

olist EXECUTIVE SUMMARY DASHBOARD

State

All

Product Category

All

2017

2018

TOTAL REVENUE(BRL)



15.68M

TOTAL FREIGHT(BRL)



2.24M

TOTAL ORDERS



98K

AVG RATINGS



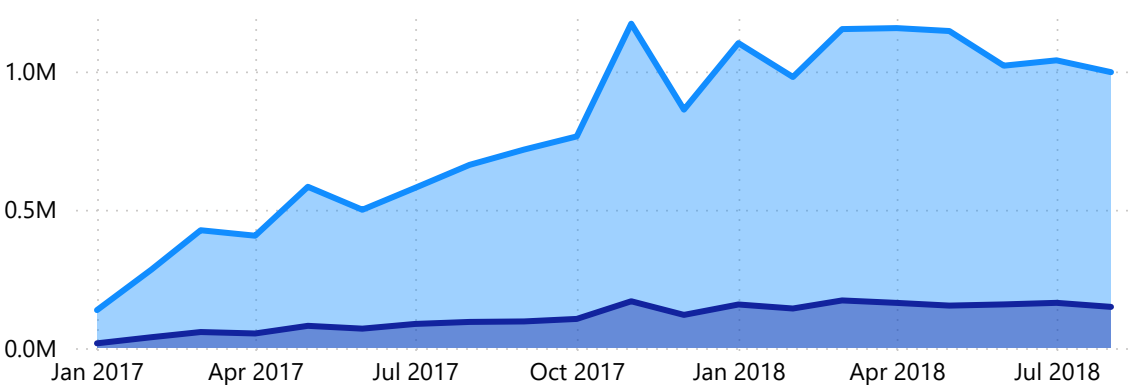
4.09

TOTAL SELLERS

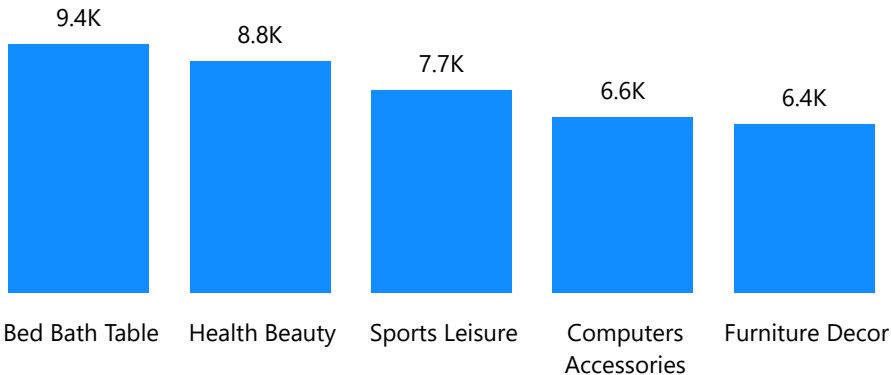


3081

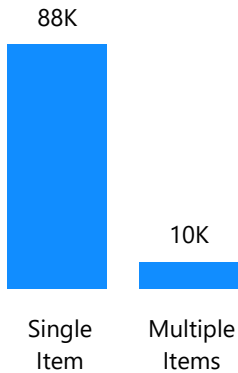
Total Revenue and Total Freight by Year and Month



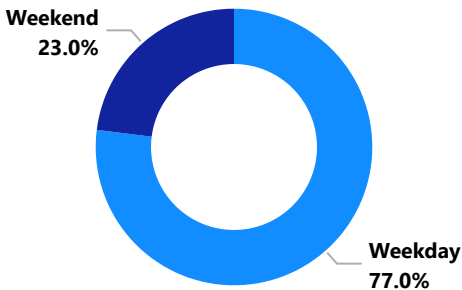
Top 5 Selling Product Categories



Total Orders By Quantity



Total Orders By Weekday



MOST SOLD CATEGORY

Bed Bath Table

TOP CUSTOMER CITY

Sao Paulo

State-Wise Orders & Revenue

State	Total Revenue	Total Orders	Total Customers
SP	10.02M	68784	41731
PR	1.44M	7677	5034
MG	1.23M	7964	11624
RJ	0.94M	4436	12839
SC	0.74M	3795	3651
RS	0.43M	1962	5473
Total	15.68M	97905	99441

