All

## **Business Performance Overview**

**Total Sales** 

\$12.64M

Sales YoY (%)

51.55%

Profit Margin

11.61%

Orders Volume

25035

Net Sales

All

\$11.82M

Return Rate

4.69%

Market

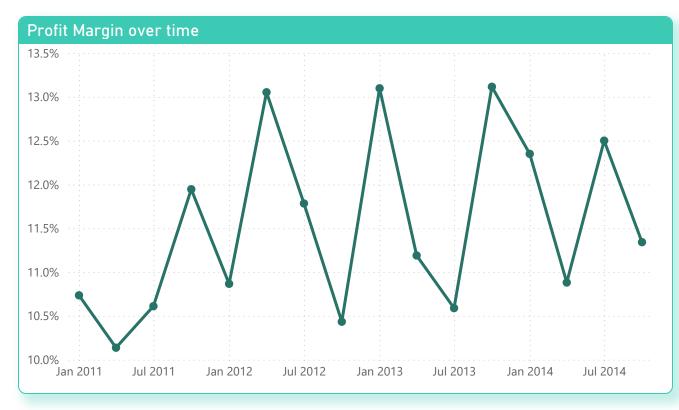
Retention Rate

All

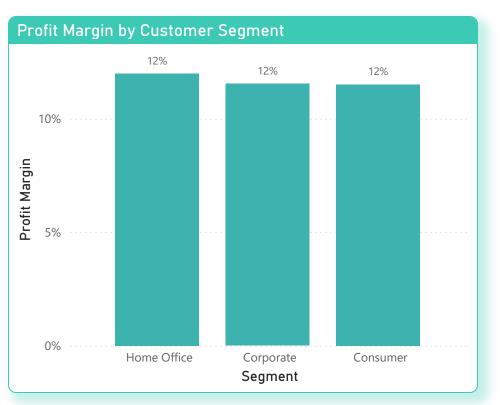
92.23%

Churn Rate

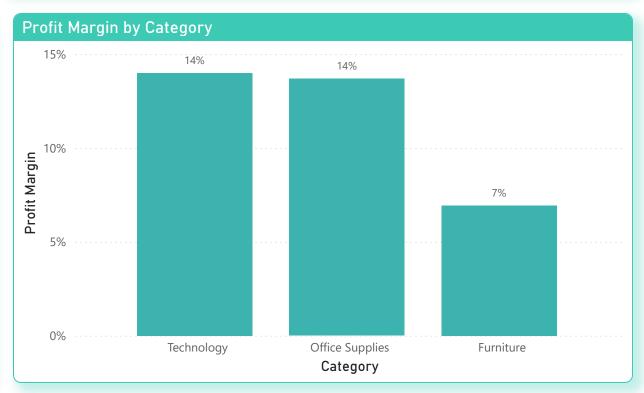
7.77%

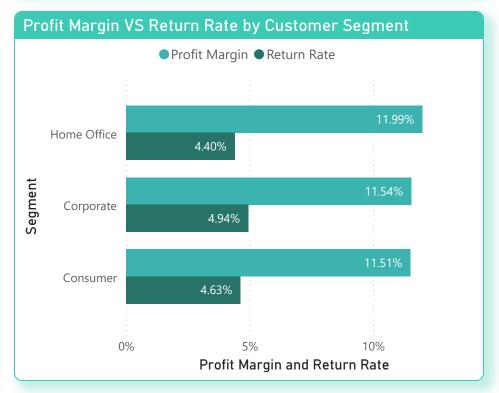












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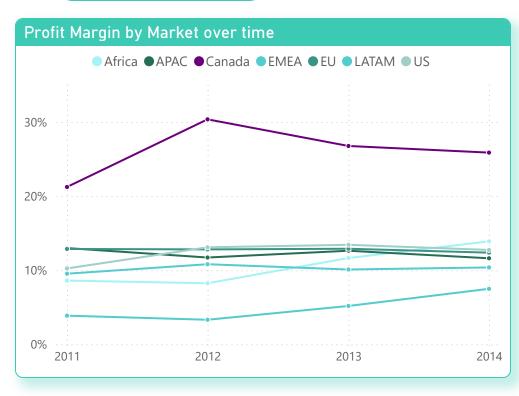
Retention Rate

