

# Executive Summary

- Total net sales from January 2021 through November 2023: **€117.54 million**, averaging **€3.92 million per month**.
- The past six months have been highly volatile, highlighted by an **August 2023 spike** (+91.1 % YoY), an **October 2023 lull** (−30.7 % YoY), and a **November 2023 recovery** (+51.0 % MoM, −11.6 % YoY).
- November 2023 sales remain concentrated in Valencia (61 %), product family 9100 (33 %), and top client ID 17579 (32.8 %); client churn stands at 15 % YoY.
- A linear-trend projection establishes a baseline of approximately **€3.8 million** per month for December 2023 through February 2024.

## Overview

- November 2023 net sales: **€3.78 million**
  - MoM growth: +51.0 %
  - YoY growth: −11.6 %
- Prior period comparisons:
  - October 2023: €2.50 million (−34.1 % MoM, −30.7 % YoY)
  - November 2022: €4.28 million
- Full period (Jan 2021–Nov 2023):
  - Total net sales: €117.54 million
  - Average monthly sales: €3.92 million
- Key highlight: pronounced mid-year promotional peaks and autumn timing shifts drive much of the volatility.

## Trends and Context

Spain's net-sales series exhibits a mild downward drift (−€6.49 K/month) with episodic promotional peaks and a weak overall seasonal pattern. Below is the 35-month history overlaid with the 3-month linear projection:



Key observations:

- Volatility: four of the last six months saw MoM swings >30 % (July –34.2 %, August +78.9 %, September –30.9 %, October –34.1 %).
- August 2023 peak (€5.49 million): +78.9 % MoM, +91.1 % YoY – likely a summer promotion or bulk order.
- October 2023 trough (€2.50 million): –34.1 % MoM, –30.7 % YoY – suggests shifted autumn campaign timing.
- November 2023 rebound (€3.78 million): +51.0 % MoM, yet –11.6 % YoY.

## In depth analysis

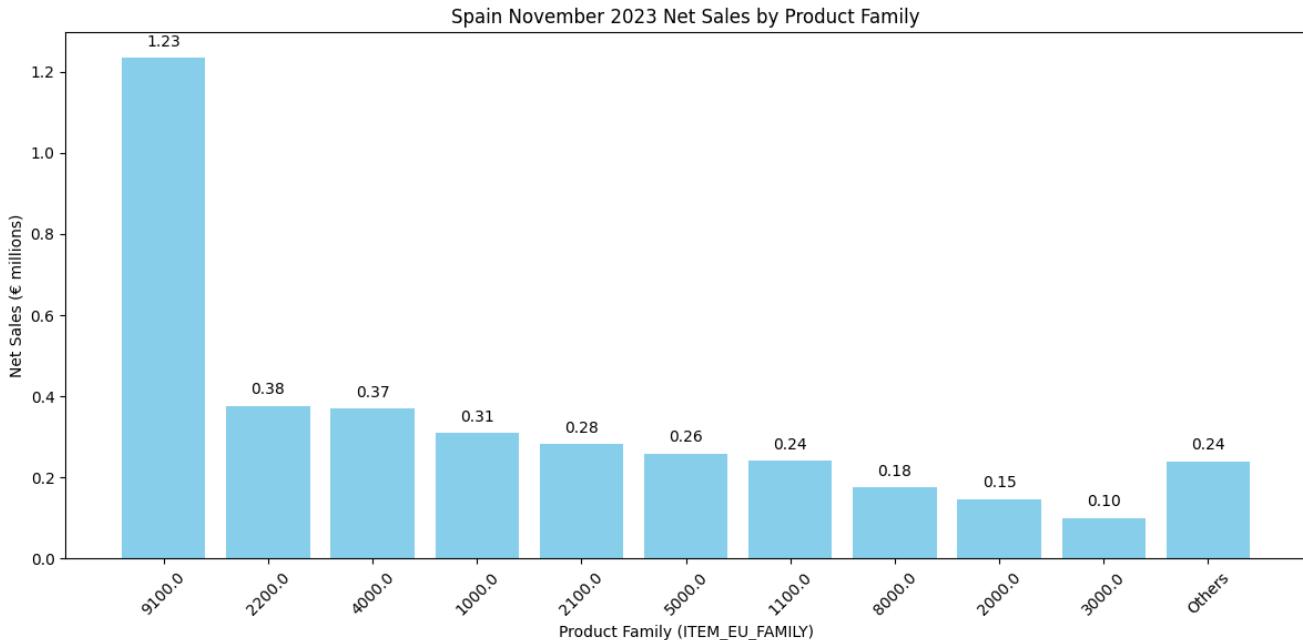
### Geographic Concentration (November 2023)

- Valencia: 61 % of total net sales
- Madrid: 4.9 %
- Barcelona: 3.0 %

### Product-Family Breakdown (November 2023)

The top three product families represent over half of November revenue:

- Family 9100: 33.0 %
- Family 2200: 10.1 %
- Family 4000: 9.9 %



## Customer Concentration & Churn

- Top client (ID 17579): 32.8 % of November sales
- Top three clients combined: ≈ 51 %
- Client churn: 15 % of clients active in November 2022 recorded zero net sales in November 2023

## Forward Outlook and Recommendations

### Projected baseline (linear trend):

- December 2023: €3.82 million
- January 2024: €3.81 million
- February 2024: €3.80 million

### Recommendations:

- Leverage proven mid-year promotional success by replicating summer campaigns to capture incremental volume.
- Reallocate autumn marketing spend across September–November to smooth large troughs and avoid deep declines.
- Engage in targeted retention outreach for the 15 % of clients lost year-over-year to recoup churned revenue.
- Diversify dependence on Valencia and the top client by developing mid-tier accounts in other regions.
- Set promotional uplift goals of 10–15 % above the €3.8 million baseline for December through February.