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SALES PERFORMANCE REPORT

State

All

Product Category

All

2017

2018

TOTAL REVENUE(BRL)



15.68M

TOTAL FREIGHT(BRL)



2.24M

TOTAL ORDERS



98K

AVG ORDER VALUE



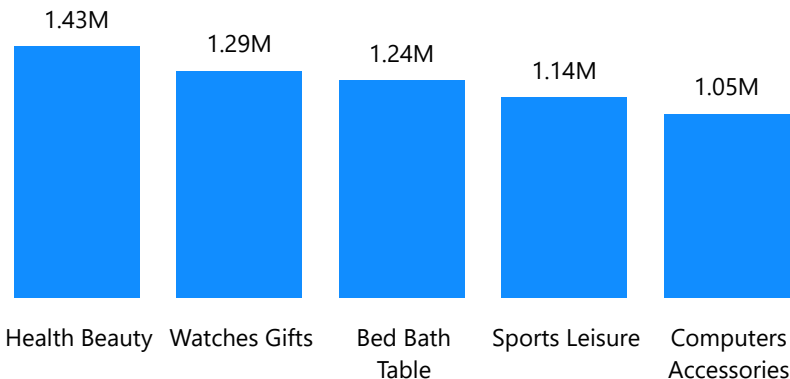
160.19

AVG INSTALLMENTS

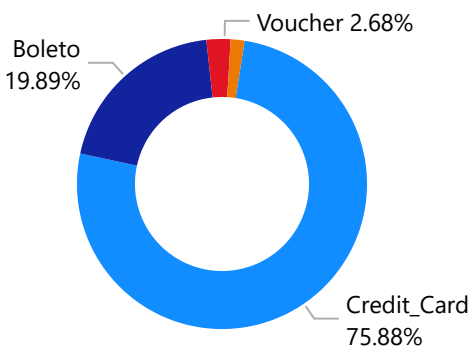


2.92

Total Revenue By Product Category

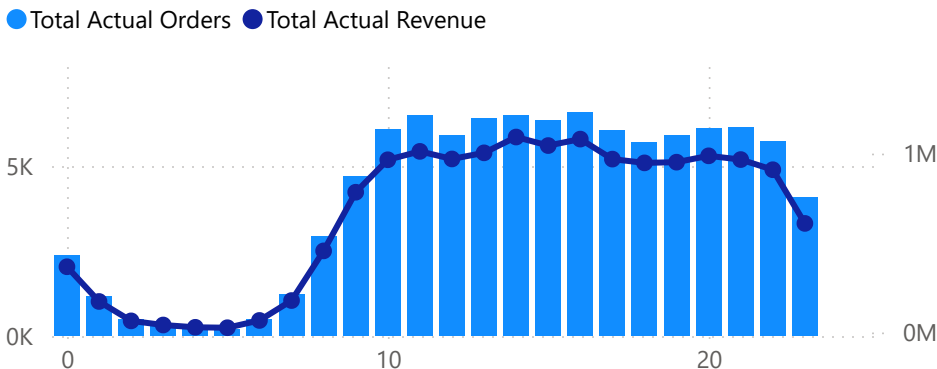


Orders By Payment Type



State	Gross Revenue	AOV	Revenue %
SP	1,00,16,639.83	145.62	63.87%
PR	14,43,177.15	187.99	9.20%
MG	12,31,032.75	154.57	7.85%
RJ	9,38,624.19	211.59	5.98%
SC	7,38,687.23	194.65	4.71%
RS	4,27,189.81	217.73	2.72%
BA	3,05,251.03	541.23	1.95%
Total	1,56,83,706.74	160.19	100.00%

Order Volume By Hours



AVG MOM GROWTH%

14.45%

YOY GROWTH%

21.19%

Revenue Comparison By Months

Year	Total Revenue	Previous Month Revenue	Mom growth%
2017			
January	0.14M		
February	0.28M	0.14M	107.06% ▲
March	0.43M	0.28M	50.10% ▲
April	0.41M	0.43M	-4.64% ▼
May	0.58M	0.41M	43.58% ▲
June	0.50M	0.58M	-14.25% ▼

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DELIVERY PERFORMANCE REPORT

State

All

Product Category

All

2017

2018

TOTAL REVENUE(BRL)



