

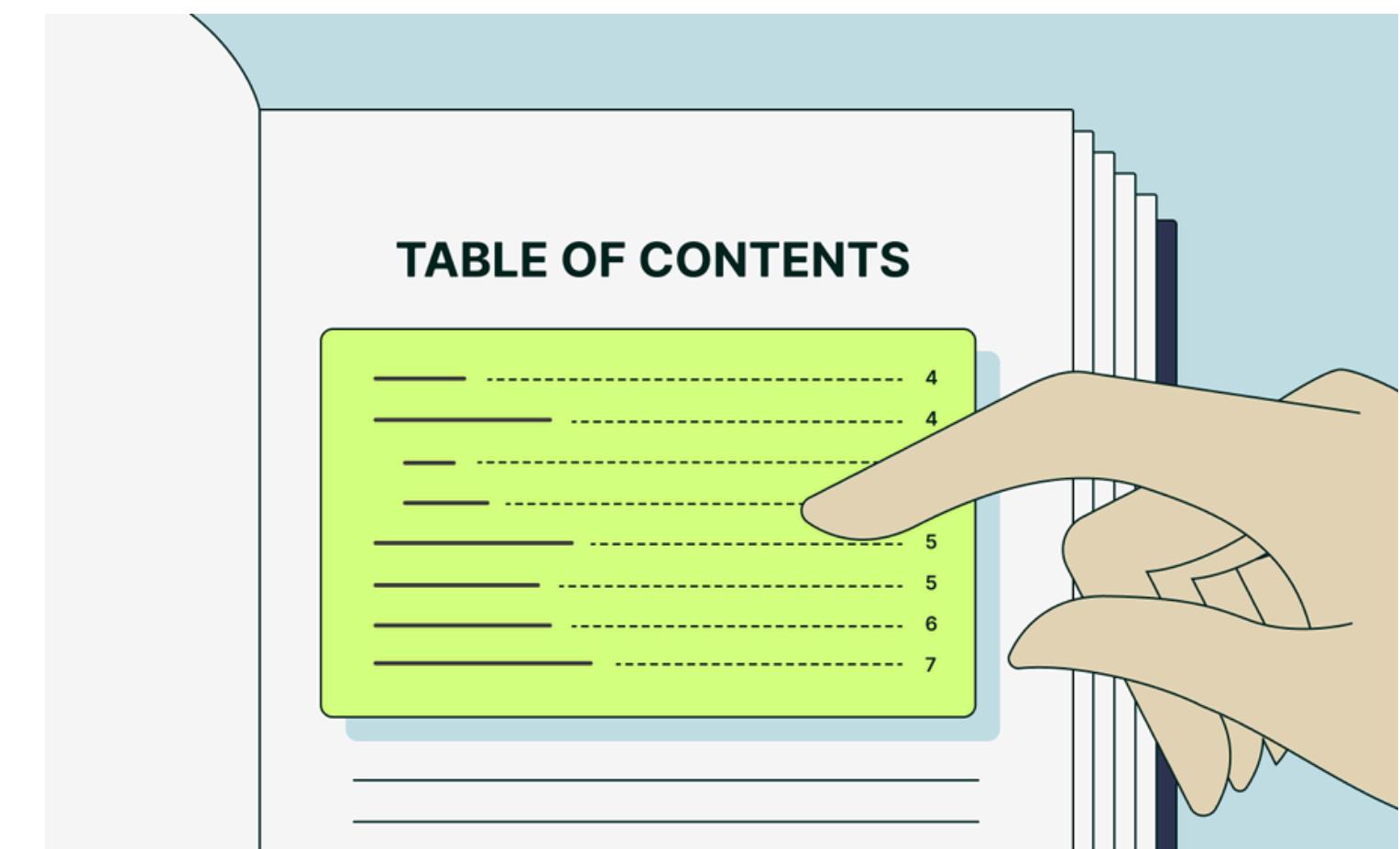
# **MM PET GROWTH SNAPSHOT: PRODUCT & SALES PERFORMANCE**

**MM PET'S INSIGHTS**

**PRESENTED BY MINNIE NGUYEN**

# WHAT'S INSIDE THIS DECK

1. Dataset Overview & Data Cleaning Approach
2. Business Questions & Analysis Goals (Product + Sales)
3. Dashboard Build Methodology & Key Techniques
4. Dashboard Walkthrough: Explore the Views
5. Sydney Performance Deep-Dive (Hierarchy View)



# **DATASET OVERVIEW & DATA CLEANING METHODOLOGY (MAINLY USED EXCEL & POWER QUERY)**

- Standardised structure across all tables
  - Promoted first row to headers
  - Detected/validated data types
  - Removed duplicates to ensure unique keys and clean relationships
- Fact Table (413,530 × 9) (transaction id, transaction date, product id, customer id, location id, channel id, quantity, discount pct, order status, revenue,...)
  - Corrected invalid 1900 year → 2024 (fix missing March 2024 issue)
  - Discount %: converted 1 → 0 (the values range from 0-0.15)
  - Merged with Dim\_Product to bring Revenue per Item
  - Calculated Final Revenue = Revenue per Item × Quantity × (1 - Discount %)
- Dim\_Channel (8 × 4) (channel id, channel type, platform, payment method)
  - Cleaned headers + data types
  - Removed duplicates
- Dim\_Customer (2,177 × 6) (customer id, gender, age band, member types, signup date, active)
  - Standardised categories:
    - Gender → Female / Male / Unknown
    - Member Types → Gold / Silver / Bronze / Unknown
  - Filtered Active = “Y”
  - Removed duplicates



