can see.

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

FINDING

Niche Dependence

THE NUMBERS

1
Categories
US · as of November 5, 2026

THE READ

All three products sit in one niche, so niche dependence is total: countertop spice organizers carries 100% of measured revenue. One competitor's aggressive move or one shift in category demand moves the whole business, and there is no second line to absorb it.

⌁ Drawn from the category table (the record).

FINDING

What Is Fixable

Weeks. The suppressed buy box on the wall-mounted rack (B0A1…) is a closed revenue gate on a product that is already built, listed and ranked. The cause is not visible from outside — pricing against the featured-offer threshold, a listing or mapping fault, or a policy flag — but all three are diagnosable from inside the account.

A year. The single-niche footprint. All three products sit in one organizer niche, so a second leg is a build rather than a lever: new product, new listings, new rank, on the order of a year before it carries revenue.

Not fixable by any operator. Nothing in this catalog meets that bar. The niche is intact, the position is a real #2, and the category is contested but not owned — none of the conditions that capital and operational work cannot move.

Next Steps

> **Open question:** Whether the wall-mounted rack's buy-box loss is temporary, and whether any second niche could absorb a stumble.

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.

The suppressed buy box. The wall-mounted rack holds no active buy box — revenue that already exists on a product already built, not being collected. Whether it is pricing against the featured-offer threshold, a listing or mapping fault, or a policy flag is not visible from outside; the account's own case history and any Amazon correspondence would settle which.

The single-niche footprint. All three products sit in one organizer niche, so the whole position rests on one shelf. How much of revenue truly depends on that shelf is a question the brand's own sales data answers and an outside read cannot.

Where the evidence points. Realized units per listing are rising and rank is improving, so the base is sound; on the evidence, the open growth question is an adjacent organizer category where the tooling and photography carry over, rather than a fourth product in this one.

THE RECORD

EXHIBIT

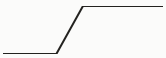
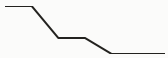
Historical Momentum

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, 3 OF 3 ASINS)

SIGNAL	READING
Sales-rank momentum	66% of revenue on rank-improving ASINs (avg +8.0%; negative = position improved)
Buy-box price trajectory	0% of revenue on rising-price ASINs (avg -3.0%)
New-offer drift	33% of revenue on ASINs gaining sellers over the window
Buy-box availability	34% 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
B0A1SAMPLE1	Veranda Home 3-Tier Bamboo Spice Rack				

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 3 of 3 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, COUNTERTOP SPICE ORGANIZERS (US)

BEST RANK	BRAND	LISTINGS	HEAD SHARE
#1	Kitchenworks	1	31%
#2	Veranda Home Target	1	22%
#3	Maddox Living	1	14%

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
Countertop Spice Organizers	3	—	#2	5,200	1	+6% 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
Veranda Home (Veranda Home LLC)	3	100%	96%

1 distinct account (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.

EXHIBIT K — RIVALS THAT OUTRANK THIS BRAND IN MORE THAN ONE CATEGORY

BRAND	CATEGORIES	BEST RANK WHERE	
Gridwell	3	#2	Wall shelves · Floating shelves · Storage racks
Casa Vera	2	#6	Wall shelves · Storage racks

One rival ahead in one category is a category fact. The same rival ahead across several says the brand is losing to a single competitor portfolio-wide rather than to a different incumbent in each corner — a different problem, and priced differently. Rivals that lead in only *one* of this brand's categories are deliberately absent from this table and may still dominate the category they are in; they appear in Exhibit J, per category.

EXHIBIT

Wider footprint

EXHIBIT L — WIDER FOOTPRINT · BRAND-NAME PRESENCE BY MARKETPLACE

Where the brand's name appears across the other Amazon marketplaces, beyond the one analysed here (US). The count is Keepa's Product Finder total for the brand field, so it is a **presence signal** — it includes distributors and reseller listings and therefore answers "does the brand's name have a footprint here", not "does the brand operate here". A footprint the brand does not control is itself worth seeing: it is where reseller leakage or expansion headroom sits.

Present in **3** of 8 marketplaces checked beyond the analysed market.

MARKETPLACE	LISTINGS UNDER THE BRAND NAME
CA	187
UK	96
DE	54

1 marketplace could not be checked on this run and is not counted above.

EXHIBIT

Fee load

EXHIBIT M — FEE LOAD · AMAZON TAKE-RATE BY MARKETPLACE

What Amazon takes on the brand's own listings, read from Keepa's fee fields on the listings analysed: the **referral fee** (a percentage of sale price, set by category) and the **FBA pick & pack fee** (a flat per-unit fulfilment charge). These are the channel economics a buyer inherits; they are not the brand's margin, which also turns on landed cost. Shown per marketplace, as the median across the analysed listings with a range.

MARKETPLACE	REFERRAL FEE (MEDIAN · RANGE)	FBA PICK & PACK (MEDIAN · RANGE)
US	15%	$5.54 ($4.75–$6.20, 3 listings)

EXHIBIT

Rating trajectory

EXHIBIT N — RATING TRAJECTORY · STAR RATING ACROSS THE TRACKED WINDOW

Whether customers are rating the brand's listings better or worse over time — a quality-direction signal, read from Keepa's star-rating history on the listings analysed. The direction is taken per listing (its latest rating against its earliest) and averaged across the 3 listings carrying a rating history; review *authenticity* is not assessed.

Average rating moved from **4.50★** to **4.40★** — sliding 0.10★ over the window. Per listing: 2 declined, 0 improved, 1 held.

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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