



JJA Venture Search

OPPORTUNITY MONOGRAPH



GM, Product

Juvo+

Opportunity Monograph



Vitals

Website

<https://www.juvoplus.com/>

Social Media

- [LinkedIn](#)
- [Facebook](#)

Founded

- 2013

Global HQ

- Monrovia, CA
- Locations in: Ontario, CA; Guangzhou, China; Zhejiang, China

Overview

Juvo+ is a Top 10 Amazon Seller, bringing thousands of custom-designed products to market yearly under its own unique brands.

The company was recently named one of the 500 fastest growing companies in North America by Inc. Magazine (15th fastest in retail), based on three-years' sales growth of 1,640%.

The Juvo+ tagline – Retail Science – tells a lot. This is not traditional ecommerce retail. It's the re-invention of retail, using a highly-sophisticated data science engine, advanced analytics, and other technologies to exploit the multi-billion opportunity available to top third-party sellers on Amazon who are able to figure out the “recipe” for turning massive amounts of data from a variety of sources into an ecommerce machine...*as Juvo+ has done.*

Juvo+ is a vertically integrated platform operating in the U.S. and China, much like a giant and fast-growing trading company with a sophisticated, well-developed global supply chain to match its advanced data science.

The company is a rocket ship that is merging deep experience in technology and digital marketing with traditional sourcing and supply chain expertise. Juvo+ is exceedingly well positioned to win as a tech-driven, global ecommerce retailer with operations in five locations globally, spanning three cities and two languages.

The founders and management team have previously built a successful Internet business with operations in Asia, \$130MM+ in revenue, \$33MM in EBITDA and that sold for \$260MM+.

Financing & Ownership

- \$7.6MM in equity
- \$7.5MM credit line
- California S-Corp.
- No external investors

Key Stats & Facts

- Amazon Third-Party Sellers account for ~28% of the \$460B ecommerce industry in the U.S.
- Proven management team with major prior exists and experience in the U.S. and Asia.
- High double-digit YoY growth.
- Nearing nine-figure revenue (may pass \$100MM in 2019), and profitable.
- ~160 employees
- ~6,000 new SKUs in 2018

Position Title: GM, Product

Position Location: Monrovia, CA

Reports To: CEO

Compensation: Highly competitive base, bonus, equity, benefits

Juvo+: Overview & Analysis

The Amazon ecommerce juggernaut – which accounts for 53% of the \$460B ecommerce marketing in the U.S. alone – has also become a massive and fast-growing opportunity for third-party sellers looking to leverage this amazing platform.

Five years ago, third-party sellers accounted for only about 43% of goods sold on Amazon. Today that number has ballooned to about 58% and is quickly heading higher. More than 28% of all ecommerce in the U.S. now comes from Amazon third-party sellers.

The growth trajectories here imply that there will be multiple billion-dollar businesses built on the Amazon 3rd Party Seller platform, and Juvo+ is well on its way to being one of them. The company's deep and specific experience in technology, digital marketing and operations in Asia give it a truly unique ability to dominate this opportunity.

Juvo+ has built a highly sophisticated, tech-centric, analytics enabled, and data science based machine for creating customized products and bringing them to market via the Amazon platform. The company has been scaling rapidly in an all-out attempt to gain preeminence in the 3rd Party Seller hierarchy and has been wildly successful.