# **DATASET OVERVIEW & DATA CLEANING METHODOLOGY**

- **Dim\_Location (16 × 4) (location id, country, region, city, store type)**
  - Split Country-Region → Country + Region
  - Standardised City (e.g., “Sydney”)
  - Filled missing city values using Region
  - Store Type nulls → Unknown
  - Confirmed countries: Australia, New Zealand
- **Dim\_Product (48 × 11) (product id, sku, product name, pet type, category, sub category, brand,...)**
  - Filtered Active Flag = “Y”
  - Standardised Pet Type (e.g., “Small Animal”) + filled nulls from product name
  - Filled missing Category from product name
  - Converted negative Unit Cost → positive
  - Created Revenue per Item
- **Dim\_Date**
  - Built a dedicated date table from Transaction Date
  - Added Year, Month, Month Name for time-intelligence

# WHAT WE'RE MEASURING: SALES ANALYSIS QUESTIONS & OBJECTIVE

- Overview KPIs
  - Total orders
  - Unique customers
  - Total revenue (2024 vs 2025)
  - Average revenue per order (2024 vs 2025)
- Time-based Performance (2024 vs 2025)
  - Monthly revenue trend
  - Monthly order trend
- Geographic Performance (City level)
  - Revenue by city (highest vs lowest)
  - Orders by city (most vs fewest)
- Product Performance (Category level)
  - Revenue by category (best vs worst)
  - Orders by category (most vs fewest)

# WHAT WE'RE SOLVING: PRODUCT ANALYSIS QUESTIONS & OBJECTIVES

- **Product Performance (2024 vs 2025)**
  - Total revenue by product
  - Total orders by product
  - Average revenue per order by product
  - YoY change in revenue per order (%, increase/decrease)
- **Product Range Overview**
  - Total number of products
  - Number of categories and sub-categories
  - Number of brands
  - Number of pack sizes
- **Brand Performance (2024 vs 2025)**
  - Total revenue by brand
  - Total orders by brand
- **Pet Type Performance (2024 vs 2025)**
  - Total revenue by pet type
  - Total orders by pet type

# DASHBOARD DEVELOPMENT METHODOLOGY

- Cover Page (Purpose + Navigation)
  - Explain dashboard purpose + high-level summary
  - Interactive buttons to navigate to detailed pages
  - Bookmarks to manage navigation + hide supporting pages
- Product Analysis Page
  - KPI cards: Products, Categories, Brands, etc.
  - Product comparison table (2024 vs 2025):
    - Revenue + YoY %
    - Total Orders + YoY %
    - Avg Revenue / AOV + YoY %
  - Clustered bar charts: Revenue & Orders by Brand
  - Clustered column charts: Revenue & Orders by Pet Type
- Sales Analysis Page
  - KPI cards: Total Orders, Unique Customers, Revenue (2024 & 2025), Avg Revenue per Order
  - Line charts: Monthly Revenue Trend + Monthly Orders Trend
  - Clustered column charts: Revenue & Orders by City
  - Clustered column charts: Revenue & Orders by Category