15.68M

TOTAL FREIGHT(BRL)



2.24M

TOTAL ORDERS



98K

AVG DELIVERY DAYS



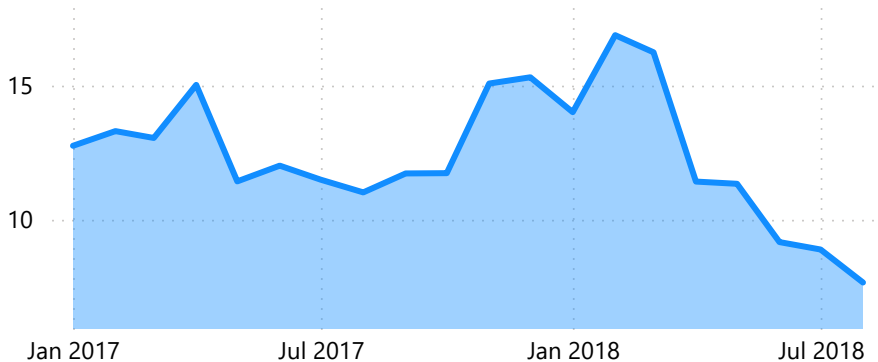
12.48

TOTAL SELLERS

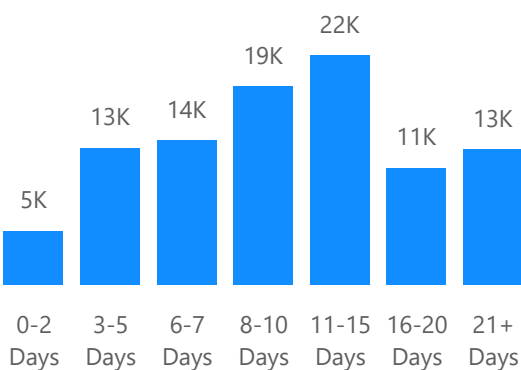


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Avg Delivery Days by Year, Quarter and Month



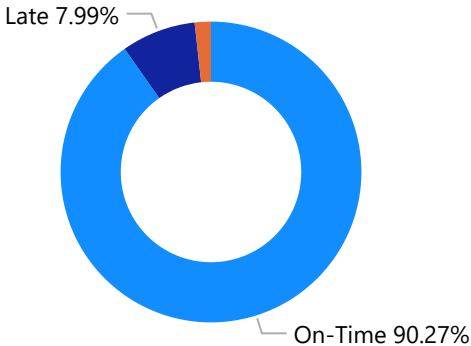
Delivery Days Distribution



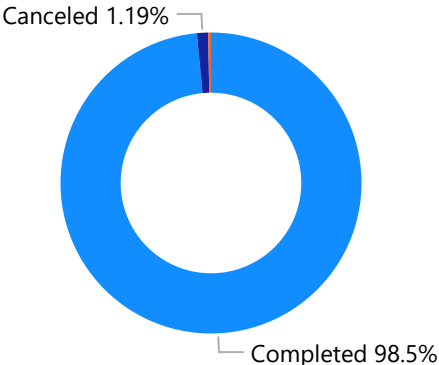
State-Wise Avg Delivery Days

State	Avg Delivery Days	Total Actual Orders
SP	12.27	68784
MG	12.66	7964
PR	13.31	7677
RJ	12.02	4436
SC	13.51	3795
RS	11.41	1962
Total	12.48	97905

Orders By Delivery Status



Orders By Order Status



Avg Delivery Days By Product Caetgory

Product Category	Total Orders	Avg Delivery Days
Bed Bath Table	9394	12.93
Health Beauty	8757	11.97
Sports Leisure	7656	12.16
Computers Accessories	6636	13.09
Furniture Decor	6373	12.99
Housewares	5838	11.01
Total	97905	12.48

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REVIEW AND RATINGS REPORT

State
All

Product Category
All

2017

2018

TOTAL REVENUE(BRL)



