

Analyst: Asad Ali

# RETAIL SALES & CUSTOMER PERFORMANCE REPORT

# TABLE OF CONTENTS

01

## DATA OVERVIEW

1

What the dataset contains, the time period covered, and what each field means. Sets the context so readers know exactly what we're analyzing and why it matters.

02

## EXECUTIVE SUMMARY

2

The key story in one page: where sales come from, which markets and categories drive profit, and the few issues holding margins back.

03

## TIME & SEASONALITY

5

When performance happens. Shows peak periods (like Q4 and back-to-school), how results change by quarter/month, and what that means for planning.

04

## CUSTOMER & SEGMENT PERFORMANCE

6

Who buys and how they buy. Compares Consumer, Corporate, and Home Office on sales, profit, repeat behavior, and revenue concentration across the customer base.

05

## PRODUCT & MERCHANDISING

8

Which products make money and which drain it. Highlights profit engines, discount-sensitive items, and where bundles or value-adds work better than markdowns.

06

## BASKET & ORDER COMPOSITION

10

How customers build their orders. Explains typical basket size, the items that lift profit when added together, and combinations to avoid because they hurt margin.

06

## FINAL SYNTHESIS

12



→ This dataset captures global retail transactions across multiple markets, product categories, and customer segments. It provides an integrated view of sales, profit, and operational performance from order to shipment.

## COLUMN DESCRIPTION

Row ID / Order ID	Unique identifiers for each transaction and order record
Order Date / Ship Date	Dates when the order was placed and shipped
Ship Mode	Mode of shipment used for delivery: Same Day, First Class, Second Class, Standard Class
Customer ID / Customer Name	Unique customer identifier and name
Segment	Customer segment classification: Consumer, Corporate, Home Office
City / State / Country	Geographical information of the customer
Market	Global business market grouping: APAC, EU, US, LATAM, EMEA, Africa, Canada
Region	Sub-divisions within each market (e.g., Central, East, West, North, South, Southeast Asia, Oceania, Caribbean)
Product ID / Product Name	Unique product identifier and product-level details

Category	High-level product classification: Technology, Furniture, Office Supplies
Sub-Category	Detailed product types such as Phones, Chairs, Tables, Storage, Appliances, Binders, etc.
Sales	Total revenue generated per transaction (in USD)
Quantity	Number of product units sold in the transaction
Discount	Discount rate applied on the product
Profit	Net profit earned per transaction after discounts and cost deductions
Shipping Cost	Total shipping expense incurred on the order
Order Priority	Priority status of order delivery: Critical, High, Medium, Low

## DATASET SUMMARY

- a) **Total Records:** 51.3k transactions
- b) **Coverage:** 4-year retail period (2011–2014)
- c) **Scope:** 7 Markets, 3 Product Categories, 17 Sub-Categories, 4 Customer Segments
- d) **Focus:** Analysis of sales, profit, discounts, customer behavior, and operations across multiple markets and product categories, with interactive drill-downs by Market, Category, Segment, and Ship Mode.

# EXECUTIVE SUMMARY



SALE

\$ 12.6M

PROFIT

\$ 1.5M

PROFIT%

11.61%

CUSTOMERS

1590

ORDERS

25K

LOSS ORDER%

30.12%

## INSIGHTS

### 1 MARKET INSIGHTS

- **APAC** leads sales (**\$3.6M**)
- **EMEA** contributes least and has the weakest margin (**5.45%**).
- **Canada** delivers the highest profit margin (**26.62%**) on the smallest sales base (**\$0.1M**). Strong unit economics, minimal scale.
- **Sales are concentrated:** APAC, EU, US, and Latam together contribute **~87%** of total sales (APAC ~28%, EU ~23%, US ~18%, Latam ~17%). The bottom three (EMEA, Africa, Canada) contribute **~13%**.
- **Latam** contributes around **17%** of total sales (**\$2.2M**) but earns a lower profit margin of **10.24%**, compared to the overall company average of **11.61%**.  
→ This means that while Latam sells a lot, its profits are slightly thinner . It brings in good sales volume but with less efficiency in turning those sales into profit.

