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SERVICE: STRATEGY REPORT

Irish E-Commerce Growth Strategy

Strategic Review & 90-Day Growth Plan — Stagnating Online Retail Business

Prepared For	Sample Client — Irish E-Commerce Business Owner
Industry / Sector	E-Commerce / Online Retail — Ireland
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Data Sources	CSO Ireland, Enterprise Ireland, Revenue.ie, Public Sources

This is a sample project produced using real publicly available Irish data to demonstrate quality, structure and depth.

1. Executive Summary

This strategy report was commissioned by the owner of an established Irish e-commerce business selling handmade homeware products. Revenue had plateaued at €180,000 per year for 18 months despite continued marketing spend. The owner needed a clear diagnosis and a structured strategy to reignite growth.

Core Problem: Revenue plateau is driven by three converging factors — customer acquisition costs have increased 42% while conversion rate has declined, the product range has stagnated, and there is no structured customer retention strategy. The business is acquiring customers but not retaining them.

Situation at a Glance

Metric	Data / Finding
Business Type	Irish E-Commerce — Handmade Homeware
Annual Revenue (current)	€180,000 — flat for 18 months
Monthly Website Visitors	12,000 average
Current Conversion Rate	1.8% — down from 2.9% two years ago
Average Order Value	€68
Customer Acquisition Cost	€24 — up 42% in 18 months
Repeat Purchase Rate	18% — industry benchmark is 35%+
Core Problem	Low retention + rising CAC = stagnating revenue
Recommended Strategy	Retention-first + product expansion + conversion optimisation

2. Business Situation Analysis

2.1 Current Performance vs Industry Benchmarks

Metric	Current	Industry Benchmark
Website Conversion Rate	1.8%	2.5–3.5%
Customer Acquisition Cost	€24	€12–€18
Repeat Purchase Rate	18%	35%+
Average Order Value	€68	€75–€95
Email List Open Rate	14%	22%+
Return on Ad Spend	2.1x	3.5x+
Customer Lifetime Value	€82	€180+

3. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong brand identity — authentic Irish handmade story • Loyal core customer base — 18% repeat rate • High-quality product with genuine differentiation • Good social media engagement on Instagram • Established supplier relationships 	<ul style="list-style-type: none"> • No structured email marketing or retention programme • Over-reliance on Instagram paid ads for acquisition • Product range has not expanded in 18 months • Website conversion rate declining — UX issues identified • No loyalty or referral programme in place
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Irish gift market — strong demand for premium Irish-made products • Corporate gifting — B2B opportunity currently untapped • UK and EU market via Etsy and Amazon Handmade • Subscription box model — recurring revenue opportunity • Tourism retail — Galway craft shops and hotel gift shops 	<ul style="list-style-type: none"> • Increasing Meta/Instagram ad costs reducing profitability • New Irish handmade competitors entering market • Supply chain disruptions affecting material costs • Economic uncertainty reducing discretionary spending • Algorithm changes reducing organic social reach

4. PESTLE Analysis

Factor	Impact on Business
Political	Irish Government Made-in-Ireland branding initiatives support premium Irish products. Brexit has created complexity for UK sales but also opportunity as Irish authenticity is valued.
Economic	Irish consumer confidence remains relatively strong (CSO 2024). Discretionary spending on homeware is sensitive to interest rate rises. Corporate gifting budgets remain stable.
Social	Growing consumer preference for sustainable, handmade and locally produced products. The buy-Irish movement is well-established and strengthening among the 25–45 demographic.
Technological	Shopify ecosystem provides accessible tools for conversion optimisation. Email marketing platforms like Klaviyo offer sophisticated automation. TikTok is emerging as a strong channel for handmade brands.
Legal	EU consumer protection regulations require clear returns policy and delivery timelines. GDPR compliance is essential for email marketing list management.
Environmental	Handmade and sustainable products are increasingly preferred. Packaging sustainability is important to the target demographic — opportunity to communicate eco credentials.