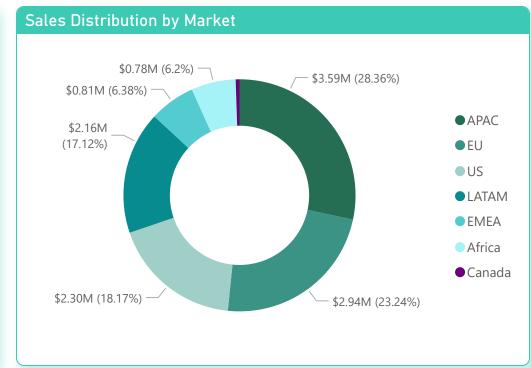
All

92.23%

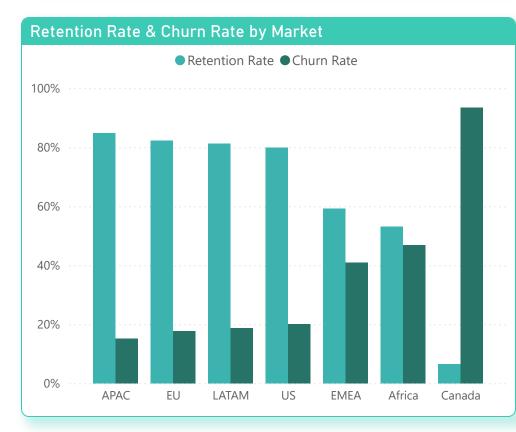
Churn Rate

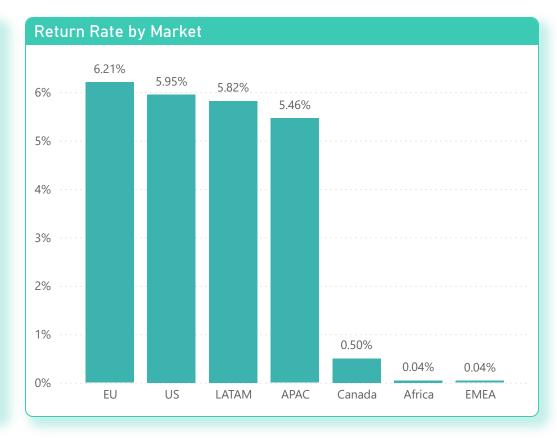
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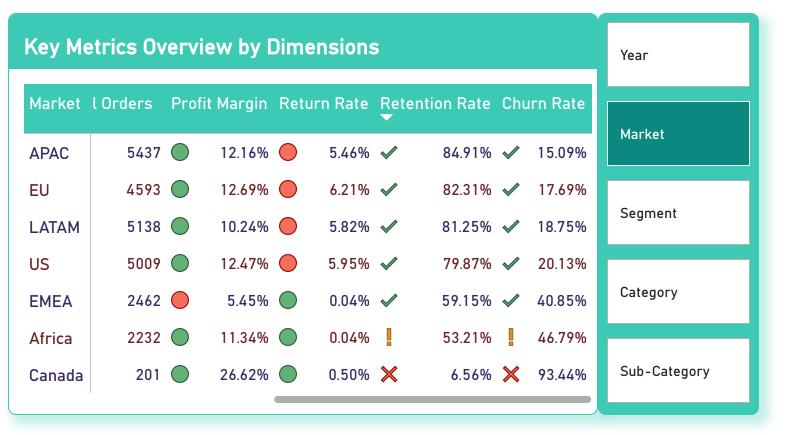












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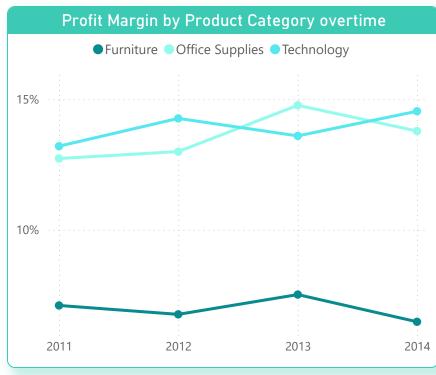
92.23%