## KEY MARKETS

### APAC

a) <b>Scale</b> Sales: \$3.6M (largest) Profit: \$436K Margin: 12.16%	c) <b>Customer dynamics</b> Customers: 796 orders/customer: 6.83 AOV ≈ \$662
b) <b>Category mix (Sales)</b> Tech: 39% Furniture: 36% Office: 25%	d) <b>Category margins</b> Tech: 15.07% Furniture: 9.37% Office: 11.93%

### EU

a) <b>Scale</b> Sales : \$2.9M (2nd) Profit: \$373K Margin: 12.69%	c) <b>Customer dynamics</b> Customers: 795 orders/customer: 5.78 AOV ≈ \$631
b) <b>Category mix (Sales)</b> Tech: 38% Furniture: 35% Office: 28%	d) <b>Category margins</b> Tech: 12.97% Furniture: 8.84% Office: 15.26%

### US

a) <b>Scale</b> Sales : \$2.3M Profit: \$286K Margin: 12.47%	c) <b>Customer dynamics</b> Customers: 793 orders/customer: 6.32 AOV ≈ \$459
b) <b>Category mix (Sales)</b> Tech: 35% Furniture: 30% Office: 30%	d) <b>Category margins</b> Tech: 17.40% Furniture: 2.49% Office: 17.04%

### LATAM

a) <b>Scale</b> Sales : \$2.2M Profit: \$222K Margin: 10.24%	c) <b>Customer dynamics</b> Customers: 794 orders/customer: 6.47 AOV ≈ \$428
b) <b>Category mix (Sales)</b> Tech: 36% Furniture: 36% Office: 27%	d) <b>Category margins</b> Tech: 12.75% Furniture: 5.12% Office: 14.09%

## OTHER MARKETS

- a) Together only **~13%** of sales (**~\$1.6M**)
- b) **Margins:** EMEA **5.45%** (lowest), Africa **11.34%** (near average), Canada **26.62%** (highest) on \$0.1M sales.
- c) **Category pattern:** EMEA margins uniformly low (Tech 5.81%, Office 5.37%, Furniture 5.05%); Africa led by Tech (13.69%); Canada shows strong margins across all three (Tech 27.55%, Office 26.50%, Furniture 24.66%)
- d) **Engagement:** Orders/customer low in EMEA ~3.24, Africa ~2.96, Canada ~1.11 (good unit economics, minimal scale).



## 2 PRODUCT CATEGORY INSIGHTS

### TECHNOLOGY

Scale	
Sales	: \$4.7M (largest)
Profit	: \$663.8K
Margin	: 13.9%

Market mix(Sales)	
APAC	: \$1.4M (≈30%)
EU	: \$1.1M (≈23%)
US	: \$0.8M (≈17%)
Latam	: \$0.8M (≈17%)
EMEA/Africa	: \$0.3M each
Canada	: \$26.3K

Margin by market	
Canada	: 27.5%
US	: 17.4%
APAC	: 15.1%
AFRICA	: 13.7%
EU / LATAM	≈ 12.8%
EMEA	: 5.81%

Customer dynamics	
Customers	: 1,485
orders/customer	≈ 5.63
AOV	≈ \$563

### GROWTH + PREMIUM POCKETS

**Where sales come from:** Most revenue is concentrated in APAC and EU, with US/Latam as the next tier. EMEA/Africa are small; Canada is tiny

**Margin map:** US and APAC run above the category margin, EU is slightly softer, EMEA is the clear drag. Canada is a premium pocket (very high margin on very small scale).

**Customer pattern:** Mid-frequency, high-ticket (highest AOV of the three).That points to considered purchases where bundling/attachments have room to grow.

**Takeaway:** Tech is the revenue and margin leader; protect US/APAC economics, watch EU, and don't over-read Canada (great margin, negligible volume).