## **TECHNIQUES BEHIND THE DASHBOARD EXPERIENCE**



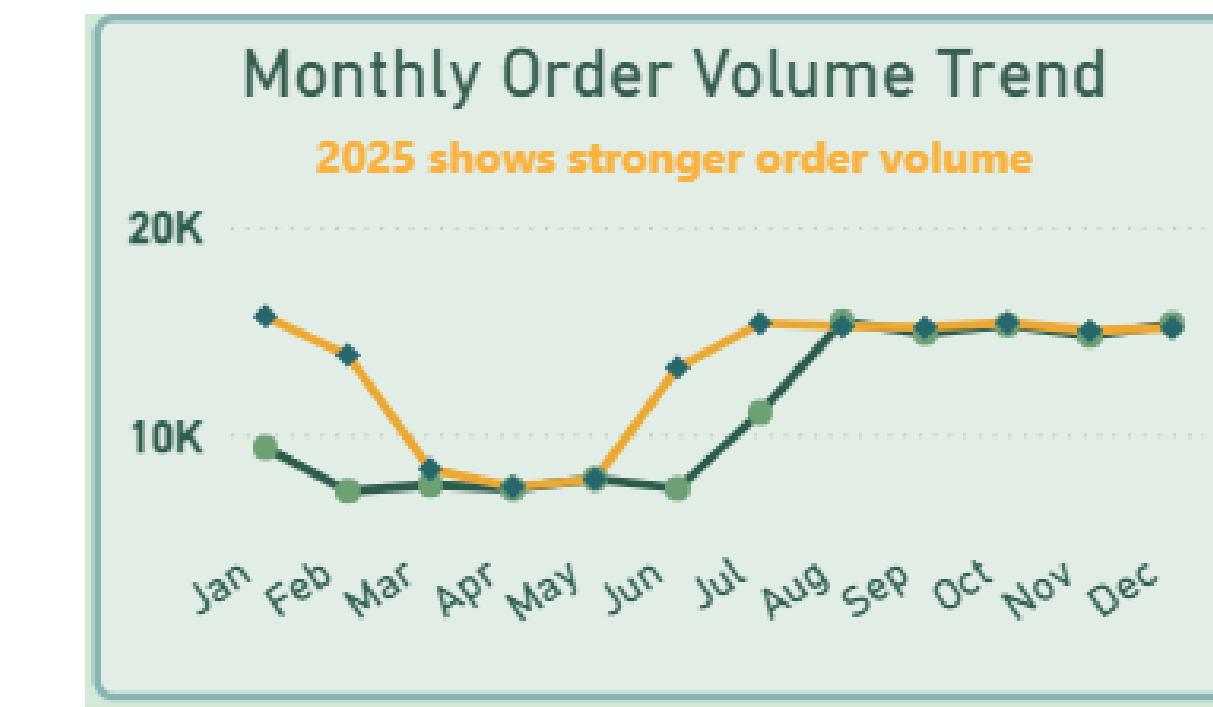
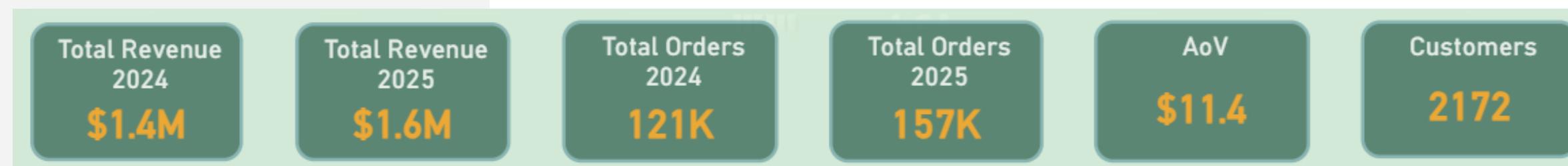
- Reduce visual clutter by removing unnecessary titles, legends, and extra chart elements, and keeping only what adds value.
- Use titles that communicate the key insight rather than simply describing the visual.
- Apply a consistent highlight palette (golden orange), using gradient fills to draw attention to higher/central values while keeping background values in grey.
- Turn on data labels across charts so key values are instantly readable without interpretation.



# SALES ANALYSIS DASHBOARD WALKTHROUGH

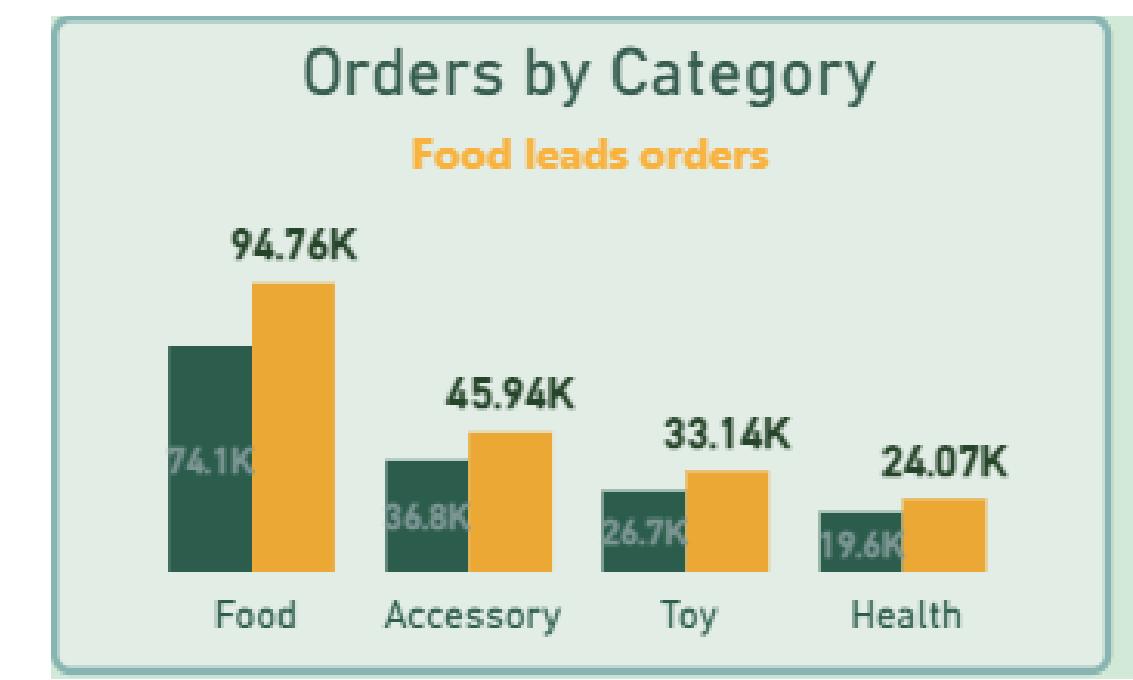
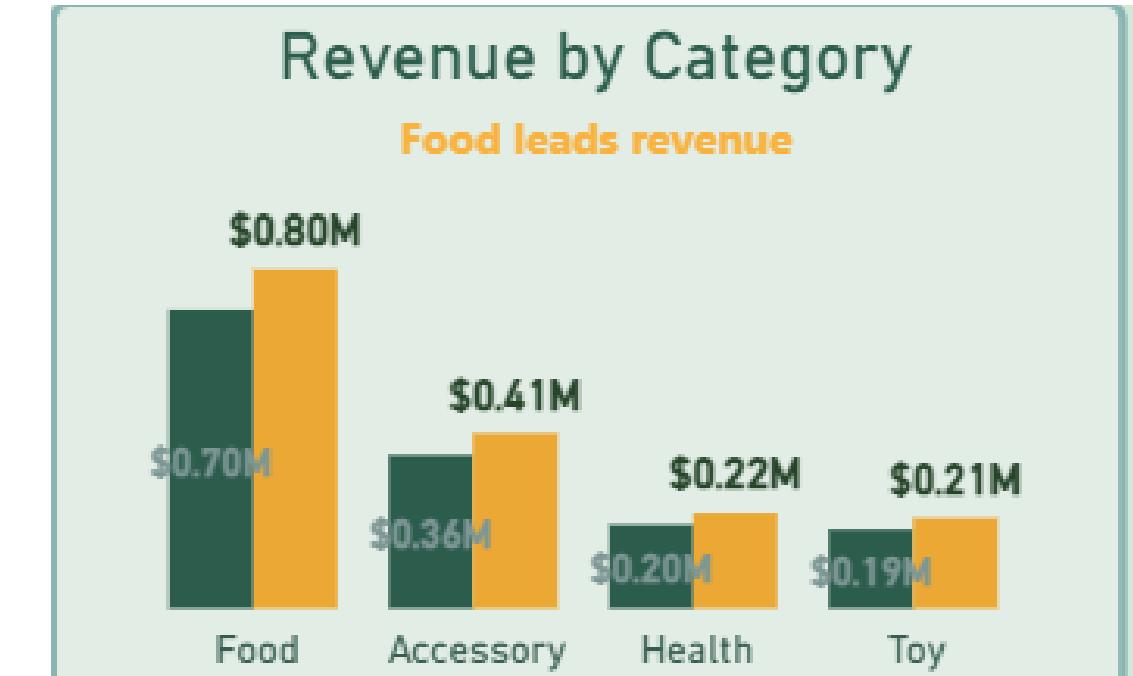
## (2024-2025)

