



Group project– Business Analytics Tools Commercial

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Executive Summary

Overview

This report focuses on analyzing the performance within key industries and regions. We are focusing on the Environmental, Social, and Governance scores, customer segmentation, order dynamics, and revenue in order to provide insights that will benefit the business strategies and enhance different areas such as marketing and stakeholder engagement.

Objectives

- Analyze customer segmentation by revenue and employee size
- Understand order frequency and value distribution across industries and regions
- Identify top customers and their order trends
- Identify top manager and their performance
- Evaluate industry and regional ESG performance
- Analyze the yearly performance of the company

Highlights

Industry distribution

- Transportation and Manufacturing outweigh each other in revenue and number of customers
- Education and Healthcare are industries that show low percentages in both revenue and number of customers.
- Education and Technology lead in ESG performance
- Transportation was proven to be the top industry with the most customers and the highest orders per customer

Customers

- 101 out of 153 of the company's customers fall into the small revenue segment
- Large Revenue segment accounted for only 24 customers,
- Small businesses dominate the customer base in both revenue and employee size

Orders

- Transportation, Technology and Manufacturing dominate order frequency
- Finance and Healthcare demonstrate higher-order values

Regional Performance

- Middle East and Asia-Pacific excel in average revenue per customer
- Africa achieves the highest ESG regional score

Conclusion

Transportation and Manufacturing emerge as the dominant sectors in both revenue and customer numbers. The findings also reveal that small businesses are a significant part of the customer base, this information can help to improve marketing strategies. Additionally, Africa leads in ESG scores, indicating a potential focus area for sustainability initiatives.

Strategic recommendations include strengthening ties with high-value clients in Asia-Pacific and the Middle East while expanding the customer base to underperforming regions. Similarly, it is recommended to boost order frequency in industries like Finance, alongside strategies to increase order value in dominant sectors like Transportation, in order to increase revenue growth.

Remarkable insights

1. Industry distribution by number of customers and revenue.

Transportation and Manufacturing are proven to be the top 2 industries that outweighed each other in both the number of customers and revenue, with the percentages of customers at 14.17% and 13.94% and the percentages of revenue at 15.89% and 15.99%, respectively.

By contrast, Education and Healthcare were the bottom two industries, accounting for the lowest percentages in both the number of customers and total revenue. In terms of the proportion of customers, Education and Healthcare instituted just 11.31% and 11.20% in that order. Regarding the percentage of revenue, 10.24% and 10.67% respectively belonged to Education and Healthcare.

Obs	Industry	nbr_customer	pct_nbr_customer	total_revenue	pct_revenue
1	Transportation	124	14.17%	\$42,728,916,456	15.89%
2	Manufacturing	122	13.94%	\$43,003,449,580	15.99%
3	Technology	118	13.49%	\$31,194,817,930	11.60%
4	Energy	106	12.11%	\$32,953,421,860	12.26%
5	Retail	105	12.00%	\$33,817,978,473	12.58%
6	Finance	103	11.77%	\$28,966,963,865	10.77%
7	Education	99	11.31%	\$27,530,106,948	10.24%
8	Healthcare	98	11.20%	\$28,680,526,530	10.67%

Table 1: The industry distribution by the number of customers and revenue

2. The average orders per customer per industry

The average orders per customer did not differ much between industries; it varied from 3.25 to 3.79. Transportation was proven to be the top industry with the most customers and the highest orders per customer, with 3.8 orders per customer, the lowest figure at 3.25 orders per customer was Energy's.

Obs	Industry	nb_orders	nb_customers	avg_order_per_cust
1	Transportation	470	124	3.79
2	Education	353	99	3.57
3	Technology	414	118	3.51
4	Retail	365	105	3.48
5	Healthcare	333	98	3.40
6	Finance	342	103	3.32
7	Manufacturing	401	122	3.29
8	Energy	344	106	3.25

Table 2: Average of orders per customer per industry

3. ESG Scores by region and industry

Industries like Education (Overall ESG: 76.94, Low Risk) and Technology (74.00) are performing well across all ESG pillars. These scores position them to gain market leadership in sustainability and attract ESG-conscious investors. High-scoring industries can position themselves as leaders in sustainability, improving brand reputation, customer trust, and investor appeal. Industries with higher ESG scores can attract ESG-conscious investors, improve customer trust, and build stronger stakeholder relationships.

