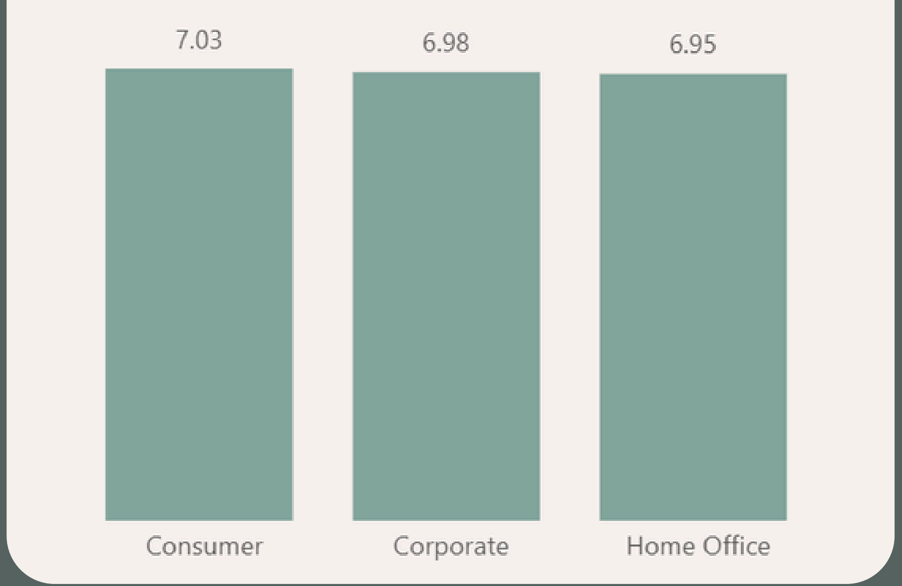
RETAIL SALES & CUSTOMER PERFORMANCE

EXECUTIVE INSIGHTS DECK

EXECUTIVE SNAPSHOT

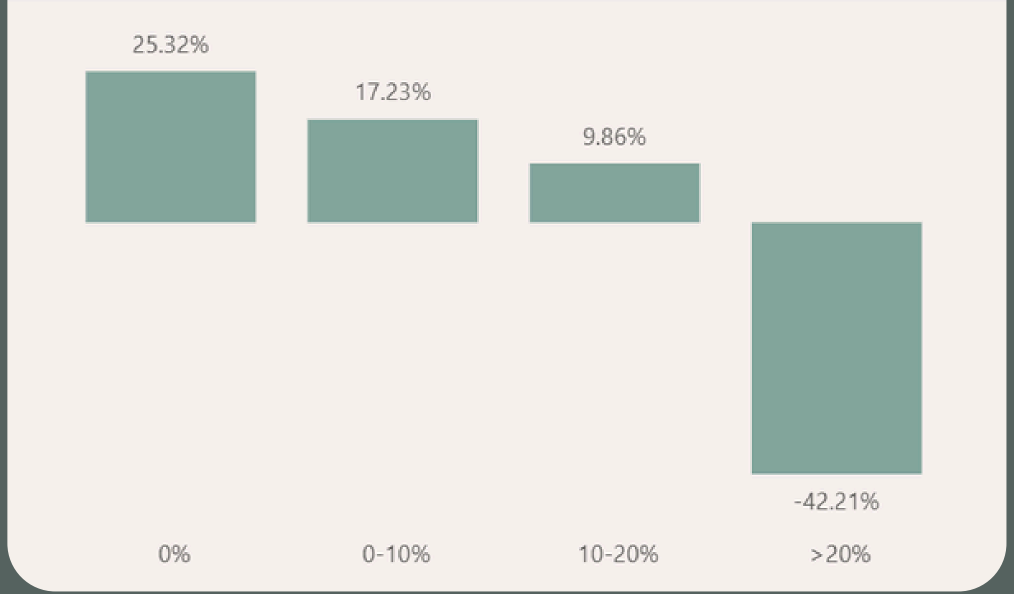
SALE	CUSTOMERS	PROFIT	PROFIT%	ORDERS	LOSS ORDER%
$ 12.6M	1590	$ 1.5M	11.61%	25K	30.12%

Items per Order By Segment



Sale by Category

Profit % by Discount Band



Revenue Mix

Tech : 37% ($4.7M)

Furniture : 33% ($4.1M)

Office : 30% ($3.8M)

Takeaway: growth lever is mix/availability in Tech & Furniture

Price Discipline

Profit% falls from : 25.3% (0% off) ↓ 17.2% (0–10%) ↓ 9.9% (10–20%)

Bold callout: Avoid >20% off average −42.2% profit.

Stable Basket Size

Items/order ~7 across segments (7.03 / 6.98 / 6.95)