### FURNITURE

Scale	
Sales	: \$4.1M
Profit	: \$285.2K
Margin	: 6.94%

Market mix(Sales)	
APAC	: \$1.3M (≈32%)
EU	: \$0.8M (≈20%)
US	: \$0.7M (≈17%)
Latam	: \$0.8M (≈20%)
EMEA/Africa	: \$0.2M each
Canada	: \$10.6K

Margin by market	
Canada	: 24.66%
APAC	: 9.37%
EU	: 8.84%
Africa	: 8.35%
Latam	: 5.12%
EMEA	: 5.05%
US	: 2.49%

Customer dynamics	
Customers	: 1,427
orders/customer	: 5.74
AOV	≈ \$501

### SCALE WITHOUT PROFIT

**Where sales come from:** APAC is the anchor; EU/Latam are meaningful; US slightly smaller; EMEA/Africa remain minor.

**Margin map:** APAC/EU are acceptable; US and Latam are well below the category margin; EMEA is soft; Canada again shows premium economics on tiny volume.

**Customer pattern:** Buyers make moderate, occasional purchases — not as frequent as Office Supplies, but still show steady repeat behavior. Their spending per order is lower than Technology, suggesting more price-sensitive or practical buying decisions.

**Takeaway:** Furniture moves volume but compresses margin. The US & Latam margin gap explains why Furniture pulls down overall profitability.



# OFFICE SUPPLIES

## Scale

**Sales** :\$3.8M  
**Profit** :\$518.5K  
**Margin** : 13.69%

## Market mix(Sales)

EU :\$1.0M  
 APAC :\$0.9M  
 US :\$0.7M  
 LATAM :\$0.6M  
 EMEA/AFRICA :\$0.3M each  
 CANADA :\$30K

## Margin by market

Canada : 26.5%  
 US : 17%  
 EU :15.26%  
 Latam : 14.09%  
 APAC : 11.93%  
 Africa : 10.68%  
 EMEA : 5.37%

## Customer dynamics

**Customers** : 1,585  
**orders/customer** : 12  
**AOV** ≈\$200

## SCALE WITHOUT PROFIT

**Where sales come from:** EU leads, then APAC, followed by US and Latam; EMEA/Africa are steady but small; Canada minimal.

**Margin map:** US and EU deliver the best margins; Latam is solid; APAC runs below category margin; EMEA is weakest.

**Customer pattern:** Highest repeat rate (≈2× Tech/Furniture) with lowest AOV—classic replenishment behavior and stable, sticky revenue.

**Takeaway:** Office Supplies is your recurring-revenue stabilizer; it wins on frequency and healthy margins in US/EU, with APAC the key profit improvement area.

## Cross-category Insights

**Canada** = premium, tiny base across all three—great unit economics, negligible impact on totals.

**EMEA** = consistent margin lag for every category.

APAC drives scale for Tech & Furniture, but Office margins there trail.

US is a tale of two categories: strong in Tech & Office, weak in Furniture.

Behavior split: Tech/Furniture = higher AOV, mid repeat; Office = low AOV, high repeat (your retention workhorse).



Q1 → Jan, Feb, March    Q2 → April, May, June    Q3 → July, Aug, Sep    Q4 → Oct, Nov, Dec

## COMPANY TIMELINE (ALL CATEGORIES)

**Growth & Q4 lift:** Sales trend upward from 2011–2014 with a reliable Q4 surge; 2014–Q4 is the peak.

**Discount–profit link:** Higher avg discount → lower profit%; low-discount quarters protect margin. Avoid heavy markdowns in already strong periods.

**Core demand months:** Nov–Dec lead; Sep–Oct often join the top tier.

## CATEGORY VIEWS

### 1 TECHNOLOGY

**Seasonality:** Most “peaky”; strongest in Q4, with a secondary bump around Jun.

**Margin pattern:** Profit% steady in the low–mid teens; holds up unless discounting rises.

**Action calendar:** Nov–Dec (primary), Aug–Oct & Jun (secondary). Emphasize launches/bundles; keep deep discounts off the table in Nov–Dec.

### 2 FURNITURE

**Seasonality:** Builds into Sep–Dec; growth is steadier than Tech, with smaller mid-year lifts.

**Margin pattern:** Lower than Tech and sensitive to discounting; several high-sales quarters show margin compression.

**Action calendar:** Sep–Dec focus. Use value adds (delivery/assembly) over %-off; tighten discount controls to lift margin.

### 3 OFFICE SUPPLIES

**Seasonality:** Broad and reliable—strong in Aug–Nov (back-to-school → holiday), with Jun and Dec also solid.

**Margin pattern:** Healthy and stable (low–mid teens); tolerates promotions better than Furniture.

**Action calendar:** Aug–Nov (primary), Jun/Dec (secondary). Lean into replenishment/subscriptions; target promos to protect Q4 margin.