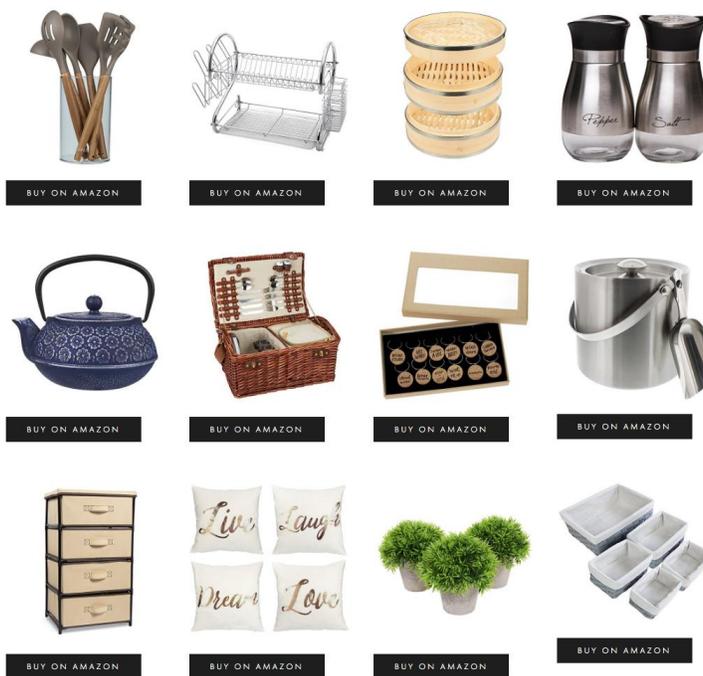
The company is now a regularly ranked as a Top 10 or Top 20 3rd Party Seller (depending on season). Set against a universe of nearly 2 million 3rd Party Sellers – including some 300K new ones yearly – Juvo+ has a remarkable story indeed.

Major Marketplace Advantages in Place

Juvo+ has an incredibly well established account history with Amazon. This data-rich history is supremely valuable for identifying and bringing new products to market rapidly. Juvo+ products experience their first sale in an average of about seven days, compared to weeks or months for most other sellers.

Juvo+ has been bringing an average of 6,000 new products to market each year, which makes the speed advantage extremely valuable. There is not enough time to debate each of those products, and the process for identifying, designing, manufacturing and selling them needs to be highly automated and led with data driven decision making.

The company is well organized, and systematic in their prosecution of the Amazon opportunity. The scale of what Juvo+ already has in place continuously gains the company attention, visibility and access within Amazon that further fuels their goal of being the largest Amazon 3rd Party Seller.



Fundamentals

500

New Products per Month

50%

Success Rate on New Products

20%

Merchandise Cost

10%+

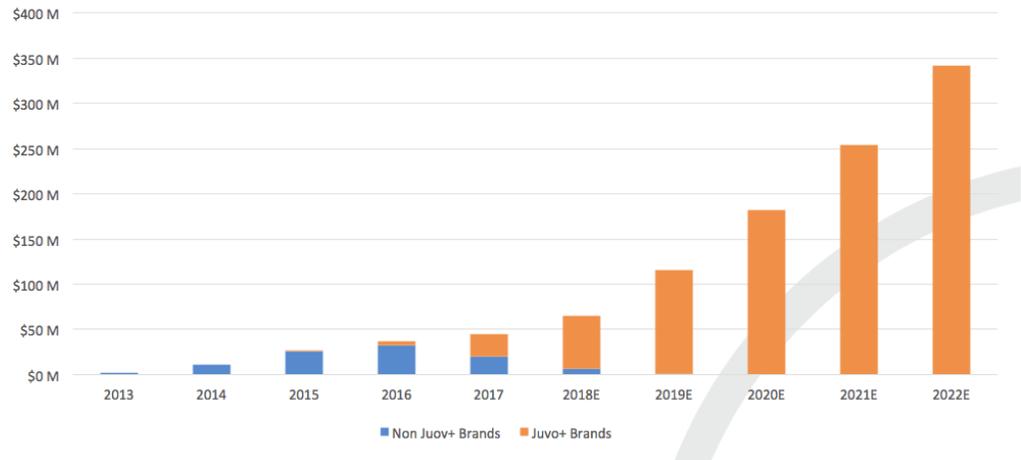
Long Term Projected EBITDA %

\$3k

Annual Gross Margin per New Product

The founders and leadership team at Juvo+ have deep domain expertise in mining data, identifying product/market fit, maximizing SEO impact, creating and optimizing customer funnels, learning from the success and mistakes of others, operating in Asia and leveraging tech stacks and infrastructure to maximum advantage + cash. *This – quite simply – is a recipe for massive success.*

Current Revenue Forecast



Key Components of the Juvo+ Tech-Driven Operating Model

These are some of the primary competencies that have driven the Juvo+ ecommerce engine:

Market Research: The Juvo+ market research platform combines traditional retail sourcing approaches with proprietary data mining and analysis technologies. The prediction model aggregates opportunities into distinct product type clusters for the Product Development team to evaluate.