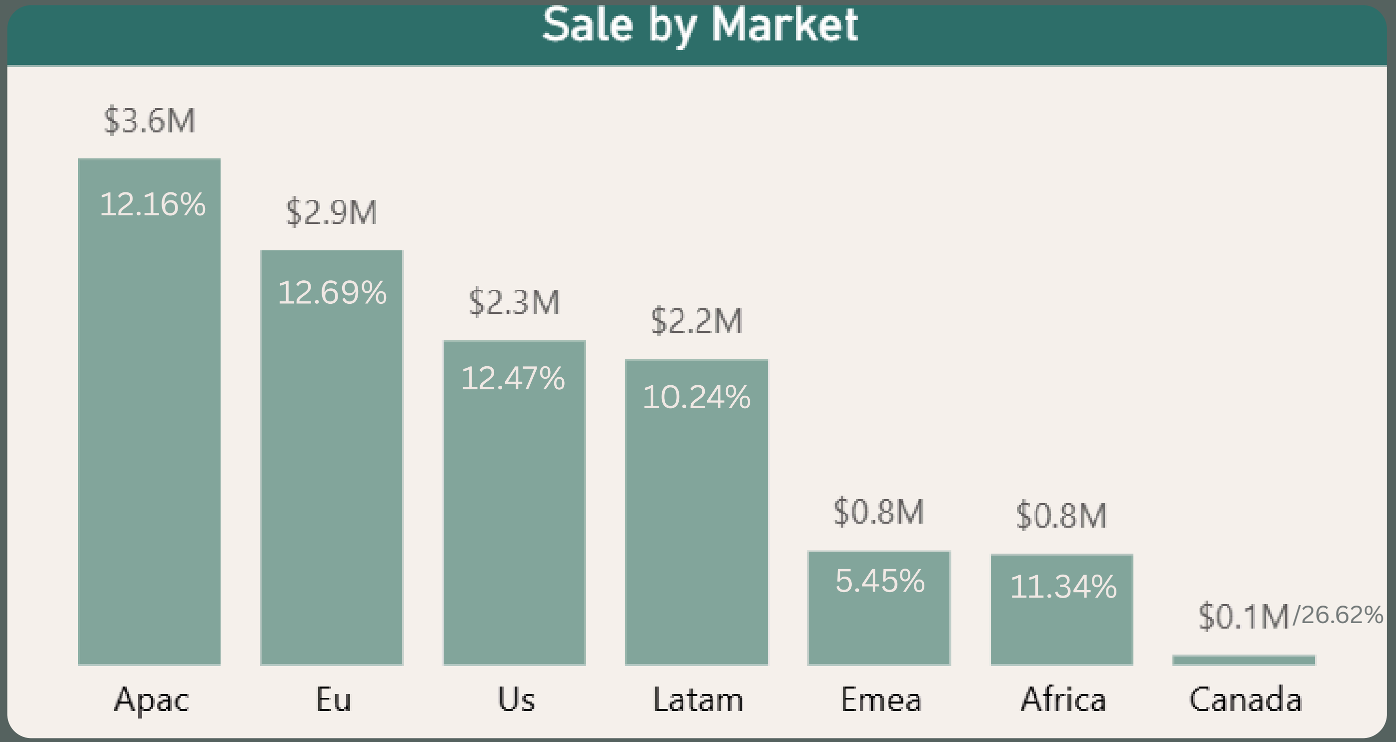
Takeaway: raise AOV via product mix & attach, not more lines per order

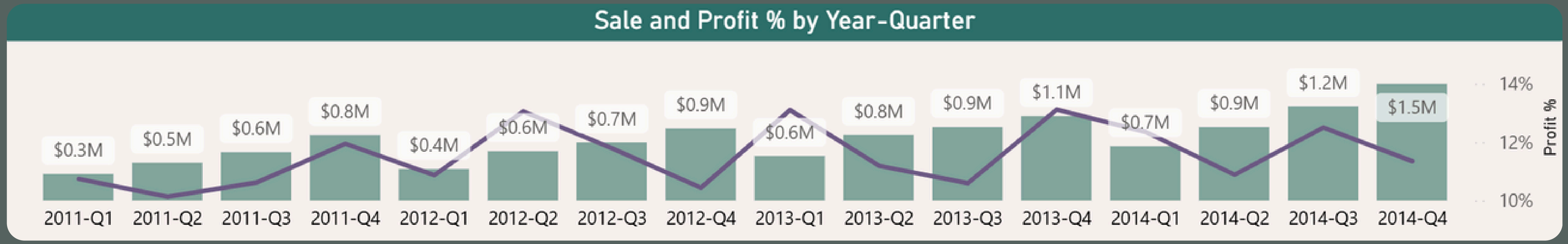
Loss Drivers to Fix

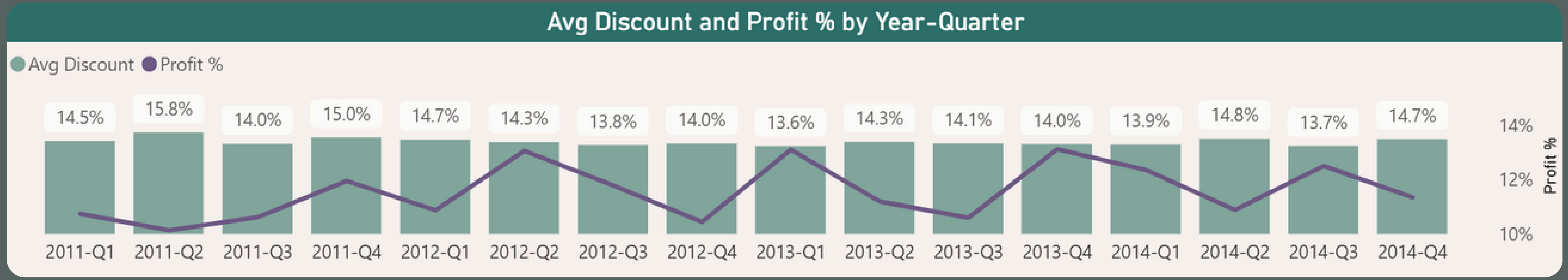
~30.1% of orders are loss-making; most tied to deep discounts and a few negative sub-categories.

Action: clamp extreme discounts; review loss SKUs (e.g., Tables) for price/portfolio changes.