## CROSS-CATEGORY STRATEGY

#### Season windows

**Holiday (Nov–Dec):** All categories peak → prioritize availability and attach-rate offers over deep discounts.

**Back-to-School (Aug–Sep):** Office Supplies surge → cross-sell low-ticket Tech accessories.

**Mid-Year (Jun):** Notable for Tech & Office → run limited campaigns; hold safety stock.

**Margin guardrails:** Cap discounts in Q4; steer Furniture to value promotions; reserve heavier markdowns for shoulder months.

**Forecasting:** Weight curves by category—Tech = most peaky, Office = most even, Furniture = mid but margin-sensitive.



**Scale by segment:** Consumer is the growth engine (~\$6.5M). Corporate is mid-tier (~\$3.8M). Home Office is the smallest (~\$2.3M).

**Profitability:** All three segments run a similar ~11–12% profit%; differences come from category mix and discounting.

**Breadth vs. concentration:** Revenue is long-tail. Top 20 customers contribute only ~4–5% of segment sales → growth depends on broad customer health, not a few whale accounts.

**Customer loyalty:** The base skews repeat—the largest bins are >20 orders and 6–10 orders. One-time buyers are a small tail.

## SEGMENT DEEP-DIVES

### 1 CONSUMER (LARGEST BOOK)

#### Category mix & margin:

- Sales are balanced across Tech (~\$2.4M), Furniture (~\$2.1M), Office (~\$2.0M)
- **Margin ranking:** Tech ~14.1% ≈ Office ~13.0% » Furniture ~7.2% (drag)

#### Market view:

- **Scale:** APAC and EU lead, then US ≈ Latam; EMEA/Africa are small; Canada is tiny.
- **Margin ranking:** Canada ~27% (premium pocket, tiny base). EU/APAC/US ~11–12% healthy. EMEA ~6%

#### Customer structure:

- Biggest pool of high-frequency buyers (e.g., 350 customers with >20 orders).
- Top-20 share ~4% → retention programs scale better than single-account bets

#### Implications:

- Protect Tech/Office margins; fix Furniture (bundles, delivery/assembly value-adds instead of discounts).
- Prioritize APAC & EU for scale; treat Canada as a high-margin niche; diagnose EMEA (pricing, freight, assortment).

### 2 CORPORATE (MID-TIER BOOK)

#### Category mix & margin:

- **Sales:** Tech (~\$1.42M) > Furniture (~\$1.26M) > Office (~\$1.14M).
- **Margin ranking:** Office ~14.7% > Tech ~13.4% > Furniture ~6.6% (same drag as Consumer)

#### Market view:

- **Scale:** APAC, EU, US are the big three; Latam mid; EMEA/Africa small; Canada minimal.
- **Margin ranking:** Canada ~26% (tiny), US/EU ~13% solid, APAC ~12%, EMEA ~5% lowest, Latam ~9% developing.

#### Customer structure:

- Heavy-repeaters (20+ orders): Corporate has the highest share (~44%) vs Consumer (~43%) and Home Office (~41%)

#### Implications:

- Lean into Office Supplies (best economics); keep Tech disciplined on discount.
- Invest in US/EU/APAC; run profit rescue in EMEA.





### ③ HOME OFFICE (SMALLEST BOOK)

#### Category mix & margin:

- **Sales:** Tech (~\$0.90M) > Furniture (~\$0.72M) ≈ Office (~\$0.69M).
- **Margin ranking:** Tech ~14.6% ≈ Office ~14.1% » Furniture ~6.7%.

#### Market view:

- **Scale:** APAC > EU > US > Latam; Africa/EMEA small; Canada tiny.
- **Margin ranking:** US ~14% tops among the big markets; EU/APAC ~12% sound; EMEA ~4% underperforms.

#### Customer structure:

- Home Office has the widest mid-tier, making it the prime upsell-to-20+ segment

#### Implications:

- Treat Home Office as a margin-steady segment: push subscriptions/replenishment in Office, and attach Tech peripherals.