15.68M

AVERAGE REVIEWS



4.09

REPEAT CUSTOMER %



3.11%

AVG DELIVERY DAYS



12.48

5-STARs %

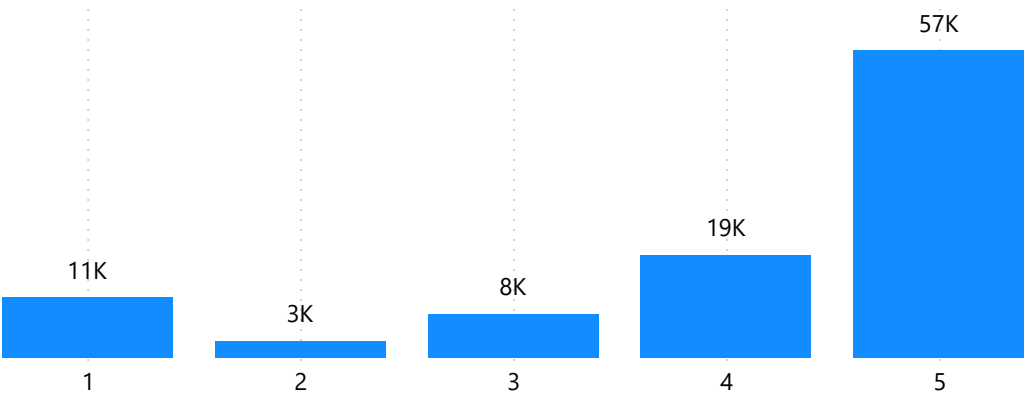


57.86%

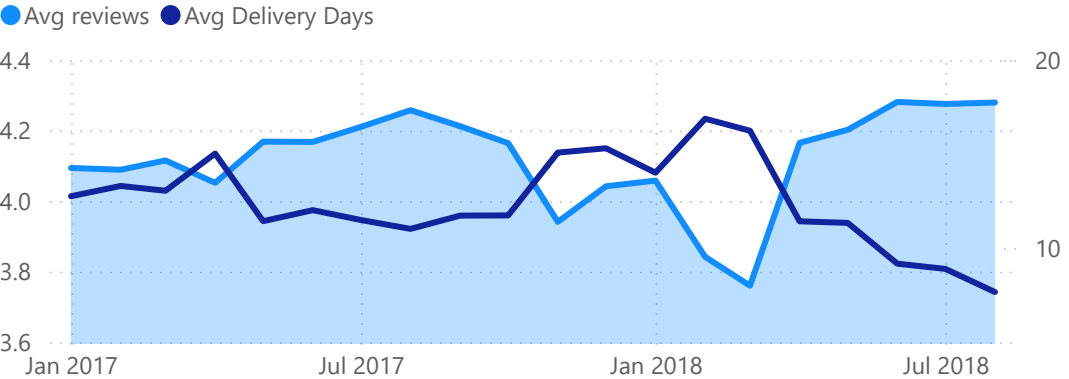
Product Categorywise Ratings & Delivery Days

product_category	No. Of Reviews	Avg review Rating	Avg Delivery Days
Bed Bath Table	9268	3.97	12.93
Health Beauty	8709	4.18	11.97
Sports Leisure	7623	4.17	12.16
Computers Accessories	6608	4.03	13.09
Furniture Decor	6318	4.02	12.99
Housewares	5826	4.15	11.01
Watches	5570	4.07	12.72
Total	98088	4.09	12.48