MARKETS & SEASONALITY







Revenue Mix

APAC : $3.6M (≈28%)
EU : $2.9M (≈23%)
US : $2.3M (≈18%)
LATAM : $2.2M (≈17%)

→ ≈ 87% of total sales

Margin Map

Canada : 26.6% margin on $0.1M
EMEA : 5.45% (weakest)
APAC/EU/US ~ 12–13% (healthy)
LATAM : 10.2% (soft)

Quarter Pattern

- **Q4** is the surge (e.g., 2014-Q4 ~$1.5M)
- **Q1** the trough (e.g., 2014-Q1 ~$0.7M)
- **Q2** steps up modestly

Discount ⇔ Profit Discipline

- **Avg discount ranges** ~13.5–15.8%
- **Profit% oscillates** ~10–15%
- Higher discounts compress margins
- Quarters with lower discounts post higher profit%

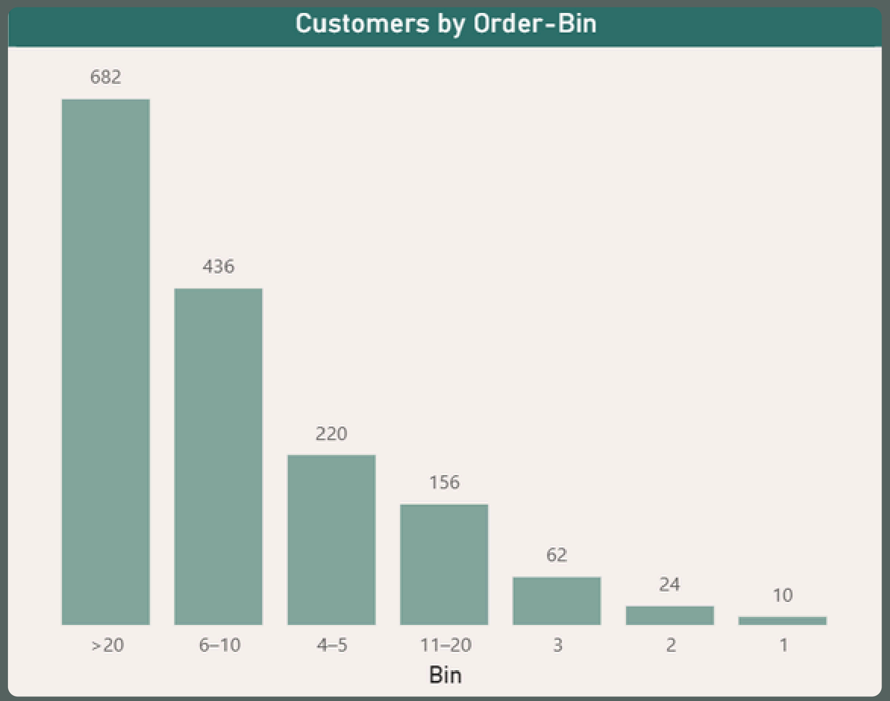
Latam Margin Gap

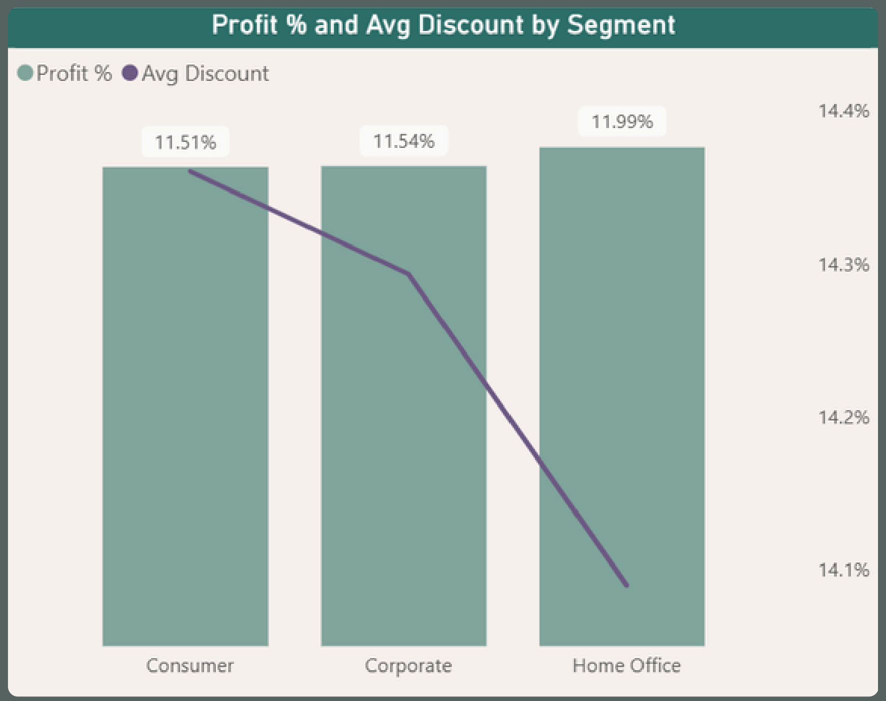
- **LATAM runs** ~10.2%
- **Big-market peers** ~12–13%
- Lifting LATAM to 12% on $2.2M adds ~$44k profit