Product Development: The Juvo+ product development process includes Category Managers, an in-house design team and a flexible pool of freelance designers. Design resources are capable of producing hundreds of unique works per month in a wide range of formats matching the distinct production needs of the company's factory partners.

Sourcing: Juvo+ owns and operates two dedicated China-based trading companies, providing localized access to nearly all key manufacturing provinces. The company acquires an average of 500 new private label branded SKUs each month across a pool of 1,000+ manufacturing partners. Key relationships and expertise allow the company to secure small, market-validating quantities at strategically low price points across a wide range of materials and form factors.

Demand Planning: The China based demand planning team uses sophisticated forecasting models to predict future sales and optimal replenishment cycles. A proprietary analysis engine is also able to establish seasonal sales patterns by product type. Annual sales patterns are combined with historical sales via algorithms that create accurate sales forecasts months in advance, enabling capital efficient just-in-time replenishment.

Purchasing: The replenishment team leverages cloud-based, real-time data to execute on precise reorder points and optimal order-bundling strategies. Continually updated SKU level lead-time data is combined with real-time changes in logistics processing times to identify precise reorder points and quantities for each SKU.

Receiving: The Juvo+ logistics team uses a global ERP system to precisely track and manage thousands of SKUs each month through a unified system of mobile workstations and barcoded bin locations which provide precise inventory quantities at each point throughout the supply chain. Deviations in arrival times and quantities are monitored in real-time providing a critical feedback loop to planning models and vendor management processes.

Quality Control: Juvo+ uses international Acceptable Quality Limit (AQL) control standards to manage quality, compliance and safety across a massive range of product types. Each newly received SKU is inspected against a product type specific set of criteria and deviations are addressed prior to entry into the supply chain. Deviations in quality and compliance are digitized and immediately available in a critical feedback loop to sourcing and replenishment teams for remediation.

Distribution: The Juvo+ logistics

team operates a sophisticated collection of distribution centers to position and transit thousands of SKUs each week. Advanced narrow-aisle, high vertical range, wire-guided inventory storage systems provide a high density environment that allow us to create 2.5 times the normal inventory storage per cubic meter, optimizing both space and labor costs.

Marketing: The US-based marketing team leverages a state-of-the-art photo studio and content and search optimization teams to optimize placement and sales in the Amazon marketplace. Deep institutional expertise in SEO and Amazon-specific search ranking methods are combined with scalable text and media development operations to position and market thousands of individual SKUs each month. Deep account and brand level history allows the company to bring thousands of SKUs to market each quarter and achieve first sale per SKU in an average of just 7 days.

Sales: Juvo+ monitors and reacts in real-time to over 250,000 customer orders each month. Monitoring systems feed sales data into demand planning, marketing and budgeting systems and meaningful changes trigger scripted response chains within internal teams and systems. Individual order fulfillment and customer support are managed entirely by Amazon, allowing Juvo+ to reach significant scale while eliminating the most cumbersome and capital-intensive element of ecommerce.

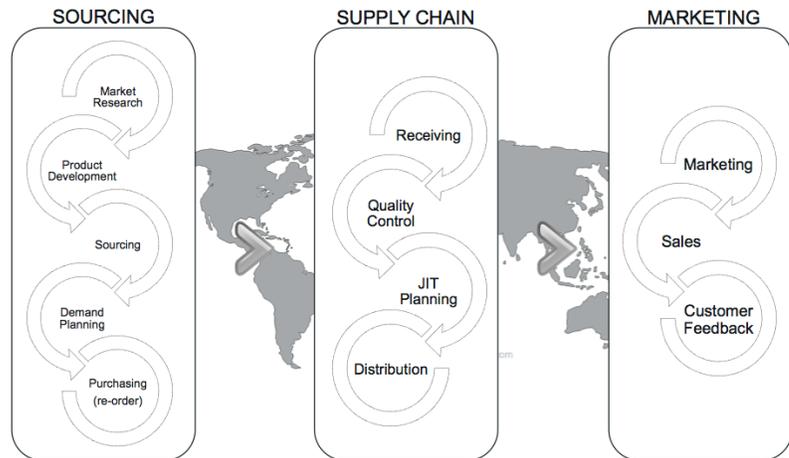
Customer Feedback: Customer feedback is monitored daily at an individual SKU level, providing a critical feedback loop to sourcing and quality control. Customer feedback is classified and routed to the appropriate department providing both product enhancement and expansion opportunities as well as the mechanism to fine tune quality control processes.

