End-to-End Structured Business Analysis : Men's Athleisure Sales Decline (Revoshion)

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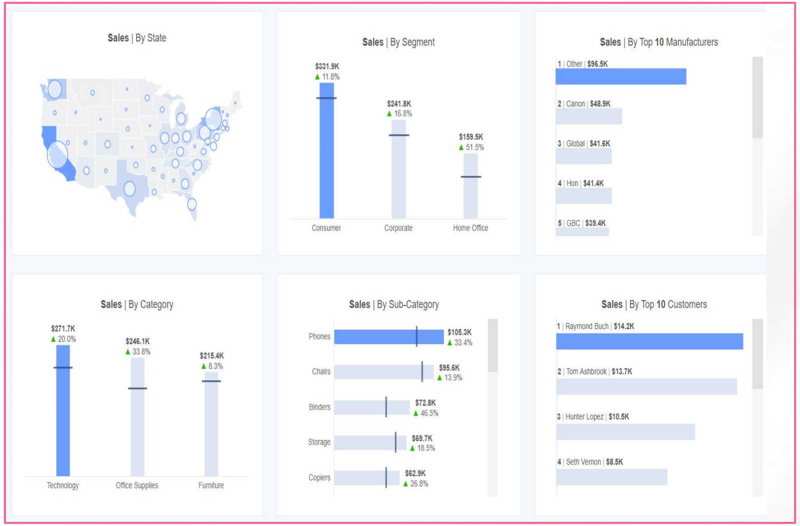
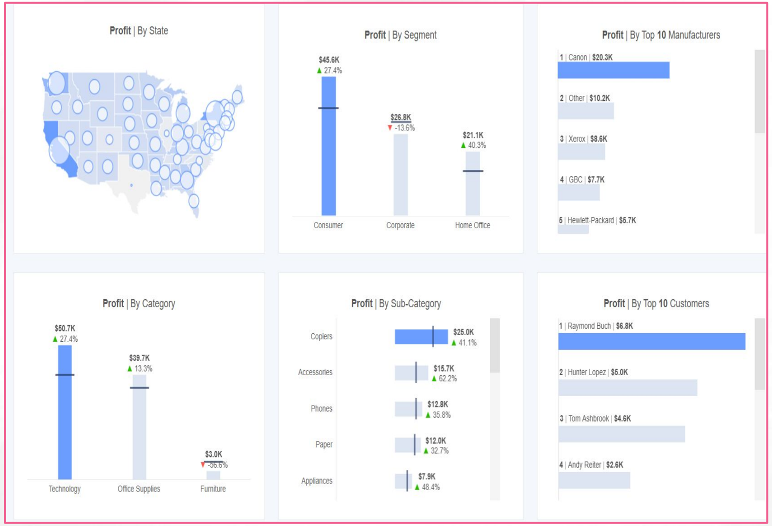
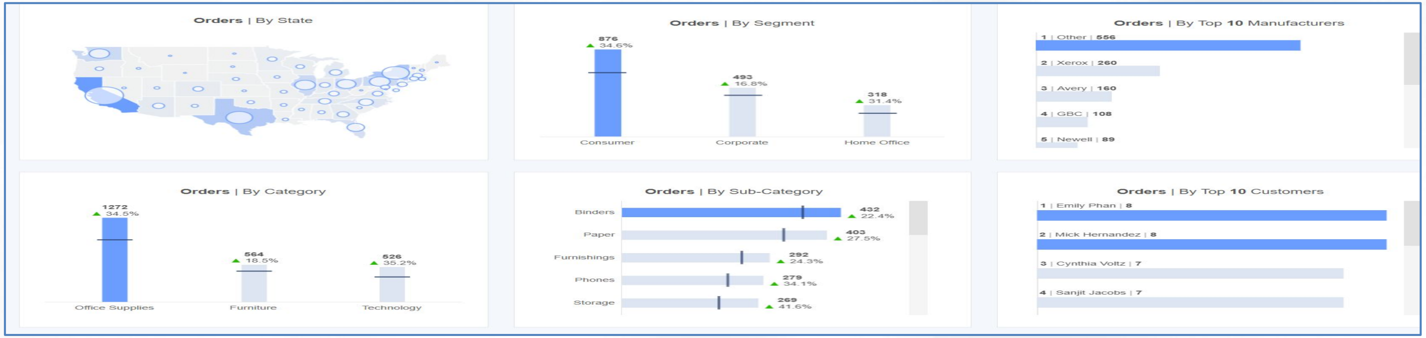
29 Oktober 2025
RevoU FSDA Batch OCT25