Africa (64.60) has the highest overall ESG score due to strong scores in the social and governance aspects, while Asia-Pacific (62.61), despite having relatively strong social and governance scores, has the lowest ESG score due to its weaker environmental score.

Regions and industries with strong governance and social metrics tend to have higher overall ESG scores. While environmental scores tend to be the weakest component across most industries, particularly in energy.

Average ESG scores per region					
Obs	Region	AvgEnvironmental	AvgSocial	AvgGovernance	overall_ESG
2	Africa	53.97	69.26	70.58	64.61
3	Asia-Pacific	50.5	69.53	67.82	62.62
4	Europe	52.6	70.13	69.51	64.08
5	Middle East	51.74	69.2	68.86	63.27
6	North America	52.51	68.49	69.63	63.54
7	South America	50.72	70.08	68.93	63.24

Average ESG score level per industry						
Obs	Industry	Environmental	Social	Governance	overall_ESG	RiskLevel
1	Energy	28.82	56.34	53.35	46.17	High
2	Manufacturing	33.13	66.97	64.07	54.72	Moderate
3	Transportation	47.05	59.15	60.58	55.60	Moderate
4	Finance	50.16	73.42	68.2	63.92	Moderate
5	Retail	46.77	87.26	67.53	67.19	Moderate
6	Healthcare	61.61	81.74	71.15	71.50	Moderate
7	Technology	66.02	65.71	90.3	74.01	Moderate
8	Education	84.56	68.29	77.97	76.94	Low

Table 3 (1)/(2): Average ESG scores per region/ per industry

4. Customer Segmentation by Revenue and Employee Size

Based on the analysis, customers were segmented into small, medium, and large categories for both Revenue and Employee size. As shown in Table 4, most of the company's customers fall into the small revenue segment (101 out of 153). Within this segment, most customers are also in the Small Employees segment (61 customers), suggesting that small businesses dominate the customer base in both revenue and employee size. Conversely, the Large Revenue segment accounted for only 24 customers, distributed relatively evenly across all employee sizes.

This suggests that the company could focus resources and marketing strategies on catering to these smaller businesses while identifying opportunities to grow relationships with larger customers.

Frequency of Revenue Segments and Employee Segments

The FREQ Procedure

Frequency	Table of Revenue Segment by Employee Segment			
Revenue Segment	Employee Segment			
	Large	Medium	Small	Total
Large	4	8	12	24
Medium	4	8	16	28
Small	16	24	61	101
Total	24	40	89	153

Table 4: Frequency of Revenue Segments and Employee Segments

5. Order Frequency and order amount by Industry and Region

Transportation, Technology and Manufacturing industries dominate the customer base across almost all regions in terms of order frequency. Africa's Transportation is the top-performing industry in terms of order frequency, with 99 orders generating a total revenue of approximately \$250,952. In contrast, the Education industry appears to have a relatively small customer base, particularly in South America with the fewest orders.

However, industries with higher order frequencies tend to have a larger customer base, but the average order amount may not always be as high as in other sectors. On the other hand, industries like Finance and Healthcare tend to have fewer orders but make larger purchases per order, suggesting that these sectors are engaged in more substantial, but less frequent, transactions. Therefore, the company may need to adopt different strategies for nurturing relationships in each industry and region, focusing on increasing order value for sectors like Transportation and Technology, while prioritizing strategies to boost order frequency in sectors like Finance and Healthcare.