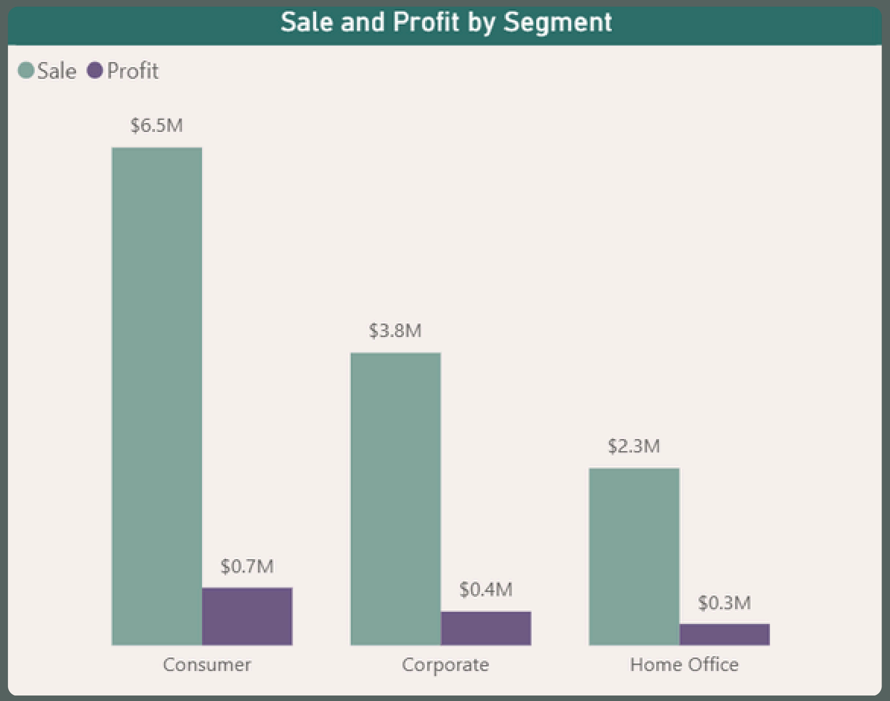
Scale vs. Risk

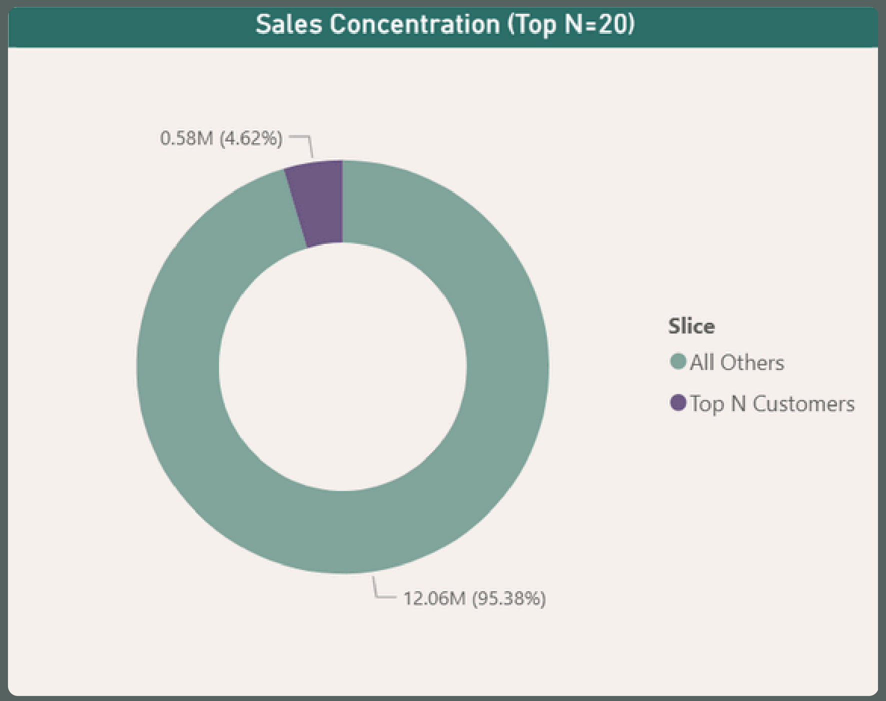
- **APAC** leads scale ($3.6M, 12.16%) but don't over index
- **EU/US** provide balanced sales + solid margins
- **Canada** = high-margin niche

CUSTOMERS & SEGMENTS









Segment Mix

Consumer : $6.5M sales / $0.7M profit
Corporate : $3.8M / $0.4M
Home Office : $2.3M / $0.3M

Margin Parity

- **Profit%** is remarkably similar across segments ~11–12%
- **Home Office** tops at ~12% with the lowest avg discount

Repeat Heavy, Loyal Base

- **Largest bins** are >20 orders = 682 customers
- **6–10 orders** = 436
- One-time buyers are a small tail

Broad Revenue

- **Top-20 customers** ≈ $0.58M (~4.6%) of $12.6M
- Over 95% of sales come from the long tail.

Move the Middle

- If the 436 customers in the 6–10 orders bin add just +2 orders each at ~$500 AOV. (~$12.6M/25K ≈ $500)
- That’s ≈$0.44M incremental revenue—without new acquisition.

Segment Plays

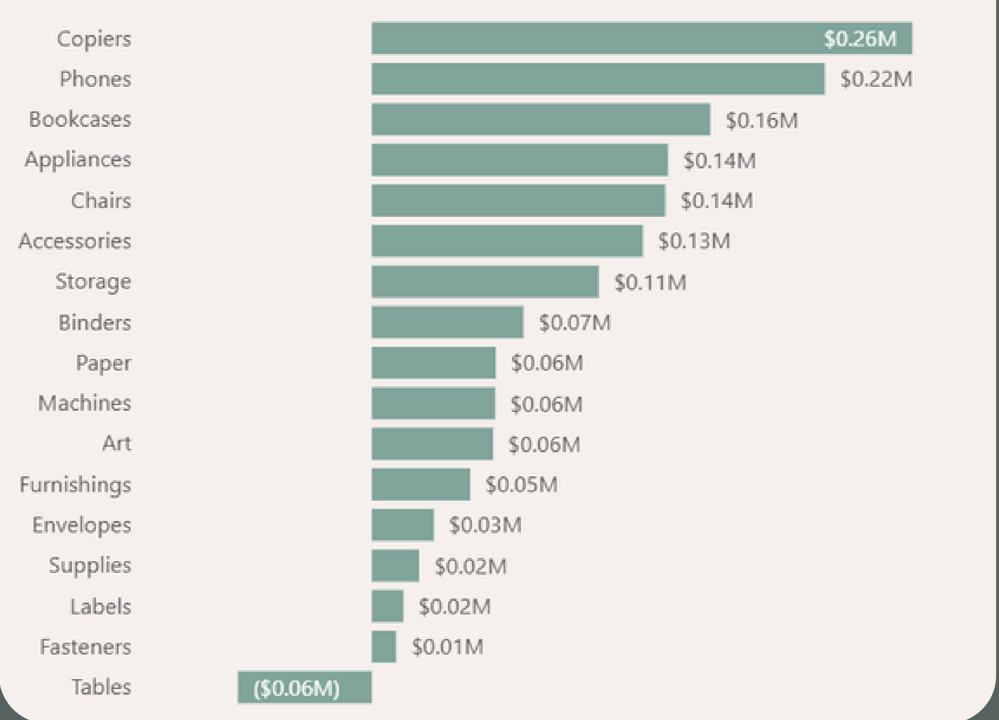
- **Consumer**: largest pool → protect margin with discount guardrails; cross-sell Office in every cart.
- **Corporate**: highest share of 20+ order accounts → launch tiered SLA/reorder automation.
- **Home Office**: margin-steady at ~12% → push replenishment (Office) + attached Tech accessories.