Overview Dashboard







DISCLAIMERS :

- This analysis is based on a publicly available dataset and does not reflect real word financial or business insight
- Revoshion is a fictional entity, and the result presented here are purely for educational purposes.

DARCI

DECIDER	CEO
ACCOUNTABLE	Head of Data Analytics
RESPONSIBLE	Data Analyst
CONSULTED	Product Team, Marketing Team
INFORMED	Business Development Team, Finance Team, Operation Team

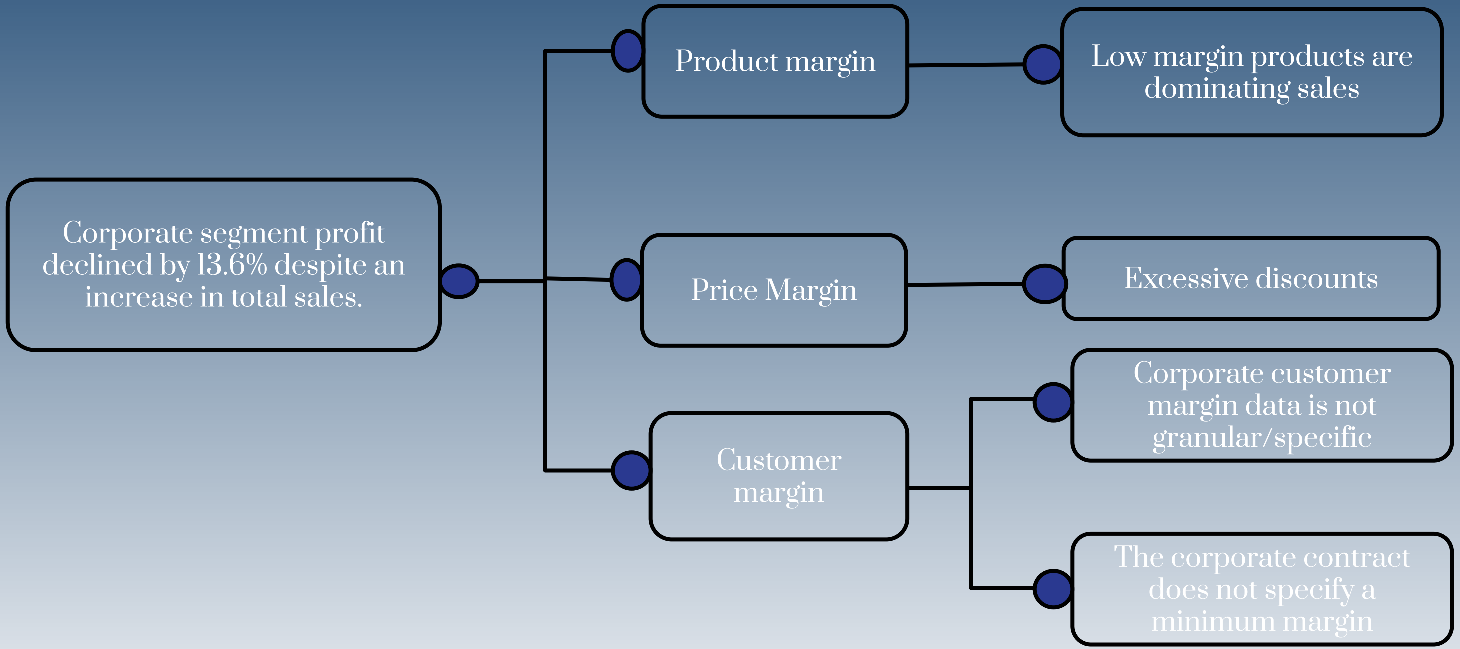
Problem Statement *using SMART*

How to within a 12-month period, Revoshion, an e-commerce company, must reverse the declining profit trend in the corporate segment, currently down by 13.6% and achieve a minimum annual profit growth of 5%, despite an increase 20.4% in total sales ?

Objective *answering the problem statement*

Improve the profitability of the corporate segment within 12 months, currently down by 13.6% to achieve a minimum annual growth of 5%, while maintaining healthy sales growth.

Root Cause *using MECE*

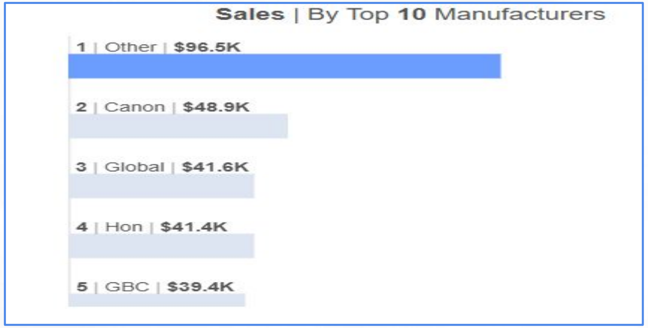


Hypothesis and Metrics

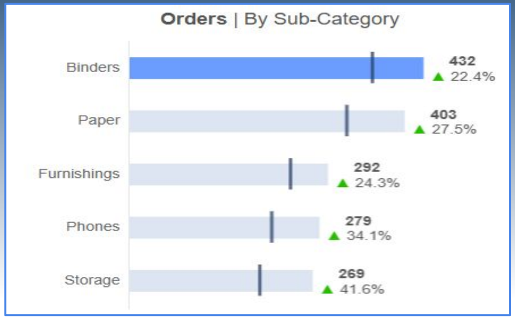
Hypothesis	Metrics	Metrics Reasoning	Prioritization
If discounts or price reductions increase for large volume purchases, the margin in the corporate segment will decline.	Percentage margin per order and discount percentage for the corporate segment.	With rising margins and a standardized discount structure, corporate profitability and overall business performance will improve.	High Level Improving discount policies and minimum margin requirements will have an immediate impact on profit.