- 2025 vs 2024: 157K vs 121K orders | \$1.6M vs \$1.4M revenue | 2,172 customers | \$11.4 AOV
- Revenue trend: 2025 Jan→Apr drop, Dec peak (~\$234K) | 2024 Oct peak (~\$234K)
- Order peak: 2025 Jan (15,670) | 2024 Aug (15,430)



# SALES ANALYSIS DASHBOARD WALKTHROUGH (2024-2025)

- Top city: Sydney ~ \$775K, ~58K orders | Auckland #2 revenue
- Lowest city: Christchurch ~ \$139K (lower AOV)
- Top category: Food 169K orders, \$1.5M revenue
- Low categories: Toy ~ \$400K | Health ~47K orders (higher \$/order than Toy)



# SO WHAT? KEY INSIGHTS

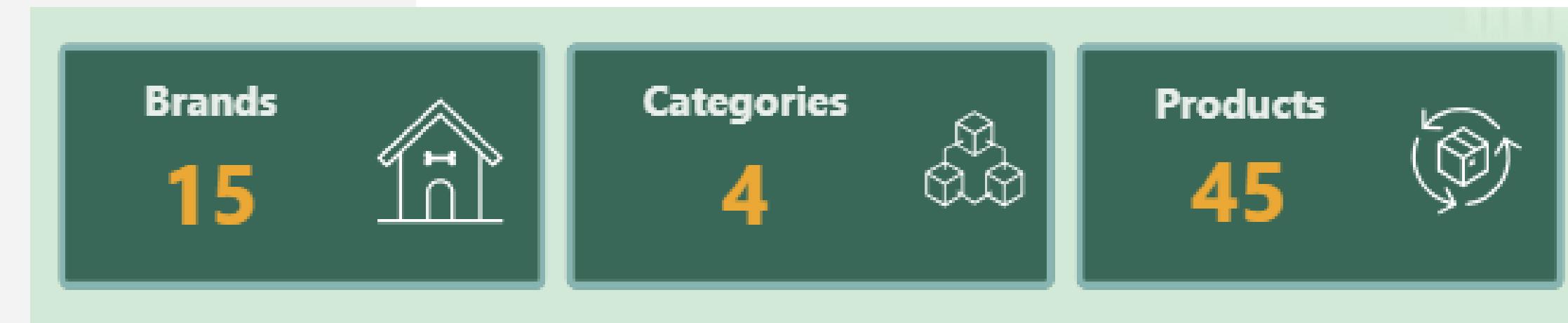
- **2025 growth was volume-led:** Orders increased, but AOV fell (more purchases, smaller baskets/lower value per order).
- **Seasonality shifted later:** Peak moved from Oct (2024) to Dec (2025) → campaign/buying cycle timing changed.
- **Sydney drives overall results:** Top city for both revenue and orders → performance depends heavily on Sydney.
- **Christchurch needs value uplift:** Similar order volume to other cities but lowest revenue → lower AOV/price mix/discounting.
- **Food is the core revenue engine:** Dominates both orders and revenue, so it has the biggest impact on totals.
- **Health is higher-value per order:** Fewer orders but strong revenue vs Toy → opportunity for premium/upsell.

