We grew twenty-seven percent and took **a month** out of every lead time.

Staple & Oak built 4,180 pieces of furniture in one Brooklyn workshop in 2025, shipped them in an average of six and a half weeks, and finished the year with gross margin above fifty percent for the first time. This is the whole report; there is no appendix.

2025 IN FIVE

$6.75M	52%	4,180	6.5 wk	34
REVENUE	GROSS MARGIN	PIECES SHIPPED	AVERAGE LEAD TIME	PEOPLE
+27%	+4 pts	+22%	from 9.0	+9

REVENUE FIVE YEARS

2021	$2.24M	—
2022	$3.16M	+41%
2023	$4.08M	+29%
2024	$5.31M	+30%
2025	$6.75M	+27%

Bars share one zero-based **$0–$7.0M** scale. Five-year compound growth is **31.8%** a year.

CHANNELS WHERE IT CAME FROM

Direct to home	$3.42M	50.7%
Trade & contract	$2.19M	32.4%
Retail partners	$0.78M	11.6%
Restoration	$0.36M	5.3%
TOTAL REVENUE	$6.75M	100.0%

One zero-based **$0–$3.5M** scale; the four channels sum to total revenue. Trade grew fastest at **+44%**, and is the reason lead time had to come down.

FROM THE FOUNDER

We spent 2025 fixing the part of the business customers actually feel. Nine weeks from order to delivery was losing us the trade work we most wanted, so we cut the catalogue from 41 pieces to 26, standardised on four joinery patterns, and cut the wood in batches instead of per order. Lead time fell to **6.5 weeks** and gross margin went up four points at the same time.

We did not open the Hudson showroom, and we are not going to in 2026 either. One workshop, one waiting list, and a trade book that grew **44%** is a better use of the next dollar.

ELENA MARSH · FOUNDER

THE YEAR HONESTLY

WHAT WORKED

A shorter catalogue. 26 pieces instead of 41; the fifteen we cut were 6% of revenue and 30% of shop-floor time.

Batch joinery. Four standard patterns across the range took 11 hours out of the average build.

Trade terms. Net-30 with a designer discount brought in 22 new studios and $680k of contract work.

WHAT DID NOT

Freight. White-glove delivery ran 2.4 points over budget all year; renegotiated in January 2026.

The finish line. Two oil finishes cured badly in the humid August; 31 pieces refinished at our cost.

Hiring order. We added a marketer before a second finisher and spent the summer catching up.

2026 PRIORITIES

Lead time to 5 weeks
Second finishing bay, commissioned March.

Trade to 40%
Two field reps, Boston and Philadelphia.

Margin to 55%
Direct lumber buying from two Vermont mills.

Hold at one shop
No showroom. Capacity comes from method, not floor.

NOTES & BASIS

Figures are unaudited management accounts for the twelve months ended **December 31, 2025**, prepared on the accrual basis and reviewed by Meridian Consulting in January 2026. **Revenue** is recognised on delivery, net of returns of 1.8%. **Gross margin** is revenue less materials, direct labour and outbound freight. **Lead time** is the mean of order-confirmed to delivered across all 4,180 shipped pieces. Net income for the year was $612,000 and cash at December 31 was $1.44M.