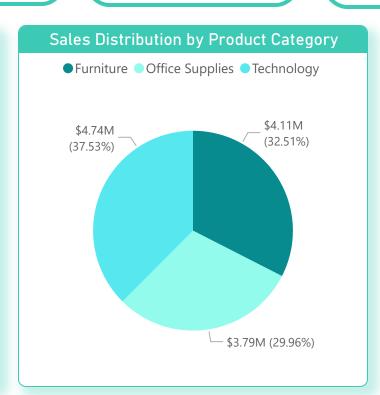
All

7

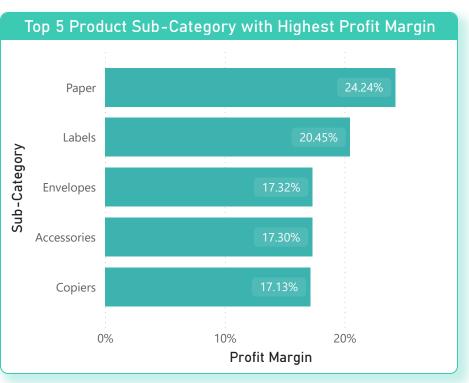
Churn Rate

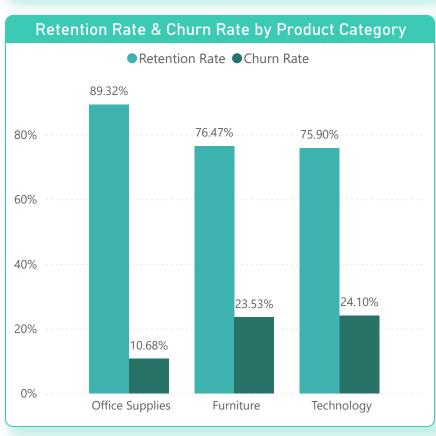
7.77%

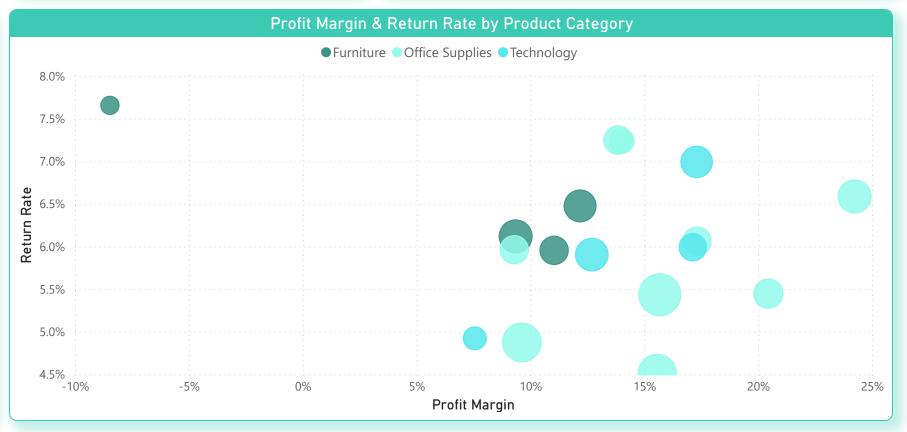


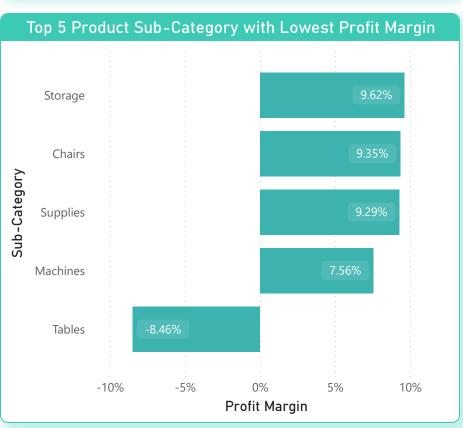












# OVERALL BUSINESS PERFORMANCE

**Profit Margin is 11.61%** - stable and increasing, showing that the business is controlling costs well and optimizing operations effectively.