# OPPORTUNITIES TO IMPROVE

- **Focus on bigger baskets, not just more orders:** Use simple bundles and “add-on” suggestions (especially Food + Health) to gently lift average spend per order.
- **Double down on the biggest driver (Food):** Keep Food well-stocked and highly visible—small improvements here make the biggest difference to total revenue.
- **Fix low-value areas (Christchurch + Small animals):** Review pricing/discounts and encourage higher-value purchases through bundles, premium options, or multi-buy deals.
- **Plan early for peak season:** Peaks shifted later (Dec in 2025), so line up inventory and campaigns ahead of Q4 to avoid missed sales.
- **Reduce dependence on Sydney:** Strengthen Auckland and other cities so results aren’t overly tied to one market.

# ■ PRODUCT ANALYSIS DASHBOARD TOUR (2024-2025)

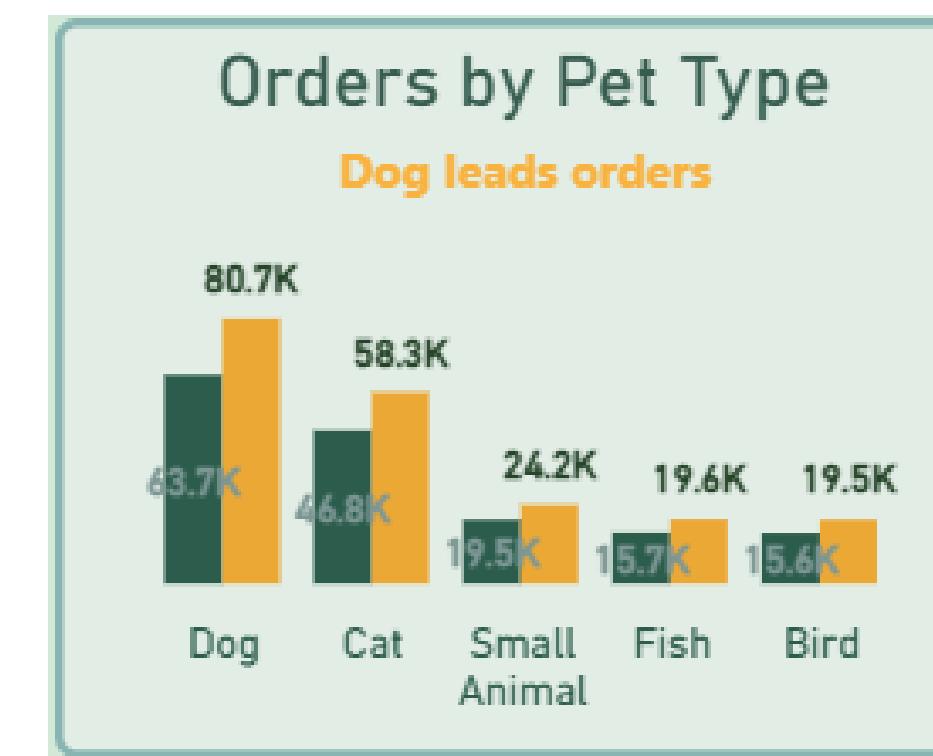
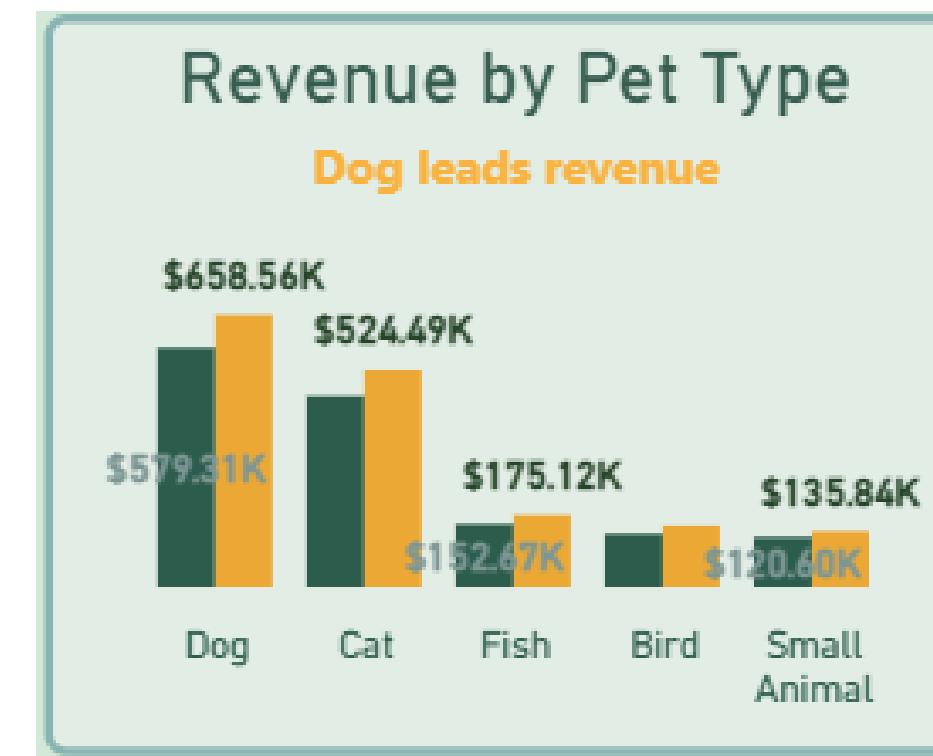
- Product range: 15 brands | 4 categories | 25 subcategories | 45 products | 24 pack sizes
- YoY (2025 vs 2024): Revenue +13.8% | Orders +29.8% | AOV -12.3% → volume-led growth