Review Score Distribution



Correlation Of Avg Reviews & Avg Delivery Days



TOP RATED CATEGORY

Cds Dvds
Musicals

LOWEST RATED CATEGORY

Security And
Services

State-wise Reviews & Orders

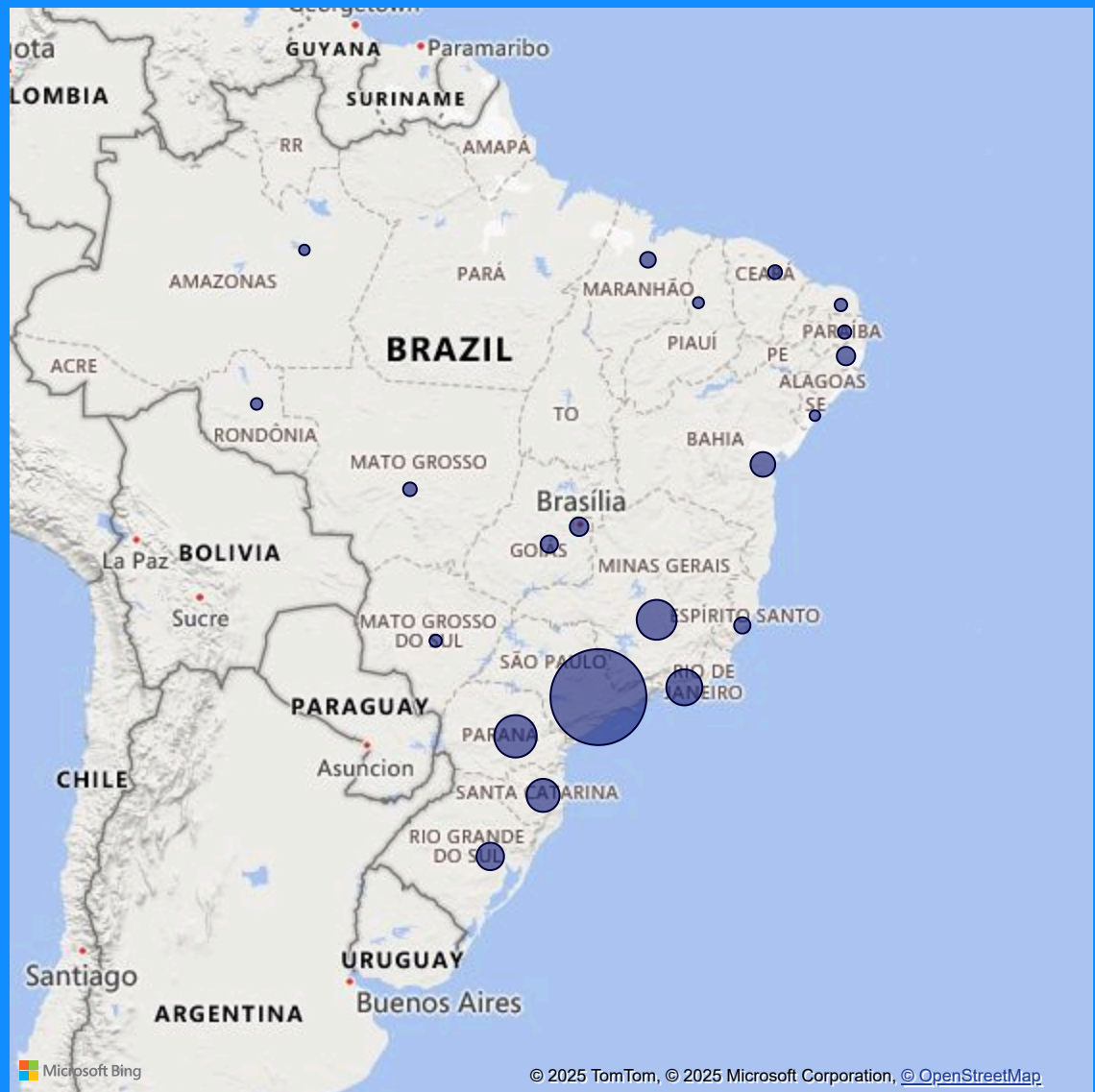
State	Total Orders	Avg reviews	Avg Delivery Days
SP	68784	4.08	12.27
MG	7964	4.18	12.66
PR	7677	4.14	13.31
RJ	4436	4.15	12.02
SC	3795	4.14	13.51
RS	1962	4.30	11.41
Total	97905	4.09	12.48

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GEOGRAPHIC REPORT



Total Revenue & Orders By State



State

All

Product Category

All

2017

2018

Top Delivery Routes Summary

Origin State	Destination State	Total Orders	Total Revenue	Avg Delivery Time	
SP	SP	31143	40,42,888	7.86	▲
SP	RJ	8383	12,88,575	16.16	▼
SP	MG	7524	11,09,841	12.26	▬
SP	RS	3632	5,31,068	16.08	▼
SP	PR	3148	4,72,794	12.67	▬
PR	SP	2987	5,26,631	11.00	▬
MG	SP	2610	3,82,298	10.80	▬
SP	BA	2374	3,85,873	19.74	▼
SP	SC	2349	3,63,489	15.74	▼
MG	MG	1550	2,11,130	8.59	▲
SP	ES	1477	2,20,953	15.70	▼
SP	GO	1447	2,24,123	15.93	▼
SP	DF	1402	2,08,032	13.17	▬
RJ	SP	1362	2,95,534	11.66	▬
SC	SP	1340	2,34,034	11.95	▬
MG	RJ	1179	1,83,726	14.06	▬
SP	PE	1158	1,99,166	18.85	▼
SP	CE	997	1,87,548	21.12	▼
PR	RJ	995	1,73,585	17.13	▼
RJ	RJ	977	1,97,928	6.45	▲
PR	MG	828	1,57,850	13.77	▬
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Total		97905	1,56,83,707	12.48	