PRODUCT PERFORMANCE

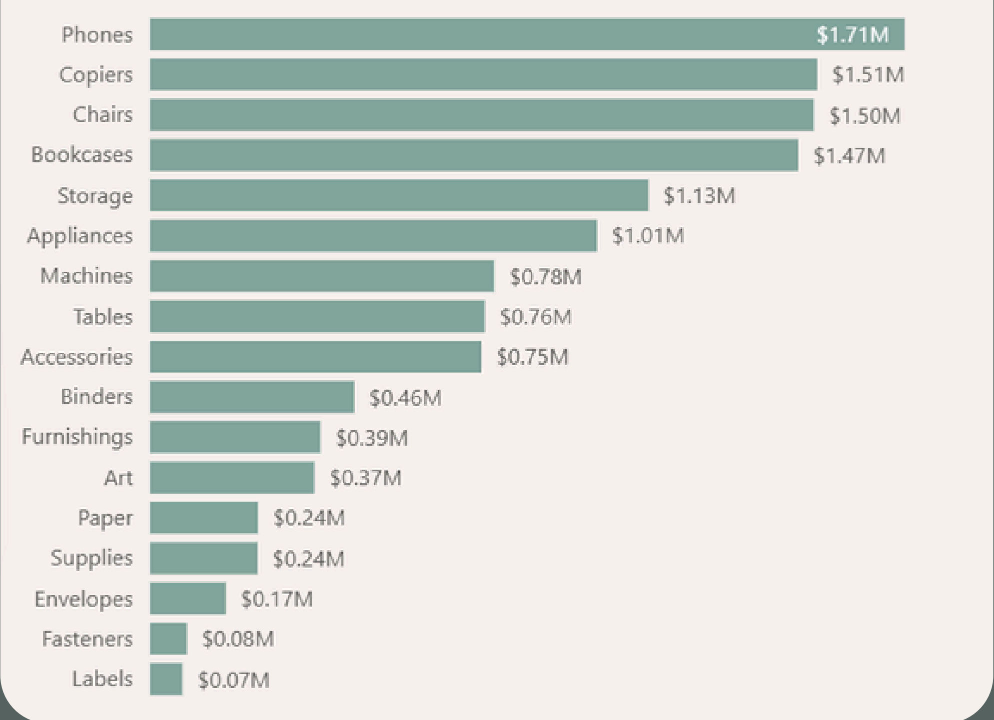
Sub-Category Performance

Sub-Category	Sale	Profit	Profit %	Avg Discount	Loss Line %
Phones	$17,06,824.1	$2,16,717.0	12.70%	14.6%	23.5%
Copiers	$15,09,436.3	$2,58,567.5	17.13%	11.7%	23.6%
Chairs	$15,01,681.8	$1,40,396.3	9.35%	16.3%	32.0%
Bookcases	$14,66,572.2	$1,61,924.4	11.04%	15.4%	29.7%
Storage	$11,27,085.9	$1,08,461.5	9.62%	13.8%	27.3%
Appliances	$10,11,064.3	$1,41,680.6	14.01%	14.2%	21.8%
Machines	$7,79,060.1	$58,867.9	7.56%	17.0%	30.6%
Tables	$7,57,041.9	($64,083.4)	-8.46%	29.1%	57.6%
Accessories	$7,49,237.0	$1,29,626.3	17.30%	12.0%	21.3%
Binders	$4,61,911.5	$72,449.8	15.68%	17.9%	24.8%
Furnishings	$3,85,578.3	$46,967.4	12.18%	15.1%	25.4%
Art	$3,72,092.0	$57,953.9	15.58%	11.7%	18.6%
Paper	$2,44,291.7	$59,207.7	24.24%	10.9%	14.9%
Supplies	$2,43,074.2	$22,583.3	9.29%	12.8%	24.3%
Envelopes	$1,70,904.3	$29,601.1	17.32%	13.2%	22.8%
Fasteners	$83,242.3	$11,525.4	13.85%	14.1%	25.3%
Labels	$73,404.0	$15,010.5	20.45%	12.0%	20.0%

Profit by Sub-Category



Sale by Sub-Category



Top profit Pools

Copiers : (~$0.26M)
Phones : (~$0.22M)
Bookcases : (~$0.16M)
Appliances : (~$0.14M)
Chairs : (~$0.14M)
Accessories : (~$0.13M)

Top sellers

Phones : ($~1.71M)
Copiers : ($~1.51M)
Chairs : ($~1.50M)
Bookcases : ($~1.47M)
Storage : ($~1.13M)

Collectively ≈58% of total sales (≈$7.3M of $12.6M)

Chronic Drains

- Tables are loss-making (≈ −$0.06M profit) with the highest loss-order exposure on the page.
- Chairs & Storage also show elevated loss-line risk (frequent unprofitable orders).

Rate-Rich, Dollar-Light

Paper, **Labels**, **Envelopes** carry high profit % (often ~20–27%) on a smaller revenue base.