## KEY TAKEAWAYS ACROSS SEGMENTS

- Furniture compresses margin everywhere (~6–7%). Shift promos to value-add (assembly/installation), tighten markdowns, and curate assortment by market.
- Office Supplies is the margin stabilizer (low AOV, high repeat). Use it for retention programs and cross-sell into Tech.
- APAC & EU drive scale; US gives solid margin; EMEA needs a profit recovery plan (pricing, freight, MOQ, localized assortment).
- **Discount discipline matters:** profit% tracks down as average discount rises—especially risky in Furniture.
- Customer base = broad & loyal. Focus on moving 6–10 order customers into 11–20+ with cadence offers; create VIP tiers for the heavy repeaters instead of chasing whales.



## PRODUCT PORTFOLIO OVERVIEW

**Profit pools:** The money is concentrated in Copiers, Phones, Bookcases, Appliances, Chairs and Accessories. These six drive the bulk of profit dollars.

**Chronic drag:** Tables are consistently negative profit with the highest average discount (~29%) and loss-line% (~58%). Chairs and Storage also carry elevated loss-line rates (30%+).

**Rate vs. dollars:** Paper, Labels, Envelopes, Accessories post high profit% (often 15–27%) but on a smaller sales base—ideal attach/bundle items rather than headline drivers.

**Unit economics. From “Sales & Profit per Unit”:**

**Copiers** = best unit economics (high sales per unit + high profit per unit).

**Phones/Appliances/Bookcases** = solid unit margin; scale well.

**Tables** = high sales per unit but negative profit per unit (deep discounting destroys value).

**Paper/Envelopes/Labels/Fasteners** = low profit per unit; treat as basket builders.

## SEGMENT VIEWS

### ① CONSUMER

**Leaders:** Phones and Copiers lead profit; Bookcases/Chairs/Appliances follow.

**Margin pattern:** Healthy profit% on Phones/Copiers (15–16%); Chairs/Storage are softer; Tables are negative.

**Efficiency:** Copiers show strong profit per unit; Tables again negative.

### ② CORPORATE

**Leaders:** Copiers are #1; Bookcases & Appliances close behind; Phones moderate.

**Margin standouts:** Accessories & Paper carry very high profit% (~20%+) → great for cross-sell.

**Risks:** Tables most negative; Machines low margin.

### ③ HOME OFFICE

**Leaders:** Copiers then Phones; Bookcases/Appliances/Accessories steady.

**Margin pattern:** Accessories, Labels, Paper have the best rates; Chairs/Machines thin; Tables negative.

**Read:** Home Office responds well to value packs/attachments; avoid deep price cuts on big-ticket furniture.

### ④ SEGMENT TAKEAWAY

- Copiers are the unit-economics hero in every segment.
- Phones scale best with Consumers; Bookcases/Appliances shine in Corporate.
- Tables are a universal margin drain—regardless of segment.



## DISCOUNT DYNAMICS

### 1 Across multiple drill-downs (Tables, Binders, Phones, Copiers) the pattern is consistent:

- **0–10%** → healthy profit% (often 16–32%).
- **10–20%** → profit% drops but can still be workable for Phones/Copiers in targeted events.
- **>20%** → value destruction:
  - a) Tables: profit% plunges to ~-40%.
  - b) Binders: ~-90% (tiny base but shows the danger).
  - c) Phones/Copiers: -35% to -43%.
- Loss-order% spikes sharply once discounts cross ~>20%.

### 2 Guardrails to adopt right now

- **Hard stop:** Avoid >20% discount on all sub-categories; require approvals if ever used.
- **Phones/Copiers:** keep most promos at 0–10%, selectively up to <20% tied to bundles or accessories.
- **Tables:** cap at ≤10% while testing non-price tactics (warranty/assembly/financing). If still negative, rationalize assortment.

## QUARTER-END & BACK-TO-SCHOOL SALES PATTERNS

### 1 Quarter focus — 2014-Q4 (peak trading)

- **Mix and rankings stay consistent:** Copiers/Phones lead; Tables remain negative (-13% profit%).
- **Binders show unusually low profit% in Q4 (~5%)** → likely over-promoted; tighten thresholds.
- **Unit view:** Copiers maintain highest profit per unit; Tables show large volumes with loss per unit.
- **Q4 playbook:** Push Copiers/Phones/Appliances with bundle-led offers; hold discount discipline, especially on Tables & Binders.