Order Frequency and Average Order Amount Per Industry					
Obs	Region	Industry	OrderFrequency	AvgOrderAmount	TotalRevenue
1	Africa	Transportation	99	\$2,535	\$250,952
2	Africa	Technology	86	\$2,583	\$222,121
3	Africa	Finance	84	\$2,538	\$213,203
4	Africa	Education	67	\$2,284	\$153,011
5	Africa	Manufacturing	65	\$2,525	\$164,098
6	Africa	Healthcare	53	\$2,573	\$136,353
7	Africa	Retail	45	\$2,672	\$120,222
8	Africa	Energy	35	\$2,551	\$89,272
9	Asia-Pacific	Energy	75	\$2,554	\$191,555
10	Asia-Pacific	Transportation	75	\$2,681	\$201,094
11	Asia-Pacific	Retail	71	\$2,509	\$178,108
12	Asia-Pacific	Manufacturing	65	\$2,390	\$155,337
13	Asia-Pacific	Healthcare	64	\$2,505	\$160,293
14	Asia-Pacific	Education	53	\$2,768	\$146,700
15	Asia-Pacific	Technology	50	\$2,318	\$115,900
16	Asia-Pacific	Finance	39	\$2,339	\$91,225
17	Europe	Transportation	77	\$2,780	\$214,030
18	Europe	Manufacturing	74	\$2,521	\$186,590
19	Europe	Retail	64	\$2,762	\$176,773
20	Europe	Healthcare	59	\$2,809	\$165,720
21	Europe	Technology	59	\$2,615	\$154,300
22	Europe	Education	56	\$2,192	\$122,745
23	Europe	Finance	35	\$2,635	\$92,210
24	Europe	Energy	33	\$2,575	\$84,980
25	Middle East	Manufacturing	86	\$2,300	\$197,809
26	Middle East	Transportation	82	\$2,509	\$205,726
27	Middle East	Education	74	\$2,419	\$179,034
28	Middle East	Finance	65	\$2,305	\$149,842
29	Middle East	Retail	65	\$2,404	\$156,236
30	Middle East	Technology	64	\$2,752	\$176,156
31	Middle East	Energy	63	\$2,241	\$141,187
32	Middle East	Healthcare	50	\$2,926	\$146,310
33	North America	Technology	95	\$2,487	\$236,239
34	North America	Energy	89	\$2,278	\$202,700
35	North America	Transportation	75	\$2,508	\$188,079
36	North America	Education	73	\$2,763	\$201,666
37	North America	Retail	61	\$2,578	\$157,237
38	North America	Manufacturing	58	\$2,627	\$152,385
39	North America	Finance	56	\$2,680	\$150,105
40	North America	Healthcare	55	\$2,487	\$136,785
41	South America	Finance	63	\$2,538	\$159,911
42	South America	Transportation	62	\$2,215	\$137,330
43	South America	Technology	60	\$2,784	\$167,026
44	South America	Retail	59	\$2,571	\$151,681
45	South America	Manufacturing	53	\$2,619	\$138,798
46	South America	Healthcare	52	\$2,453	\$127,552
47	South America	Energy	49	\$2,446	\$119,839
48	South America	Education	30	\$2,097	\$62,922

Table 5 (1)/(2): Order Frequency and Average Order Amount Per Industry

6. Top 10 customers

When it comes to the top customers of the company, we can find them in two ways; finding the most spending customers (based on total orders amount) or based on the number of orders spent by customers.

If we generate both tables, we can see some similarities: customers with the highest total order amounts tend to place the most orders.

This table helps to show us our top customers that may be awarded or targeted to affect several other non-active customers to encourage them to spend more.

Top 10 customers with most amounts spent				
Obs	CustomerID	TotalOrderAmount	nb_of_orders	Industry
1	868	\$24,729	8	Education
2	290	\$24,292	8	Transportation
3	504	\$24,254	7	Transportation
4	9	\$24,247	8	Energy
5	265	\$23,616	8	Healthcare
6	681	\$23,434	8	Transportation
7	568	\$23,433	8	Transportation
8	47	\$23,352	8	Transportation
9	582	\$22,413	8	Technology
10	825	\$22,270	7	Transportation

Top 10 customers with most amounts spent				
Obs	CustomerID	NumberOfOrders	TotalOrderAmount	Industry
1	9	8	\$24,247	Energy
2	47	8	\$23,352	Transportation
3	71	8	\$18,931	Finance
4	111	8	\$16,543	Transportation
5	193	8	\$17,111	Technology
6	265	8	\$23,616	Healthcare
7	273	8	\$13,902	Transportation
8	290	8	\$24,292	Transportation
9	339	8	\$21,976	Manufacturing
10	363	8	\$20,985	Technology

Table 6 (1)/(2): Top 10 customers with most amounts spent/ orders

7. Top 5 orders per industry based on the amount spent

This table shows the top spending customers by industry and to which region they belong. We can notice that the Asian continent dominates the Education industry, and North America dominates the Energy sector. As for the Finance and Healthcare industries, the top customers are mostly from Africa, we can see a sort of diverse distribution for the other industries when it comes to top orders.