Product Name	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
Lamb Dog Dry Food	\$98,403	\$110,558	▲ 12.4%	7948	9939	▲ 25.1%	\$12.4	\$11.1	▼ -10.2%
Cat Scratching Post	\$54,178	\$63,473	▲ 17.2%	4003	5089	▲ 27.1%	\$13.5	\$12.5	▼ -7.8%
Salmon Cat Wet Food	\$54,071	\$63,462	▲ 17.4%	4051	5125	▲ 26.5%	\$13.3	\$12.4	▼ -7.2%
Tropical Fish Flakes	\$54,076	\$63,132	▲ 16.7%	4030	5102	▲ 26.6%	\$13.4	\$12.4	▼ -7.8%
Aquarium Water Filter	\$54,475	\$61,927	▲ 13.7%	4036	4983	▲ 23.5%	\$13.5	\$12.4	▼ -7.9%
Joint Care Supplement	\$53,796	\$61,747	▲ 14.8%	4063	4898	▲ 20.6%	\$13.2	\$12.6	▼ -4.8%
<b>Total</b>	<b>\$1,442,800</b>	<b>\$1,642,382</b>	<b>13.8%</b>	<b>121284</b>	<b>157477</b>	<b>29.8%</b>	<b>\$11.9</b>	<b>\$10.4</b>	<b>-12.3%</b>

# PRODUCT ANALYSIS DASHBOARD TOUR (2024-2025)

- Top brands: PawGear, HealthyPet, PawLife lead revenue + orders; all grew in 2025
- Pet types: Dog #1, Cat #2; Small animals = decent orders but lowest revenue (lower \$/order)



# SO WHAT? KEY INSIGHTS

- **Winners are consistent:** PawGear, HealthPet, PawLife lead in both years and improved in 2025 → stable brand loyalty.
- **Pet-type concentration:** Dogs (then cats) drive most revenue; small animals have volume but low value → bundle/upsell opportunity.

# OPPORTUNITIES TO IMPROVE

- **Grow what already works:** Put more attention on PawGear, HealthPet, and PawLife since they consistently lead and improved in 2025.
- **Use pet-type results to guide product strategy:** Dogs and cats are the main revenue drivers, so invest in assortment depth and promotions. For small animals, test low-risk strategies to raise order value.

## NEXT STEPS: DIGGING INTO THE “WHY”

Why Sydney's total revenue is higher in 2024 than in 2025, even though Sydney's total orders are higher in 2025 than in 2024?



# DEEP-DIVE METHODS

- Use a top-down deep-dive hierarchy: Brand → Category → Sub-category  
→ Product → Pack size
- Drill into each level to pinpoint where performance shifts happen
- Track key YoY metrics at every step: Revenue YoY %, Orders YoY %, AOV YoY %

# LEVEL 1 - BRAND – TOP 5 TOTAL REVENUE: 2024 VS 2025 (YOY %)

- **PawGear:** Revenue -7.7% | Orders +23.8% | AOV -25.5%
- **HealthyPet:** Revenue -10.2% | Orders +23.2% | AOV -27.0%
- **PawLife:** Revenue -13.9% | Orders +18.6% | AOV -27.4%
- **WhiskerPure:** Revenue -14.8% | Orders +18.4% | AOV -28.0%
- **NaturePet:** Revenue -9.1% | Orders +25.6% | AOV -27.7%

Brand	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
HealthyPet	\$55,276	\$49,662	⬇️ -10.2%	3977	4898	⬆️ 23.2%	\$13.9	\$10.1	⬇️ -27.0%
NaturePet	\$31,750	\$28,848	⬇️ -9.1%	3219	4044	⬆️ 25.6%	\$9.9	\$7.1	⬇️ -27.7%
PawGear	\$64,724	\$59,727	⬇️ -7.7%	4728	5855	⬆️ 23.8%	\$13.7	\$10.2	⬇️ -25.5%
PawLife	\$50,354	\$43,359	⬇️ -13.9%	4804	5697	⬆️ 18.6%	\$10.5	\$7.6	⬇️ -27.4%
WhiskerPure	\$37,982	\$32,379	⬇️ -14.8%	3273	3874	⬆️ 18.4%	\$11.6	\$8.4	⬇️ -28.0%
<b>Total</b>	<b>\$240,086</b>	<b>\$213,974</b>	<b>-10.9%</b>	<b>17007</b>	<b>20459</b>	<b>20.3%</b>	<b>\$14.1</b>	<b>\$10.5</b>	<b>-25.9%</b>

# THE STORY BEHIND THE NUMBERS

- **Value-per-order is the problem:** All top brands grew Orders (+18-26%) but saw AOV drop (-25-28%), so Revenue fell (-8-15%).
- **PawLife / WhiskerPure:** Biggest revenue declines (-13.9% / -14.8%) driven by steep AOV drops (-27.4% / -28.0%).
- **NaturePet:** Fastest order growth (+25.6%) but still Revenue -9.1% because AOV -27.7%.