## 1. Sustainable operations:

Profit and revenue increase in parallel over time

→ business efficiency is being maintained well

## 2. Unoptimized product structure:

Furniture only reaches 7% profit margin - need to review price or cost structure

## 3. Uniform customer strategy:

All three segments have profit margin of ~12%

 $\rightarrow$  can expand without affecting profits

#### 4. Risk from returns:

High return rate in Consumer/Home Office group is slightly affecting profits

→ need to improve product experience & quality

# MARKET EXPANSION

## ✓ Priority expansion markets

- APAC: Largest revenue, good profit margin (12.16%), high retention
- → strategic market
- EU: <u>Highest profit margin</u> (12.69%), loyal customers
- → need to improve return rate for better optimization
- · Africa: Return rate is almost 0%, profit margin is quite good (11.34%)
- → great potential if investment is increased

## ▲ Markets to review

- Canada: High profit margin (26.62%) but extremely low retention, churn rate up to 93%
- → unsustainable efficiency
- LATAM: Low revenue and profit, high return and churn
- $\rightarrow$  need to re-evaluate the entire strategy
- US: Large scale but low retention rate, high return
- $\rightarrow$  need to improve after-sales and customer care
- EMEA: Lowest Profit Margin (5.45%) and very high 40.85% Churn Rate
- $\rightarrow$  requires a major strategic overhaul to address the 5.45% PM and very high churn
- → Prioritize investments in APAC\*\*. EU\*. and Africa\* for sustainable

#### STRATEGIC PRODUCTS

## **✓** Technology → Investment expansion

- Profit margin ~14–15%, increasing strongly over time
- Order volume increases rapidly, high market demand
- Phones & Accessories: outstanding profit
- Consumer & Corporate bring the highest revenue & profit
- → *Strategy:*
- Expand product portfolio (prioritize Phones, Accessories)
- Increase marketing targeting Consumer & Corporate customers

AII

· Maintain cost control to preserve profit margins

## **Solution** Office Supplies → Maintain stability

- Profit margin is stable ~14%, low return
- Highest retention (>90%), lowest churn
- *Top sub-categories:* Paper (24.24%), Labels (20.45%), Envelopes (~17%)

#### → *Strategy*:

- · No need to expand large scale
- Focus on improving operational efficiency and exploiting highmargin sub-categories

### **▲** Furniture → Review & Restructure

- Low profit margin (~7%), reduce gradually
- Highest return rate ~7.6%, scatter in risky area
- Tables (-8.46%), Machines (-4%) are *making losses*
- → Strategy:
- Cut/add supply chain, re-evaluate
- If no improvement ightarrow stop expanding, only keep profitable groups
- → Invest in Technology (Phones, Accessories), maintain efficiency of Office Supplies, and restructure Furniture to avoid dragging down efficiency of the entire portfolio

## **KEY RECOMMENDATION & INSIGHTS**

## Market Expansion

### Prioritize investment in

- (1) APAC high revenue, good margin, high retention
- (2) EU highest profit, need to reduce return
- (3) Africa Return almost 0%, high potential

## Review and reassess

- (1) Canada High Margin but 93% Churn
- (2) LATAM Low Profit & Revenue, High Risk
- (3) US Large Scale, but Retention & Return Not Optimal
- (4) EMEA Lowest Profit Margin and very high Churn Rate

## **Strategic Products**

- · Technology (Accessories & phones)
- → Expand the portfolio (prioritize Phones, Accessories), boost marketing, control costs
- · Office Supplies
- $\rightarrow$  No need to expand, focus on exploiting high profit groups
- · Furniture
- $\rightarrow$  Restructuring (Cut/adjust weak groups; if not improved  $\rightarrow$  stop expanding, keep only profitable groups)

## **Customer Segment**

- Corporate: High profit margin, stable purchase frequency → should prioritize retention
- Consumer: High Return Rate → need to improve shopping experience
- Home Office: Good retention but low revenue
- → can try upsell strategy