Juvo+ Culture and Beliefs

Juvo+ leadership has carefully built a highly cohesive, high-achievement team and culture built around these principles:

- **Passionate thinkers with a growth mindset:** The company's 160+ employees in China and the US have been carefully selected for their ability to think through problems and devise creative and data-supported solutions. The company's passion for building something large drives us each day to be more organized, capable and ultimately world-class in all that we do.
- **Belief in Critical Thinking:** The philosophy of Plan => Do => Measure => Repeat guides the company's approach to operations. This iterative process allows the team at Juvo+ to base its decision making primarily on quantitative outcomes, using data and analysis, rather than just opinions and gut feeling.
- **Challenge = Opportunity:** At Juvo+, challenges are welcome, as something that keeps things interesting, and makes it more difficult for others to replicate the company's success. They follow the philosophy of: *Accept it as you find it. Make it how you want it.*

A Technology Driven Global Operating Model



- **Communicating Early and Efficiently:** Juvo+ believes that bad news does not age well. They believe in communicating problems early, and honestly working jointly to solve them. The company also believes that time is everyone’s scarcest resource and thus everyone has an obligation to organize thought and communicate clearly and efficiently.
- **Respect:** Nobody is perfect. Ups and downs are expected on the path to betterment, and in that journey everyone needs the support and encouragement of colleagues.
- **Career Development:** Juvo+ believes that one of the great benefits of being a fast-growing company is the ability to provide an ever-increasing range of promotion opportunities for those who are consistently performing above and beyond the role they were hired for.
- **Details Matter:** Juvo+ believes that everything it does is important, and is therefore worth doing well – from how each person communicates to how they maintain offices and workspace.
- **Moving Quickly:** A huge multiplier effect is generated when everyone in an organization displays a sense of urgency in their work, their responsiveness and in capitalizing on new opportunities.
- **Embracing Change:** Change is an essential part of growth, and Juvo+ believes in constantly revisiting how and why it does things. A willingness to take a hard look at circumstances and depart from long-held beliefs or practices in response to change is a source of strength.
- **Outcomes Count:** While Juvo+ admires hard work and dedication, what it values most is outcomes – the ability to have a positive impact or to serve as a catalyst for change that supports growth.

What Success Looks like at Juvo+

Juvo+ promotes and financially rewards those who create unique outcomes and consistently perform above the scope of their current role. Promotions happen after performance is proven, not before. Here are a few of the qualities most valued:

- **Own Your Development:** Don’t wait for your manager or someone else to help you grow and develop. Take responsibility for your own growth.
- **Be organized:** Doing anything well at scale requires organization and optimization. To be successful at Juvo+ you will need to be organized in how you approach your work, your communication and how you manage your time.
- **Raise Your Hand:** If you need something in order to be successful, raise your hand and let your manager know. The company might not be able to deliver everything you need, but can’t try unless you ask.
- **Help Your Colleagues:** The only thing more powerful (and valued) than someone with incredible potential is someone who also has the ability to wake and accelerate the potential in others.



Juvo+ Team



Steve Neuffer, CEO

Steve is an experienced executive with a proven history of scaling and exiting technology businesses. He has a deep understanding of technology, digital publishing, digital advertising and ecommerce business models and significant experience running global operations. He was previously President of Conversant with P&L responsibility for the \$125MM+ Owned and Operated Publishing division. Prior to Conversant, Steve was VP of Operations for MeziMedia and Sr. Dir of Content for Shopzilla.com (Connexity). All three organizations were sold to publicly traded companies.



John Yoo, CFO

John assumed the CFO role at Juvo+ early in 2017, following a three+ year stint as VP, Finance at IAC Publishing, where he was head of finance for various IAC properties such as Dictionary.com, Investopedia.com, PriceRunner.com and Ask.fm. He was previously VP, Finance at ValueClick Brands (a division of Convesant); Director, Finance at Mezi Media; and Finance Manager at Yahoo! John earned a BS in Business Administration from UC Berkeley.