Top 5 Orders per Industry Based on Order Amount					
Obs	industry	rank	customerID	OrderAmount	region
1	Education	1	304	\$4,997	Middle East
2	Education	2	453	\$4,926	Asia-Pacific
3	Education	3	457	\$4,914	Asia-Pacific
4	Education	4	536	\$4,902	Europe
5	Education	5	868	\$4,894	Asia-Pacific
6	Energy	1	501	\$4,995	North America
7	Energy	2	79	\$4,988	Asia-Pacific
8	Energy	3	191	\$4,978	Middle East
9	Energy	4	101	\$4,938	North America
10	Energy	5	203	\$4,935	Europe
11	Finance	1	680	\$4,998	North America
12	Finance	2	873	\$4,991	Africa
13	Finance	3	34	\$4,988	Africa
14	Finance	4	123	\$4,944	Middle East
15	Finance	5	364	\$4,922	Asia-Pacific
16	Healthcare	1	800	\$4,978	Middle East
17	Healthcare	2	658	\$4,961	Africa
18	Healthcare	3	620	\$4,953	Europe
19	Healthcare	4	260	\$4,924	Africa
20	Healthcare	5	440	\$4,915	South America
21	Manufacturing	1	826	\$4,994	Africa
22	Manufacturing	2	37	\$4,979	South America
23	Manufacturing	3	599	\$4,933	Asia-Pacific
24	Manufacturing	4	480	\$4,926	Asia-Pacific
25	Manufacturing	5	296	\$4,902	Europe
26	Retail	1	744	\$4,997	North America
27	Retail	2	601	\$4,978	Asia-Pacific
28	Retail	3	669	\$4,964	South America
29	Retail	4	726	\$4,940	Asia-Pacific
30	Retail	5	230	\$4,907	Europe
31	Technology	1	331	\$4,999	South America
32	Technology	2	277	\$4,997	Africa
33	Technology	3	248	\$4,997	Middle East
34	Technology	4	193	\$4,988	Africa
35	Technology	5	153	\$4,972	Middle East
36	Transportation	1	652	\$4,969	Europe
37	Transportation	2	425	\$4,933	Asia-Pacific
38	Transportation	3	710	\$4,931	Middle East
39	Transportation	4	121	\$4,922	Asia-Pacific
40	Transportation	5	519	\$4,904	Middle East

Table 7 (1)/(2): Top 5 Orders per Industry Based on Order Amount

Account Manager Performance

The table illustrates each account manager's top 20 valuable customers based on the total amount. This helps the managers identify the key customers they should focus on and build appropriate strategies to retain their customers, especially those who have not ordered for a long time.

For Jonathan Lee Wang, the customer with ID 868 in the Education sector was the most valuable, contributing a total transaction amount of \$24,728. The 20th-ranked customer in Jonathan's list had a total contribution of \$19,217, highlighting a relatively high threshold for inclusion among his top customers. These high-value clients are distributed across industries such as Transportation, Energy, and Retail, and most of them are from Asia-Pacific and the Middle East.

While the cut-off customer in Tim's list was lower than Jonathan's, which was \$17,021. Tim's list also demonstrates diverse industry representation, including Technology, Finance, and Healthcare, with prominent contributions from regions such as Europe, North America, and South America.

As both managers have clients concentrated in high-performing sectors such as Transportation, Healthcare, and Technology. These industries present opportunities for further engagement and expansion. Similarly, the geographic distribution of high-value customers, particularly in regions like Asia-Pacific and Europe, highlights the need for region-specific marketing strategies to maximize customer retention and acquisition efforts.