# TURNING INSIGHTS INTO IMPACT

- **Primary goal across brands:** Lift AOV +8-12% YoY while keeping order growth (avoid “low-value volume”).
- **PawGear:** Bundle + add-on focus (“complete the basket”) → KPI: AOV +8-10%, Revenue +3-5%.
- **HealthyPet:** “Health stack” bundles (core + supplement) → KPI: AOV +10-12%, units/order +0.2, Revenue +8-10%.
- **PawLife & WhiskerPure:** Trade-up to premium SKUs/pack sizes (visibility + recommendations) → KPI: AOV +8-12%, Revenue +3-6%.
- **NaturePet:** Scale growth with guardrails (bundle-first, minimum basket nudges) → KPI: AOV +8-10%, Revenue +3-5%.

# LEVEL 2 - CATEGORY 2024 VS 2025 (YOY %)

- Food:** Revenue -11.2% | Orders +20.4% | AOV -26.2%
- Accessory:** Revenue -8.1% | Orders +23.6% | AOV -25.7%
- Health:** Revenue -10.2% | Orders +23.2% | AOV -27.0%
- Toy:** Revenue -8.5% | Orders +22.2% | AOV -25.1%

category	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
Accessory	\$100,764	\$92,563	⬇️ -8.1%	7529	9303	⬆️ 23.6%	\$13.4	\$9.9	⬇️ -25.7%
Food	\$199,357	\$177,034	⬇️ -11.2%	15880	19117	⬆️ 20.4%	\$12.6	\$9.3	⬇️ -26.2%
Health	\$55,276	\$49,662	⬇️ -10.2%	3977	4898	⬆️ 23.2%	\$13.9	\$10.1	⬇️ -27.0%
Toy	\$52,540	\$48,075	⬇️ -8.5%	5518	6743	⬆️ 22.2%	\$9.5	\$7.1	⬇️ -25.1%
Total	\$407,937	\$367,334	-10.0%	26652	31848	19.5%	\$15.3	\$11.5	-24.6%

# THE STORY BEHIND THE NUMBERS

- **Food:** Biggest revenue drag (-11.2%) despite higher orders (+20.4%) → AOV -26.2% is the main leak.
- **Accessory:** Orders growing fastest (+23.6%) but revenue still down (-8.1%) → AOV -25.7% dilution.
- **Health:** Deepest value drop (AOV -27.0%).
- **Toy:** AOV still down (-25.1%), so growth is low-value volume.

# TURNING INSIGHTS INTO IMPACT

- **Primary goal across categories:** Lift AOV +8-12% YoY while keeping order growth (avoid “low-value volume”).
- **Food (biggest lever):** Bundle + trade-up to larger packs → KPI: AOV +10-12%, units/order +0.2-0.3, Revenue +4-6%.
- **Accessory + Toy (add-on engine):** “Complete the set” bundles + checkout add-ons → KPI: AOV +8-10%, Revenue +3-5%.
- **Health ( basket value):** Multi-buy + replenishment nudges (no deep discounts) → KPI: AOV +8-10%, Revenue +3-5%.

# LEVEL 3 - SUB-CATEGORY - TOP 5 TOTAL REVENUE: 2024 VS 2025 (YOY %)

- Dry-Food (Food): Revenue -12.9% | Orders +19.2% | AOV -26.9%
- Wet Food (Food): Revenue -9.1% | Orders +25.6% | AOV -27.7%
- Supplement (Health): Revenue -8.5% | Orders +24.8% | AOV -26.6%
- Plush Toy (Toy): Revenue -6.9% | Orders +24.3% | AOV -25.1%
- Food-Mix (Food): Revenue -14.8% | Orders +17% | AOV -27.2%

Sub-Category	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
Dry Food	\$105,791	\$92,128	⬇️ -12.9%	9052	10791	⬆️ 19.2%	\$11.7	\$8.5	⬇️ -26.9%
Food Mix	\$18,839	\$16,044	⬇️ -14.8%	1682	1968	⬆️ 17.0%	\$11.2	\$8.2	⬇️ -27.2%
Plush Toy	\$21,620	\$20,132	⬇️ -6.9%	1639	2037	⬆️ 24.3%	\$13.2	\$9.9	⬇️ -25.1%
Supplement	\$27,297	\$24,989	⬇️ -8.5%	1614	2014	⬆️ 24.8%	\$16.9	\$12.4	⬇️ -26.6%
Wet Food	\$31,750	\$28,848	⬇️ -9.1%	3219	4044	⬆️ 25.6%	\$9.9	\$7.1	⬇️ -27.7%
<b>Total</b>	<b>\$205,298</b>	<b>\$182,140</b>	<b>-11.3%</b>	<b>15253</b>	<b>18377</b>	<b>20.5%</b>	<b>\$13.5</b>	<b>\$9.9</b>	<b>-26.4%</b>