Eric Zhang, President, Asia

Eric has spent the past 10 years in executive leadership roles managing China based internet development and operations for US companies and the 8 years prior managing software development in the US. Prior to Juvo+, Eric held leadership roles at IAC, Conversant, MeziMedia, InSystems, Vialta, and Compaq. Eric is a certified PMP Professional and holds a PhD. In Computer Science from Peking University



Christian Verspohl, CRO / Partner

Christian was a pioneer in the Digital Advertising industry having developed and evolved some of the most successful marketplace arbitrage programs of the past two decades. Prior to Juvo+, Christian ran a highly successful Amazon 3rd Party Seller business that achieved significant scale before being merged with Juvo+. Prior, he held key roles with Conversant, MeziMedia, and Overture.



Talmadge O'Neill and Harry Tsao, Co-Founders & Investors

Talmadge O'Neill has been a successful entrepreneur and investor in technology for the last 20 years. In addition to Juvo+, Talmadge has co-founded Vivo Aquatics, and a crypto-mining company and MeziMedia, an online shopping marketing company that generated more than 100x ROIC. Prior, Talmadge was the head of business development for GoTo.com/Overture which commercialized paid search and sold to Yahoo for \$5B in 2003. Talmadge has also been a pre-IPO investor in Facebook, LinkedIn, and Tesla Motors as well as potential future unicorns Booster Fuels, C2FO and MakeSpace.

Harry Tsao is a graduate of USC and has an MBA from the University of Cambridge. He started his career at GoTo.com (Overture Services), then built two Inc-500 companies and has had multiple successful exits. He has invested in over 50 businesses. Harry invests in three main categories: internet, food tech, and sports. He cofounded MeziMedia & JuvoPlus, co-founded Kitchen United, and is a part owner of the Golden State Warriors, LAFC, and aXiomatic.

Position Description: GM, Product



Insights About this Role

Juvo+ is on a meteoric rise as one of the top third-party sellers on Amazon's platform. As the company continues to scale rapidly, the need for additional senior level leadership to compliment the already strong executive team is critical. The General Manager, Product position is a new role, working shoulder to shoulder with the CEO and other top management.

This GM will manage the Product Development group and work hand-and-hand with key members of the enterprise with a focus on product market fit across the portfolio, category development, product positioning, quality, yield optimization, and profit.

As shared earlier, the company is rich in data, has the tools to identify high opportunity consumer products and therefore needs an analytical leader to take the helm of this portion of the business to both organize and mature the product development operation and its ability to tackle products of greater opportunity, complexity, consumer expectations and entrenched competition. The right candidate will have the ability to serve as a catalyst driving the organization to a new level of competency in its ability to grow its product catalog in a disciplined and data driven manner.

We are open on the specific background of this executive, but what is clear is the need for this individual to have operated in a metrics driven environment; they will have made fast decisions steeped in data; they will have the confidence, discipline, and charisma to lead and mentor direct and indirect teams, own the P&L's and related budgets, and get the organization excited and focused on revenue related KPI's.

The right GM might – or might not – have a consumer-focused ecommerce background, but in any case will have the ability to get inside the buyer's head across disparate product lines. They will own the product mix and market fit (based on data sources), and be a "yield hacker" who continuously looks for opportunities to grow more profitably across all product lines.

With the data, tools, and budgets available for success, this GM will bring the quantitative skills, management rigor, drive and initiative to further hone and expand the teams while hitting target and stretch growth milestones.

This is a high-visibility, high-impact role where the next stop on the career path could well be a COO, CEO or other corner office position. The timing is right, the career upside opportunity is huge, and the growth potential at Juvo+ is set for a major win.

Core Competencies & Key Responsibilities for the Juvo+ GM, Product

- You are super organized and extraordinarily data-driven in your decision-making.
- Ability to nail product market fit, at scale.