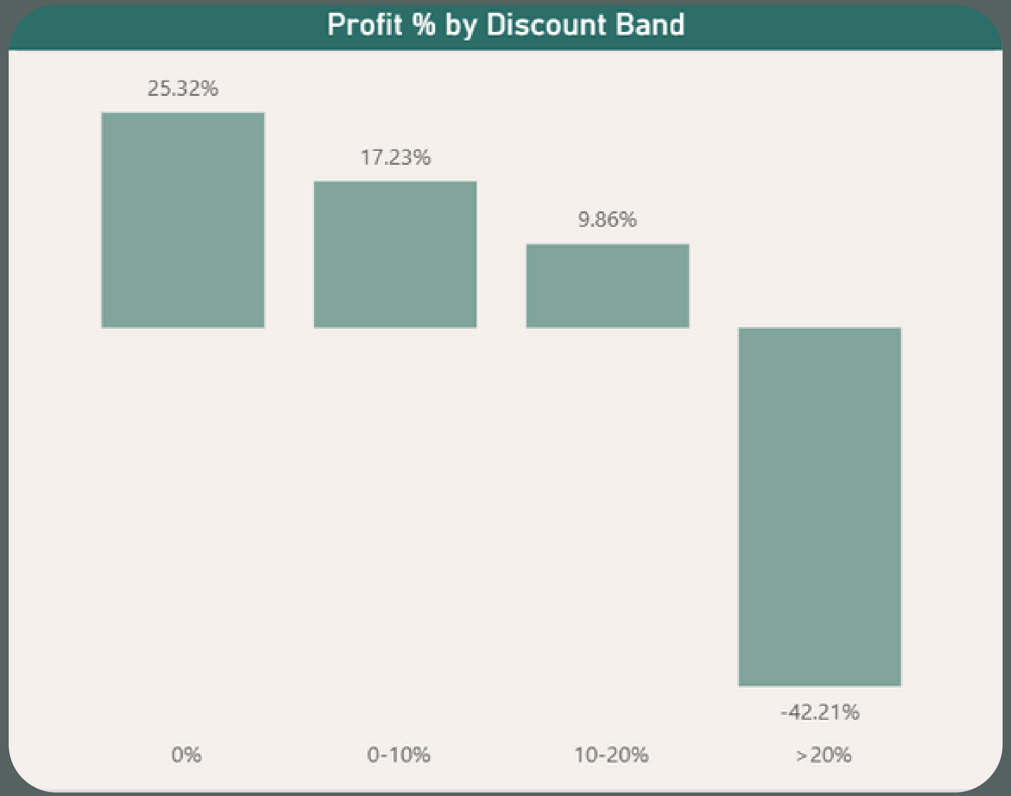
Unit Economics Playbook

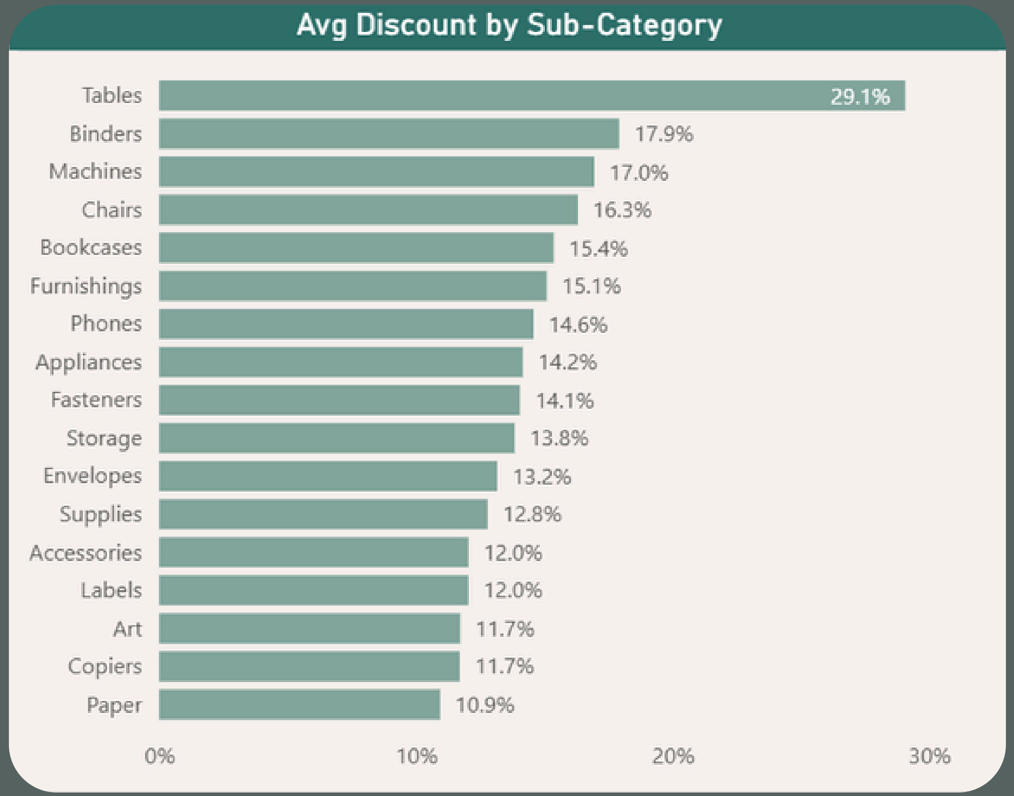
- **Copiers**= best unit ROI(strong sales and strong profit per unit)
- **Phones/Appliances/Bookcases** = solid unit margin that scales
- **Tables** = negative unit economics despite volume.