Obs	name	rank	customerID	total_amount	industry	region	year_recency
1	Jonathan Lee Wang	1	868	\$24,728.76	Education	Asia-Pacific	7
2	Jonathan Lee Wang	2	290	\$24,291.76	Transportation	Africa	2
3	Jonathan Lee Wang	3	504	\$24,253.87	Transportation	Africa	10
4	Jonathan Lee Wang	4	9	\$24,246.56	Energy	Middle East	2
5	Jonathan Lee Wang	5	681	\$23,434.26	Transportation	Middle East	4
6	Jonathan Lee Wang	6	568	\$23,432.53	Transportation	Asia-Pacific	10
7	Jonathan Lee Wang	7	47	\$23,351.98	Transportation	North America	7
8	Jonathan Lee Wang	8	825	\$22,269.51	Transportation	North America	9
9	Jonathan Lee Wang	9	339	\$21,975.61	Manufacturing	Middle East	1
10	Jonathan Lee Wang	10	230	\$21,677.72	Retail	Europe	2
11	Jonathan Lee Wang	11	107	\$21,577.08	Education	Middle East	6
12	Jonathan Lee Wang	12	640	\$21,503.73	Transportation	Africa	7
13	Jonathan Lee Wang	13	760	\$20,621.30	Energy	Middle East	6
14	Jonathan Lee Wang	14	776	\$20,512.37	Retail	Asia-Pacific	9
15	Jonathan Lee Wang	15	604	\$20,386.10	Education	Asia-Pacific	8
16	Jonathan Lee Wang	16	603	\$20,358.52	Manufacturing	Asia-Pacific	7
17	Jonathan Lee Wang	17	478	\$19,671.99	Transportation	Africa	10
18	Jonathan Lee Wang	18	150	\$19,587.71	Transportation	Asia-Pacific	4
19	Jonathan Lee Wang	19	160	\$19,226.08	Manufacturing	Africa	3
20	Jonathan Lee Wang	20	246	\$19,127.78	Education	Middle East	5
21	Tim Tom	1	265	\$23,615.99	Healthcare	Europe	10
22	Tim Tom	2	582	\$22,412.54	Technology	North America	1
23	Tim Tom	3	808	\$21,753.82	Technology	South America	8
24	Tim Tom	4	639	\$21,449.67	Finance	Africa	7
25	Tim Tom	5	617	\$21,003.78	Technology	Africa	1
26	Tim Tom	6	363	\$20,984.65	Technology	Asia-Pacific	2
27	Tim Tom	7	43	\$20,692.78	Finance	South America	7
28	Tim Tom	8	204	\$19,948.83	Technology	Africa	7
29	Tim Tom	9	827	\$19,776.49	Healthcare	Asia-Pacific	7
30	Tim Tom	10	658	\$19,767.26	Healthcare	Africa	8
31	Tim Tom	11	40	\$19,202.64	Healthcare	North America	6
32	Tim Tom	12	800	\$19,150.26	Healthcare	Middle East	1
33	Tim Tom	13	71	\$18,931.29	Finance	North America	7
34	Tim Tom	14	286	\$18,396.12	Healthcare	Asia-Pacific	3
35	Tim Tom	15	154	\$17,884.86	Healthcare	Middle East	5
36	Tim Tom	16	456	\$17,798.93	Healthcare	Middle East	10
37	Tim Tom	17	874	\$17,714.77	Technology	North America	1
38	Tim Tom	18	429	\$17,441.58	Technology	North America	2
39	Tim Tom	19	193	\$17,111.05	Technology	Africa	7
40	Tim Tom	20	317	\$17,020.70	Healthcare	Europe	4

Top 20 most valuable customers (based on the total amount) for each account manager

Year-end review

Insight 1:

This macro generates a report that can separate two years' order amounts and revenue; the report can be aggregated by sum, average, minimum or maximum.

The provided data ranges from 2014 to 2023. Analyzing the COVID-19 period would be interesting to see how sales were affected by the pandemic. For this matter, we will generate a report of the sum of order amounts for the years 2019 and 2020 and analyze the numbers.

Obs	_NAME_	_2020	_2019	pct_change
1	sum_of_OderAmount	\$707,848	\$765,845	(7.57%)
2	sum_of_Revenue	\$26,798,494,663	\$26,872,631,434	(0.28%)

Table 8: Annual Report for the year 2020 vs 2019

We can notice there is an 8.19% increase in order amounts and a very small increase in Revenue. These numbers show that the company was able to handle the pandemic and its KPIs were not affected a lot by the crisis.

Now, if we want to compare the most recent year we have (2023) with its previous year, we can see as per the below table that there is a 10.34% decrease in total Orders amount and a slight increase of 3.55% in total Revenue generated from all orders of the 2023 year. We can tell that last year's results were not very promising for the company and there is room for improvement for the upcoming years.

Obs	_NAME_	_2023	_2022	pct_change
1	sum_of_OderAmount	\$717,485	\$800,246	(10.34%)
2	sum_of_Revenue	\$28,276,654,302	\$27,308,368,588	3.55%

Table 9: Annual Report for the year 2023 vs 2022

Finally, this generated report helps the company compare its KPI with last year's or any specific year; it can help to know if the year was a success overall or not.