olist INSIGHTS REPORT

SALES INSIGHTS

- Highest revenue generated by Health Beauty, Watches Gifts while Bed Bath Tables dominates total orders by quantity.
- Sao Paulo and Parana states contribute to over **70%** of sales
- Despite data being available only till August of current year(2018), the YOY growth rate is **21.19%** indicating strong upward momentum.
- Revenue has steadily increased since initial phase of company, with highest spike in November-2017 by **53.28%** driven by Black Friday Sales followed by decline in December 2018 by **26.50%** likely due to post-peak buying reduction.

DELIVERY INSIGHTS

- Average delivery time is **12.48** days which is moderately on higher side. But in Quarter-2 2018 it reduced to **11** days and further improved in Quarter-3 down to **7.5** days.
- **8%** of the orders exceeded promised delivery dates indicating room for improving fulfilment timelines and logistic coordination.
- Higher average delivery times (13-17 days) are concentrated in Brazil's North and Northeast regions highlighting regional logistics challenges.
- Certain product Categories like Office Furniture, Fashion Shoes and Christmas Supplies have lonest average delivery days up to **15-20** days.

GEOGRAPHIC TRENDS

- Sao Paulo, Minas Gerais and Rio de Janeiro dominates customer base.
- SP remains the central hub of Brazil's e-commerce logistics. It serves as both the top origin and destination, with **30,746** intra-state deliveries generating **R\$ 4.4 million** in revenue.
- To Rio de Janeiro (RJ): 8,170 orders worth **R\$ 1.25M**, but delivery takes **16** days, indicating logistical bottlenecks or long-distance inefficiencies.
- Paraná (PR) and MG ship significant volumes to SP (2,987 and 2,610 orders respectively), with delivery times under **11** days, suggesting well-connected supply lines back to SP.

CUSTOMER AND REVIEWS INSIGHTS

- Repeat customers make up only **3%** of total buyers which highlights critical weakness in customer retention.
- With an average of **4.09** review score, customers generally have positive experience. But low retention indicates inconsistent overall experience.
- There is a **negative correlation** between average delivery time and average review score as delivery time increases review score tend to decrease.
- A low cancellation rate of **1.19%** indicates decent alignment between inventory, logistics and customer communication

PROBLEM - LATE DELIVERIES

While Olist has achieved broad geographic reach across Brazil, a key issue affecting customer experience is delayed delivery especially across top-performing shipping routes.

From my analysis of the top 10 delivery routes by volume, I found that:

- The overall average delivery time stands at **12.48** days.
- However, 5 out of the top 10 high-traffic routes exceed this average, with delivery times stretching up to **19+** days.
- These delays are strongly negatively correlated with customer review scores, indicating a direct impact on satisfaction and loyalty.

Top Delivery Routes Summary

Origin State	Destination State	Total Orders	Total Revenue	Avg Delivery Time	
SP	SP	31143	40,42,888	7.86	▲
SP	RJ	8383	12,88,575	16.16	▼
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SP	BA	2374	3,85,873	19.74	▼
SP	SC	2349	3,63,489	15.74	▼
MG	MG	1550	2,11,130	8.59	▲

This disparity shows that while some inter-state routes perform decent, others consistently underdeliver especially SP to RJ/RS/SC face delays up to **30%** higher than average despite being crucial to revenue. Can be one of the reason for low customer retention.

SOLUTION - Route Optimization & Regional Warehousing

- 1. Route-Specific Intervention** = Prioritize performance improvement for key under performing routes (SP → RJ, SP → RS, SP → SC).
- Actions:
- Audit and re-negotiate SLAs with current logistics partners.
 - Introduce or re-route through regional hubs closer to southern states.
- 2. Benchmarking with Top Routes** = Use efficient routes like MG → SP (10.80 days) as a model for logistics planning, analyze what works: courier choice, warehouse location, order batching.
- 3. Strategic Warehousing** = Evaluate the potential to set up micro-fulfillment centers or third-party storage hubs near RJ, RS, and SC to reduce last-mile delivery strain.
- 4. Intelligent Delivery Forecasting** = Introduce AI-based delivery time estimates on checkout pages to manage expectations and reduce dissatisfaction.