If low margin products dominate sales in the corporate segment, the product margin per order will become smaller.	Product margin segmentation : • High Margin : >25% • Medium Margin : 10%–25% • Low Margin : <10%.	By implementing product segmentation, sales can grow with healthier margins rather than merely chasing sales volume.	Intermediate Level The implementation is relatively easy, yet it can increase margin contribution without requiring large volume expansion and remains sustainable.

Hypothesis	Metrics	Metrics Reasoning	Prioritization
High Level Enhancing discount policies and establishing minimum margin requirements will have an immediate impact on profitability.	Customer Margin Percentage Segmentation • High Margin : >25% • Medium Margin : 10%–25% • Low Margin: <10%.”	By segmenting customers based on margin, the business can focus more on high margin customers, thereby improving ROI and reducing the burden from low margin corporate customers.	Low Level Focusing on high margin customers will improve medium term profitability, but it requires time for segmentation and program implementation.

Key Insight Summarized



- Dominance of "Others" : The "Others" category leads with $96.5K in sales, nearly double the next highest brand. This suggests that a large portion of revenue comes from fragmented or unidentified vendors, which may be harder to manage in terms of margin and pricing strategy.
- Canon as the Leading Brand : Canon ranks highest among individual manufacturers with $48.9K in sales, indicating strong brand performance and potential for margin focused strategies.
- Even Distribution Among Mid-Tier Brands : Global, Hon, and GBC show similar sales figures ($41.6K–$39.4K), suggesting no single brand dominates the mid tier, leaving room for diversification and margin optimization.
- Opportunity for Product Mix Optimization : If "Others" are primarily low margin products, shifting focus toward higher margin brands could improve profitability through better pricing control and strategic product selection.