Insight 2:

The Middle East and Asia-Pacific perform well in both total and average revenue per customer, reflecting the presence of high-value clients, while Africa ranks lowest in both total and average revenue, presenting a significant opportunity for growth.

Manufacturing dominates in both total and average revenue, highlighting its importance to the company's portfolio. However, Education and Technology rank lowest in both total and average revenue, indicating potential areas for targeted growth strategies.

The company should focus on expanding its customer base in Africa, Europe, and the Education and Technology sectors to unlock revenue potential and improve profitability. Meanwhile, it should strengthen relationships with existing high-value customers in Asia-Pacific, the Middle East, and the Manufacturing sector to sustain their high contributions.

Obs	Region	rank	sum_revenue
1	Middle East	1	\$52,994,968,314
2	Asia-Pacific	2	\$50,476,843,430
3	North America	3	\$44,356,886,857
4	South America	4	\$41,098,561,194
5	Europe	5	\$41,003,842,227
6	Africa	6	\$38,945,079,620

Obs	Region	rank	mean_revenue
1	Asia-Pacific	1	\$102,595,210
2	Middle East	2	\$96,529,997
3	South America	3	\$96,024,676
4	Europe	4	\$89,723,944
5	North America	5	\$78,926,845
6	Africa	6	\$72,930,861

Table 10 (1)/(2): Ranked region by sum/average of revenue

Obs	Industry	rank	sum_revenue
1	Manufacturing	1	\$43,003,449,580
2	Transportation	2	\$42,728,916,456
3	Retail	3	\$33,817,978,473
4	Energy	4	\$32,953,421,860
5	Technology	5	\$31,194,817,930
6	Finance	6	\$28,966,963,865
7	Healthcare	7	\$28,680,526,530
8	Education	8	\$27,530,106,948

Obs	Industry	rank	mean_revenue
1	Manufacturing	1	\$107,240,523
2	Energy	2	\$95,794,831
3	Retail	3	\$92,651,996
4	Transportation	4	\$90,912,588
5	Healthcare	5	\$86,127,707
6	Finance	6	\$84,698,725
7	Education	7	\$77,988,972
8	Technology	8	\$75,349,802

Table 11 (1)/(2): Ranked region by sum/average of revenue

Insight 3:

This macro generates a report that compares annual performance about revenue and the numbers of customers by industry. The report allows the firm to identify the effective industries and how the industries performed compared to the previous year. For example, a comparison of performance between 2022 and 2023.

Obs	Industry	total_revenue_2023	nbr_customer	total_revenue_2022	pct_change
1	Education	\$2,988,678,640	31	\$3,485,488,846	(14.25%)
2	Energy	\$4,503,155,644	36	\$3,231,249,439	39.36%
3	Finance	\$2,203,063,892	34	\$2,763,852,782	(20.29%)
4	Healthcare	\$3,019,253,430	33	\$2,898,608,887	4.16%
5	Manufacturing	\$4,426,902,381	45	\$3,102,957,767	42.67%
6	Retail	\$3,904,753,809	32	\$4,693,339,003	(16.80%)
7	Technology	\$3,953,597,487	38	\$3,150,789,161	25.48%
8	Transportation	\$3,277,249,019	40	\$3,982,082,703	(17.70%)

Table 12: Comparison of annual revenue and number of customers between 2023 and 2022

It's apparent that in 2023, Manufacturing, Energy, and Technology increased significantly with revenue growth rates of 42.67%, 39.36%, and 25.48%, respectively. However, just 2 out of 3 industries witnessed an increase in the number of customers ordered, which were Manufacturing and Energy, at 12.5% and 5.88%. Technology increased revenue considerably but witnessed a slight decrease in the number of customers. This implies that the average revenue per customer in Technology increased remarkably.

By contrast, in 2023, Education, Retail, and Transportation witnessed a significant drop in both the number of customers and revenue. In that order, the revenue decrease of these industries was 14.25%, 16.80%, and 17.70%, and the number of customers decreased sharply by 29.55%, 27.27%, and 4.76%.

Finance is the industry with the sharpest decline in revenue, although the number of customers increased by 6.25%.