### 2 Seasonal band — Jun-Sep (Back-to-School)

- Sales in this window lean into Office-leaning sub-categories (Binders, Paper, Supplies).
- Profitability remains strongest at 0–10% discounts; >20% discounts coincide with surging loss-order%.
- **Action:** Run limited-discount bundles (Binders + Paper + Labels), keep price cuts ≤10%, and monetize with accessory attach.



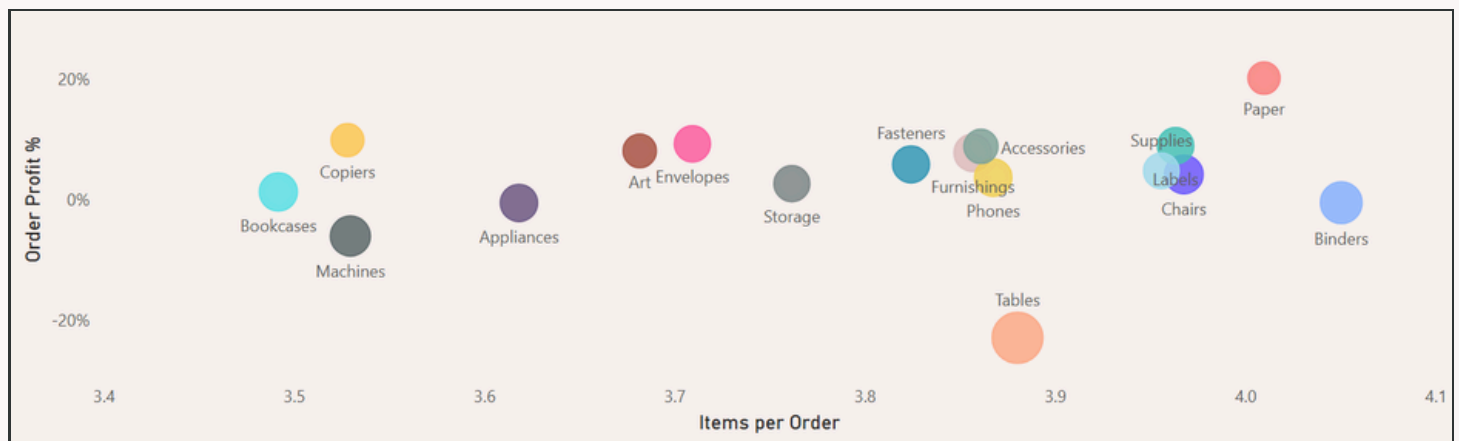
## OVERALL BASKET COMPOSITION OVERVIEW

**Basket size:** Lines/Order  $\approx 2.05$ ; Items/Order  $\approx 7.12$ ; Order Profit%  $\approx 4.76\%$

**Orders that include a category:** Office Supplies ( $\approx 75.9\%$  of orders), Technology ( $\approx 33.4\%$ ), Furniture ( $\approx 32.7\%$ ) – categories often co-occur in the same order

**Items per order by segment:** Very similar across segments ( $\approx 7.0$  each), so basket depth is not segment-driven

**Sub-category mix:** Top-right (profitable + appear in larger baskets): Paper, Labels, Phones. Drags: Tables (consistently loss-making), Machines (negative/near-zero)