PRODUCTS WITH LATE DELIVERIES

Product Categorywise Ratings & Delivery Days

product_category	Avg Delivery Days	
Office Furniture	20.50	▼
Fashion Shoes	15.70	▼
Christmas Supplies	15.30	▼
Security And Services	15.00	▼
Total	19.39	

PROBLEM

Besides geographical based inefficiencies, certain product categories are disproportionately delayed in delivery.

SOLUTION

Introduce customized SLAs for slow categories like Office Furniture & Christmas Supplies. Office furniture might need max-10 day guarantee

olist KEY PROBLEMS AND STRATEGIC RECOMMENDATIONS - II

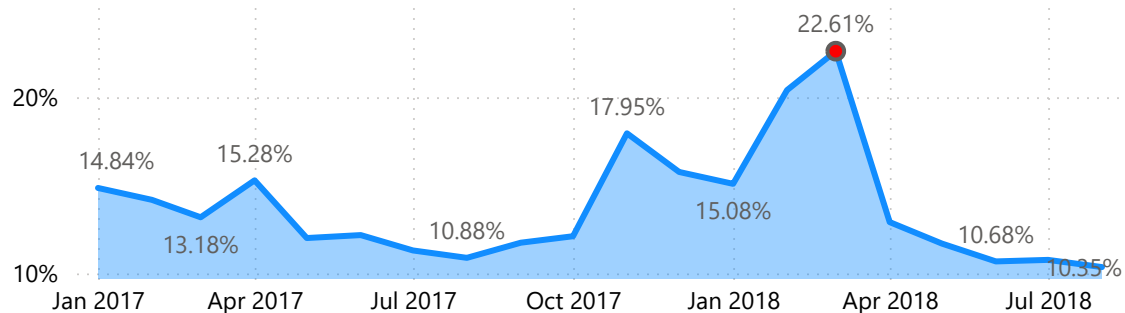


PROBLEM - Temporary Spike In Negative Ratings(Feb-Mar 2018)

Between February & March 2018, the platform experienced a sharp rise in customer dissatisfaction.

- % of negative reviews peaked at 22% in March 2018 & Average delivery time rose to 16.24 days
- Average ratings dropped to 3.76, However, in April 2018, negative reviews dropped dramatically to 12%, and delivery times also improved

Negative Review Percentage by Year, Quarter and Month



Reviews Category In March 2018

Review Category	Orders March 2018
Satisfied Customer	23
Recommendation	20
Unsatisfied Customer	20
Product Not Received	19
Delivery Issues	11

March 2018 Breakdown

To uncover "why" we translated and categorized the 114 reviews posted that month. The categorized insights revealed that 65 out of 114 reviews which makes 57% reflected negative reviews linked to delivery, product issues and customer dissatisfaction.

ROOT CAUSE HYPOTHESIS

The key review categories and delivery KPIs suggest the following probable root causes:

- **Logistics Delays or Partner Failure** = Possibly due to warehouse overload, poor route planning, or vendor issues.
- **Inventory Management Gaps** = Sudden stockouts, delayed shipments, or inaccurate frontend stock visibility.
- **Packaging & QC Failures** = Damaged and wrong products imply gaps in SOPs at fulfillment centers.
- **Lack of Customer Communication** = Nov delay alerts or updates led to increased frustration and lost trust.

SOLUTION & PREVENTION STRATEGIES

- 1. Delivery SLA Monitoring** = Track average delivery time daily; auto-alert when exceeding thresholds.
- 2. Smarter Inventory Management** = Real-time sync between warehouse and frontend and Auto-hide SKUs when stock < safety threshold.
- 3. QC Reinforcement** = Introduce stricter random quality checks during dispatch and improve packaging SOPs and error-proof labeling.
- 4. Customer Communication Layer** = Auto SMS/email alerts for delays and allow proactive rescheduling or cancellation options for delayed orders.
- 5. Logistics Backup Planning** = Onboard alternative 3PL partners for redundancy and set