- Rapidly recognize (through data and analysis) and extract more and *new* product/category opportunities to grow revenue.
- Assess opportunities for relevancy, revenue potential, expected margin, competitive situation and what competitive advantages Juvo+ might have (design, features, quality, value, presentation, etc.).
- Senior enough to lead, but still someone willing to go sleeves-up and hands-on. The ability to be hands on during the first 18 months is critical. We need someone who will jump right into the weeds and build their way up and out to a more strategic footing. More action, less PowerPoint.
- An uncanny knack for problem solving. You have a clear track record of recognizing what is stuck, and unsticking it.
- Ability to move effortlessly between different operational contexts – for example, from thinking at one moment about what technologies can scale global collaboration and create clean inputs to data mining algorithms, to at the next, how to perfectly serve the needs of a mom throwing a unicorn themed birthday party for her 8-year-old.
- Ability to simultaneously think and act like a revenue team leader, focused on quotas, volume, deals closed, deal size/quality, etc. – all with a go-go-go mentality. Able to instill the confidence and excitement into the teams and broader organization.
- You're a quick study at how to hack your way onto the top product search results; and you can lead this with existing and new hires.
- Develop the needed “data darts” that will help Juvo+ execute bull’s-eye new product introductions.
- Problem solving mindset; i.e. Do we have the right products in the right categories? Where can we further optimize? How do we improve sales? Etc.
- In addition to having a problem solving mindset yourself, you have the ability manage your team in the same way, and show or motivate them to be problem solvers and yield hackers themselves.
- Critical thinker with the ability to exploit inefficiencies.
- Ability to deal with lots and lots of inputs.
- Balance demands and needs of season products vs. year-round products. Are seasonal products worthwhile to pursue?
- Provide team leadership, including day-to-day operations, budgets, KPIs, productivity analysis, etc.
- Establish metrics to drive decisions for the team; track, analyze and understand the implications of associated metrics.

Key Success Metrics

- Nail product/market fit at massive scale.
- Impact & Outcomes! How have you moved the needle?
- Increase the efficiency of the Category Management team.
- Create best communication and feedback loops among Product Development, Category Management, Product Design, Merchandising, and Marketing teams.
- Have systematically tapped (or “strip mined” if you will) all of the best opportunities by category.
- Increased revenue and product / category expansion with a focus on profits.

Background, Experience & Key Qualifications

- Product management functional experience of some kind.
- Experience with SEM, SEO and agencies is a plus, although not a must.
- You come out of a modern, digital problem-solving background.
- Experience with retail and some kind of ecommerce environment; or show evidence for being a quick study in these areas. You can solve for traffic, conversion, optimize yield management, etc.
- Experience working in above areas *at scale*.
- Bachelor's Degree in a relevant field; MBA a plus.
- 10+ years experience in relevant field.
- Ecommerce experience preferred, but not required.
- Strong communication (written, verbal) skills.
- Experience with the implementation of OTS solutions such as Tableau, NetSuite, QuickBooks (enterprise), etc.
- Resourceful, entrepreneurial spirit; someone who can lead by example.
- Ability to travel to China 3-4 times per year for 2 weeks at a time.

Key Personal/Cultural Characteristics

- **Passionate:** Excited about taking on the exciting challenges of building Juvo+. You're someone not afraid to ask and answer the tough questions.
- **Innovator:** Innovation is a core value at Juvo+, and something you'll need to have fully baked into your operational DNA as well.
- **Leader and motivator:** You're a builder of high-performance teams and companies delivering high-performance results.
- **Risk taker:** You aren't afraid to try things; break things; fail fast and move to or rebuild something even better. Sure, you're agile, iterative and test everything. But you also can thrive on ambiguity, take risks, make mistakes and course-correct quickly.
- **Great communicator:** Communication and collaboration are major pillars at Juvo+. You'll bring a polished presence, self-confidence and a certain level of intensity; able to create productive team dynamics; inspire, persuade and motivate.
- **Execution and no ego:** A tactfully aggressive street fighter who is not afraid to take on the heavy lifting and lead by example.
- **Player-coach** who leads teams by example and mentors people to realize their potential, but also is a playmaker who isn't afraid to jump in and lend a hand to get things done, whenever and wherever needed.
- **Hands-on:** A major bias toward getting things done quickly. Again, more action, less PowerPoint. We don't 'socialize' ideas, we act on them.
- **Entrepreneurial:** Flexible and resourceful, with a figure-it-out-and-get-it-done mentality.
- **Smart & insightful:** High intellectual bandwidth, but also street smarts and the gut to make the tough calls that don't always flow from the data.

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