5. Root Cause Analysis — The 5 Whys

Why	Finding
Why 1	Revenue has plateaued → Customer acquisition has become more expensive and less efficient
Why 2	Acquisition is less efficient → Conversion rate dropped from 2.9% to 1.8% and ad costs rose 42%
Why 3	Conversion rate dropped → Website product pages not updated, trust signals weak, checkout has friction
Why 4	Website not updated → All attention focused on paid advertising rather than conversion optimisation
Why 5 — ROOT CAUSE	No retention strategy — business must constantly acquire new customers to maintain revenue

6. Recommended Strategy

6.1 Strategic Direction — Retention-First Growth Model

The recommended strategy shifts the primary focus from customer acquisition to customer retention while simultaneously improving conversion rate and expanding the product range to increase average order value.

Projected impact: Increasing repeat purchase rate from 18% to 30% would generate an additional €36,000 in annual revenue with zero additional marketing spend. Combined with conversion optimisation and product expansion, Year 2 revenue target of €240,000 is achievable.

6.2 Three Strategic Pillars

Pillar 1 — Build a Customer Retention Engine

- Launch structured email marketing using Klaviyo — welcome series, post-purchase follow-up, win-back campaigns
- Create a loyalty programme — points per purchase, birthday rewards, VIP tier for customers spending €200+ per year
- Launch a referral programme — existing customers receive €10 credit for each new customer referred
- Target: Increase repeat purchase rate from 18% to 30% within 12 months

Pillar 2 — Fix Conversion Rate

- Conduct a full website UX audit — identify friction points in product pages and checkout
- Add trust signals — reviews, Irish made badges, secure payment icons, clear returns policy
- Improve product photography — lifestyle images showing products in real home environments
- Target: Increase conversion rate from 1.8% back to 2.5% within 6 months

Pillar 3 — Product & Channel Expansion

- Introduce 3 new product lines — complementary homeware items in the €25–€45 price range
- Launch corporate gifting programme — B2B sales with minimum order of 10 units
- Test TikTok — organic content showing the making process, highly effective for handmade brands
- Explore wholesale to Galway and Dublin craft retailers — diversifies revenue beyond direct-to-consumer

7. 90-Day Implementation Plan

Period	Actions
Days 1–30	Set up Klaviyo email sequences. Conduct website UX audit. Update product pages. Fix checkout friction. Launch loyalty programme.
Days 31–60	Activate referral programme. Begin weekly email newsletter. Launch 2 new product lines. Brief corporate gifting packages. Set up TikTok.
Days 61–90	Review conversion data. A/B test underperforming pages. Approach 5 retailers about wholesale. Optimise email sequences. Reduce budget on low-ROAS ad sets.

8. KPIs & Success Metrics

Metric	Data / Finding
Repeat Purchase Rate	Target: 30% by Month 12 (from current 18%)
Website Conversion Rate	Target: 2.5% by Month 6 (from current 1.8%)
Customer Acquisition Cost	Target: €18 by Month 6 (from current €24)
Average Order Value	Target: €82 by Month 6 (from current €68)
Email List Open Rate	Target: 22% by Month 3 (from current 14%)
Return on Ad Spend	Target: 3.0x by Month 6 (from current 2.1x)
Annual Revenue Target (Year 2)	€240,000 — 33% growth on current €180,000

9. Risks & Mitigation

#	Risk	Likelihood	Mitigation
1	Email marketing fails to engage existing list	Medium	Segment list carefully. Start with re-engagement campaign. Test subject lines.
2	New product lines do not sell as expected	Low-Medium	Test with small inventory batch before full production commitment.
3	TikTok content creation proves too time-intensive	Medium	Batch-create content 4 weeks in advance. Start with 2x per week.
4	Wholesale retailers negotiate very low margins	Low	Set minimum wholesale price at 40% of retail. Only accept orders above 10 units.

— End of Strategy Report —

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