Category Level Insights :

- Office Supplies Dominates : With 1,272 orders and a growth of ▲34.5%, Office Supplies is the largest and fastest growing category, indicating strong demand but likely associated with lower margin products.
- Technology Shows Highest Growth : Despite having the smallest order volume (626 orders), Technology leads in growth rate (▲35.2%), suggesting rising interest and potential for higher margin opportunities.
- Furniture Holds Steady : Furniture has 664 orders and ▲18.5% growth, showing moderate performance and potential for margin improvement through targeted product mix.

Sub-Category Level Insights :

- Binders and Paper Lead in Volume : These two Office Supplies sub-categories dominate with 432 and 403 orders , respectively, reinforcing the need to evaluate margin contribution from high volume, low margin items.
- Storage Shows Strongest Growth : With ▲41.6% growth, Storage stands out as a fast growing sub-category, potentially worth exploring for margin optimization or bundling strategies.
- Phones and Furnishings Show Balanced Growth : Phones (▲34.1%) and Furnishings (▲24.3%) offer a mix of volume and growth, suggesting stable demand and room for strategic upselling.

Financial Performance Insights :

- Strong Sales Growth : Sales reached $733.2K , showing a solid increase of ▲20.4% compared to the previous year. This reflects successful demand generation and possibly effective sales execution or market expansion.
- Moderate Profit Growth : Profit rise to $93.4K , up ▲14.2% year over year. While positive, the growth rate is lower than sales, indicating that profit margins may be under pressure or operational costs are rising.
- Margin Compression Signal : The gap between sales growth and profit growth suggests that while revenue is expanding, it’s not translating proportionally into profit highlighting a need to review pricing, discounting, and cost structure

Order & Customer Growth Insights :

- Significant Order Growth : The number of orders reached 1,687 , showing a strong ▲28.3% increase year-over-year. This indicates rising transaction activity and potentially higher product demand or improved sales execution.
- Moderate Customer Growth : The customer base grew to 693 , with a ▲8.6% increase compared to the previous year. While positive, the growth is slower than order volume, suggesting deeper engagement or repeat purchases from existing customers.
- Higher Order Intensity per Customer : The faster growth in orders compared to customers implies that each customer is placing more orders on average, an encouraging sign of loyalty, upselling success, or increased product relevance.

Recommendation *by using OBIPR Framework*

Observation	Business Impact	Isolation	Prioritization	Recommendation
Optimization of Corporate Pricing and Discount Structure Product	Increase margins by at least 5% within 12 months without significantly reducing sales, while maintaining healthy growth.	Conduct an audit of average discounts and establish minimum margin requirements so that corporate contract negotiations are no longer driven solely by order volume.	High Effort, High Impact	Perform a comprehensive audit and renegotiate corporate contracts to optimize the discount structure based on minimum order requirements and ensure sustainable growth, despite the risk of customer churn and potential resistance from the sales team.
Diversification and Focus on High Margin Products	Increase the proportion of high margin products in corporate sales by 10% within one year.	Conduct analysis and segmentation of corporate products based on margin.	Low Effort, High Impact	Encourage product mix optimization, although segmenting products by margin may temporarily reduce order count or volume, it can lead to healthier sales growth by increasing the share of high margin products by 10% per year.
Corporate customer segmentation based on margin or profitability.	Increase retention of high margin or profitable customers and strengthen long term business relationships.	Segment corporate customers based on margin levels and purchase volume.	Low Effort, Low Impact	Implement a 'Premium' customer program with added benefits (exp priority shipping) for high margin customers.

...Thank You...