Segment-wise Product Focus

- **Consumer:** Phones + Copiers as anchors; attach Paper/Labels
- **Corporate**: Bookcases/Appliances shine; pair with high-rate Accessories/Paper for margin
- **Home Office**: Copiers/Phones steady; lean on value packs (Labels + Paper)

DISCOUNT DYNAMICS





Where We Make Money

0%	≈	25.3%
0–10%	≈	17.2%
10–20%	≈	9.9
>20%	=	−42.2%

Profit is highest when discounts are light or zero

Stop the Bleed: Tables

Tables average ~29.1% discount and run negative profit (≈ −8.46%) with the highest loss-line exposure (~57.6%)

Chronic Drains

Over-discounted Outliers

Tables (~29%)
Binders (~18%)
Machines (~17%)

Norm zone for most subs is ~12–16%

The 0–10% Trap

0% discounts already drive the most sales (~$7.0M) with minimal loss-order%; small cuts (0–10%) add only ~$2.0M and spike loss-order% —a poor trade

Protect Low-Discount Winner

Paper (avg discount ≈ 10.9%) delivers strong margins (profit% ≈ 24.24%); Copiers and Art sit near ~11–12% average discounts and stay healthy

Action: maintain “clean pricing” on these SKUs; monetize with attach (labels, accessories) rather than deeper cuts.

Price Discipline,Not Price Cuts

Back-to-school and Q4 peaks perform best with price discipline: keep discounts light (0–10%), avoid >20%, and use bundles (Binders + Paper + Labels) to win baskets without killing margin.