## BASKET COMPOSITION BY CATEGORY

### 1 FURNITURE

**Smallest baskets:** L/O 1.21, I/O 4.27; Order Profit%  $\approx 0.62\%$ .

**What works:** Chairs and Furnishings are the only reliable margin carriers.

**What hurts:** Bookcases (soft), Tables (deeply negative).

### 2 OFFICE SUPPLIES

**Healthy baskets:** L/O 1.65, I/O 5.69; Order Profit%  $\approx 6.37\%$ .

**Winners:** Paper and Labels = high margin and appear in the largest baskets.

**Watchouts:** Binders drive very high items/order but margin is market-dependent.

### 3 TECHNOLOGY

**Lean baskets:** L/O 1.21, I/O 4.21; Order Profit%  $\approx 5.27\%$ .

**Winners:** Accessories and Phones (positive margin).

**Drag:** Machines (negative), Copiers only modestly positive.



## BASKET COMPOSITION BY KEY-MARKET

### ① APAC

**Bigger baskets, solid margin:** L/O 2.02, I/O 7.58, Order Profit%  $\approx$  7.46%.

**Mix:** Many subs are positive; Tables still sharply negative.

**Move:** Lean on Paper/Labels/Chairs bundles; suppress Tables discounts.

### ② EU

**Biggest baskets & strong margin:** L/O 2.18, I/O 8.22, Order Profit%  $\approx$  9.56%.

**Winners:** Envelopes, Labels, Paper; Binders also profitable here.

**Move:** EU tolerates larger, profitable baskets—promote multi-line packs anchored on Paper/Labels/Binders.

### ③ US

**High profitability with mid-size baskets:** L/O 2.00, I/O 7.56, Order Profit%  $\approx$  11.32%.

**Winners:** Envelopes, Paper, Labels (very high order profit%).

**Drags:** Tables and Machines; Binders trend loss-making despite high items/order.

**Move:** Push Paper/Label bundles; tighten price floors on Binders; avoid discounting Machines.



## WHEN AND WHERE RESULTS HAPPEN (TIME × MARKET)

- **Timing:** Sales climb year-over-year and reliably spike in Q4 (Nov–Dec are the strongest months). Tech is the most “peaky,” Office Supplies are the most steady, Furniture sits in the middle but is margin-sensitive.
- **Markets that matter:** APAC, EU, US, and LATAM generate the vast majority of sales. EMEA is consistently low-margin; Canada has very high margins but tiny scale.
- **Operating rule:** In natural peak periods (Q4 and back-to-school Aug–Sep), hold price discipline—you don’t need deep discounts to sell.

## WHERE PROFIT ACTUALLY COMES FROM

### CATEGORY ROLES

- **Technology** = top line and margin leader.
- **Office Supplies** = repeatable, stable-margin business (great for retention).
- **Furniture** = moves volume but compresses margin (category drag).

### SUB-CATEGORY MAP

- **Profit engines:** Copiers, Phones, Bookcases, Appliances, Chairs, Accessories.
- **Attach winners (small items with high % margin):** Paper, Labels, Envelopes.
- **Chronic drain:** Tables (heavy discounts, high loss orders, negative unit economics).

## WHO BUYS AND HOW

### SEGMENTS

- Consumer drives growth; Corporate is steady; Home Office is smallest but margin-stable.
- All three have strong repeat behavior (many customers place 11–20+ and even 20+ orders).
- Revenue is broadly distributed (Top-20 customers = only a small slice) → growth comes from serving the many, not a few whales.

### BASKET REALITY

- Average order ≈ 7 items. Office Supplies appear in ~¾ of orders, so they are the default cross-sell rail.
- The best-performing baskets pair Tech anchors (Phones/Copiers) with Supplies (Paper/Labels/Envelopes).
- US and EU baskets are the most profitable; APAC scales well but needs stricter promo controls.



## PRICING THAT PROTECTS VALUE (DISCOUNT DYNAMICS)

### OBSERVED CURVE

- **0% discount** = strongest margins.
- **0–10%** = still healthy.
- **10–20%** = margin drops to single digits.
- **>20%** = loss-making across categories.
- Small “nuisance” discounts (0–10%) can also raise loss orders without enough sales lift.

### SENSITIVITY BY CATEGORY

- Furniture margins fall fastest with discount.
- Technology handles modest incentives if bundled.
- Office Supplies win on frequency, not depth of discount.

## WHAT TO SCALE VS. WHAT TO FIX

**US / EU:** Highest order profitability with disciplined baskets

**APAC:** Big, mixed baskets and strong scale. → Enforce discount guardrails and push structured bundles.

**LATAM:** Healthy volume but below-average margin. → Raise price floors; tighten freight/MOQ controls.

**EMEA:** Systemic margin lag. → Pricing reset + cost-to-serve and assortment fixes.

**Canada:** Excellent margins on a tiny base. → Grow selectively without discounting.