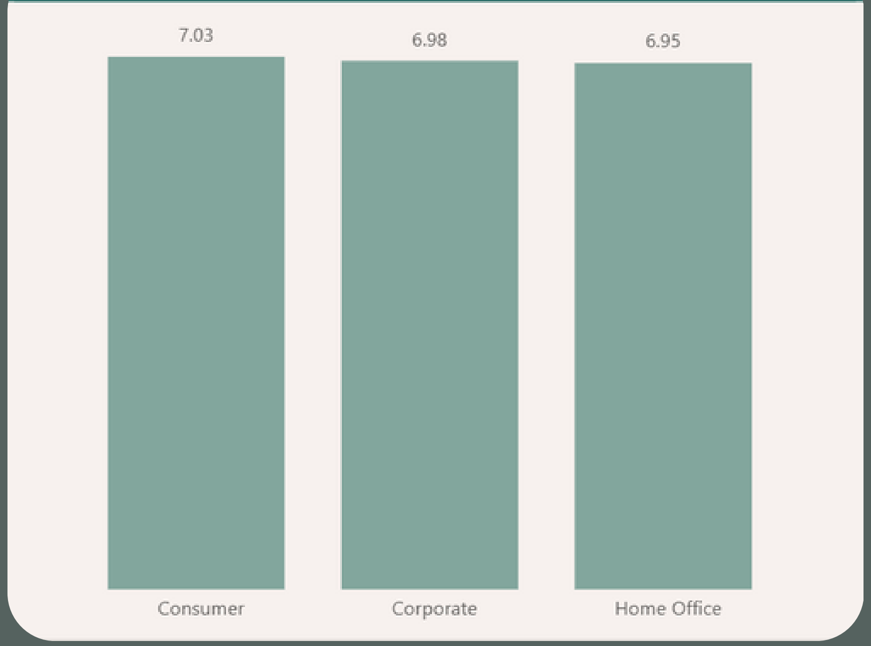
BASKET & ORDER ECONOMICS

Lines/Order
2.05

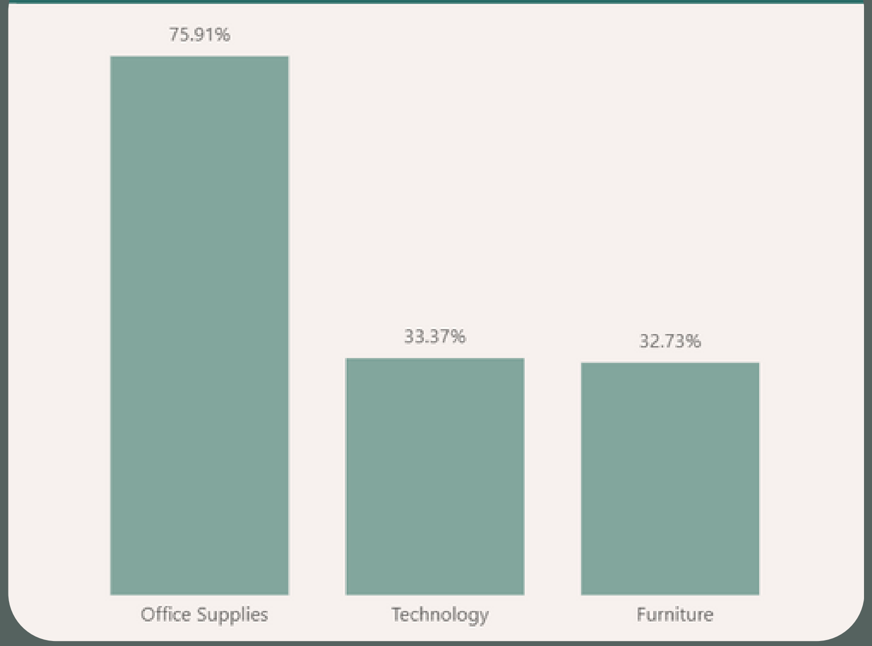
Items/Order
7.12

Order Profit%
4.76%

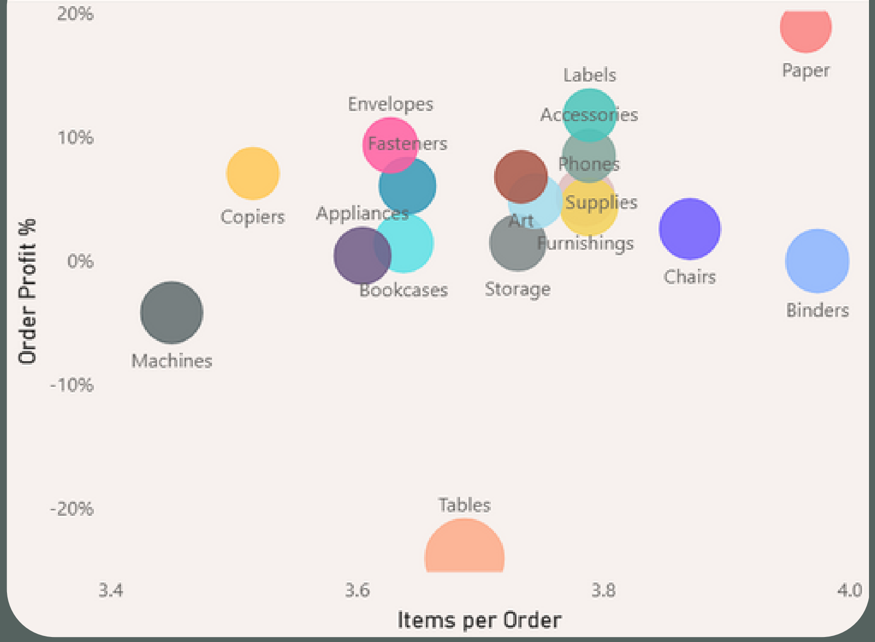
Items per Order By Segment



Orders per Category



Sub-Category Profitability & Order Behavior



Office Supplies=default attach

Office Supplies appear in ~76% of orders

Prime for auto-suggest bundles at cart/checkout (Paper, Labels, Envelopes)

EU playbook travels well

EU runs the biggest baskets with strong margin (L/O 2.18, I/O 8.22, Order Profit% ~9.56%).

Replicate EU-style multi-line packs anchored on Paper/Labels/Binders in other markets.

Segment stability

Items/order are ~7 across segments—so lift profit via what we attach, not chasing more lines. Use attach packs (Paper+Labels) on Tech/Furniture orders.

Chronic Drains

- Paper/Labels = high-margin, large-basket staples → set them as default "attach".
- Binders can inflate items/order but margin is market-dependent → guardrails
- Machines and Tables are drags → avoid %-off promos; attach value-adds.

US: profit-first bundles

US delivers ~11.32% Order Profit% with mid-size baskets—double-down on Paper/Label bundles; keep price floors on Binders; avoid discounting Machines.

Category basket health

- **Office Supplies** baskets are healthy (L/O 1.65, I/O 5.69, Order Profit% ~6.37%).
- **Technology** baskets are lean (L/O 1.21, I/O 4.21, Order Profit% ~5.27%)

push accessories + paper/labels to grow lines without discounting

FINAL CONCLUSION & RECOMMENDATIONS

Office Supplies=default attach

- We run a $12.6M business at 11.6% profit, with 25K orders from ~1.6K customers. However ~30% of orders are loss-making — primarily where discounts run high and on a few weak sub-categories.
- Market mix is concentrated: APAC, EU, US, and LATAM contribute ~87% of sales. EMEA is small with the weakest margin (5.45%), while Canada is tiny but extremely margin-accretive (26.62%).
- Product mix drives most outcomes: Tables are negative profit with very high loss-line exposure; Paper/Labels/Envelopes are “rate-rich” margin pools; Phones/Copiers/Chairs/Bookcases carry volume.
- Basket behavior is favorable to attachments: Office Supplies appear in ~76% of orders, giving a natural cross-sell anchor to lift AOV without heavy discounting.

Prioritized Recommendations

1) **Lock price discipline (stop >20% off)**
Profit drops from ~25.3% at 0% off to ~17.2% (0–10%), ~9.9% (10–20%), and flips to −42% beyond 20%. Make >20% an exception-only hard stop; aim to keep the bulk of volume in 0–10%. Target: cut loss-order% from ~30% → <20%.

2) **Fix chronic drains — start with Tables**
Tables run negative profit (~−8.5%) with ~29% avg discount and the highest loss-line exposure; clamp discounts (≤10%), shift promos to value-adds (assembly/warranty/financing), and prune SKUs that don’t clear a margin floor.

3) **Exploit “rate-rich, dollar-light” pools**
Push Paper/Labels/Envelopes as standard attachments in Tech/Furniture carts; set attach-rate OKRs by segment. These carry high profit% (~20–24%) without deep cuts.

4) **Mix & attach over coupons**
Given Office Supplies’ presence in ~76% of orders, default to curated bundles and auto-suggested accessories instead of reflex 5–10% coupons; measure AOV and order-profit% lift.

5) **Regional plays (focus the scale, fix the softness)**
- **APAC/EU/US** : keep scale, protect price; run attachment playbooks (Paper/Labels) and guardrails by sub-category.
- **LATAM** : margin soft (~10.2%); raise floors and steer mix toward higher-margin subs to lift to ≥12%.
- **EMEA** : margin weakest (5.45%); apply discount caps and SKU rationalization; target ≥9% within 2 quarters.
- **Canada** : small but 26.6% margin — use as a pilot bed for margin-accretive bundles.

6) **Customer cadence: add one more order in mid-frequency cohorts**
EU/US/LATAM orders/customer sit near 5.8–6.5; run quarterly “+1 order” nudges (auto-replenish, reorder reminders, tiered credits) with strict margin guardrails. Measure lift in orders/customer and contribution profit.

7) **Category guardrails & approvals**
Publish a grid with category-level discount caps (e.g., Tables ≤10%; Binders/Machines ≤15%; Paper/Copiers ≤10%), auto-approve ≤10%, manager 10–20%, CFO >20% only for strategic reasons. Use weekly compliance reporting tied to loss-order%. (Informed by sub-category discount norms and band economics.)

8) **SKU economics clean-up**
Use profit-per-unit and sales-per-unit to flag the bottom decile for cleanup; migrate demand to adjacent profitable subs before removal.