# LEVEL 3 - SUB-CATEGORY – REVENUE DECLINES BY CATEGORY – LOWEST SUB-CATEGORY PER CATEGORY: 2024 VS 2025 (YOY %)

- Food (Food Mix): Revenue -14.8% | AOV -27.2%
- Accessory (Leash): Revenue -13.9% | AOV -26.6%
- Health (Vitamins): Revenue -13.1% | AOV -26.3%
- Toy (Interactive Toy): Revenue -11.8% | AOV -26.5%

category	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
■ Food	\$18,839	\$16,044	-14.8%	1682	1968	17.0%	\$11.2	\$8.2	-27.2%
Food Mix	\$18,839	\$16,044	⬇️ -14.8%	1682	1968	⬆️ 17.0%	\$11.2	\$8.2	⬇️ -27.2%
■ Accessory	\$12,672	\$10,908	-13.9%	850	997	17.3%	\$14.9	\$10.9	-26.6%
Leash	\$12,672	\$10,908	⬇️ -13.9%	850	997	⬆️ 17.3%	\$14.9	\$10.9	⬇️ -26.6%
■ Health	\$9,661	\$8,394	-13.1%	872	1028	17.9%	\$11.1	\$8.2	-26.3%
Vitamins	\$9,661	\$8,394	⬇️ -13.1%	872	1028	⬆️ 17.9%	\$11.1	\$8.2	⬇️ -26.3%
■ Toy	\$9,482	\$8,363	-11.8%	1694	2032	20.0%	\$5.6	\$4.1	-26.5%
Interactive Toy	\$9,482	\$8,363	⬇️ -11.8%	1694	2032	⬆️ 20.0%	\$5.6	\$4.1	⬇️ -26.5%

# THE STORY BEHIND THE NUMBERS

- **Food is the main drag:** Food-Mix (Rev -14.8%, AOV -27.2%), Dry-Food (Rev -12.9%, AOV -26.9%), Wet Food (Rev -9.1%, Orders +25.6%, AOV -27.7%) → growth is volume-led but low-value.
- **Health leakage:** Supplement (Rev -8.5%, Orders +24.8%, AOV -26.6%) shows strong demand but weaker basket value.
- **Toy leakage:** Plush Toy (Rev -6.9%, Orders +24.3%, AOV -25.1%) is selling more but contributing less per order.
- **Biggest “leak” areas by AOV + revenue:** Leash (Rev -13.9%, AOV -26.6%), Vitamins (Rev -13.1%, AOV -26.3%), Interactive Toy (Rev -11.8%, AOV -26.5%) → classic add-on categories where basket value is slipping.

# TURNING INSIGHTS INTO IMPACT

- **Food-Mix + Dry/Wet Food:** Trade customers up to larger packs + bundle with high-value add-ons → KPI: AOV +10-12%, units/order +0.2-0.3, Revenue/order +8-10%.
- **Leash + Interactive Toy (add-on engine):** “Complete the walk” bundles + checkout prompts → KPI: AOV +8-10%, Revenue +3-5%.
- **Vitamins + Supplement:** Multi-buy + replenishment nudges (repeat without deep discounting) → KPI: AOV +8-10%, Revenue +3-5%.
- **Plush Toy:** Position as low-friction add-on with Food orders (cross-sell) → KPI: AOV +6-8%.

# LEVEL 4 - PRODUCT - TOP 3 REVENUE BRANDS: WORST YOY PRODUCTS BY REVENUE YOY: 2024 VS 2025 (YOY %)

- PawGear - Dog Leash Nylon: Revenue -13.9% | AOV -26.6%
- HealthyPet - Dog Multivitamin: Revenue -13.1% | AOV -26.3%
- PawLife - Lamb Dog Dry Food: Revenue -15.4% | AOV -28.6%

Brand	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
PawGear	\$12,672	\$10,908	-13.9%	850	997	17.3%	\$14.9	\$10.9	-26.6%
Dog Leash Nylon	\$12,672	\$10,908	⬇️ -13.9%	850	997	↑ 17.3%	\$14.9	\$10.9	⬇️ -26.6%
HealthyPet	\$9,661	\$8,394	-13.1%	872	1028	17.9%	\$11.1	\$8.2	-26.3%
Dog Multivitamin	\$9,661	\$8,394	⬇️ -13.1%	872	1028	↑ 17.9%	\$11.1	\$8.2	⬇️ -26.3%
PawLife	\$28,520	\$24,126	-15.4%	1668	1976	18.5%	\$17.1	\$12.2	-28.6%
Lamb Dog Dry Food	\$28,520	\$24,126	⬇️ -15.4%	1668	1976	↑ 18.5%	\$17.1	\$12.2	⬇️ -28.6%

## LEVEL 4 - PRODUCT - WORST PRODUCT BY REVENUE YOY IN EACH CATEGORY: 2024 VS 2025 (YOY %)

- Food - Rabbit Food Mix: Revenue -19.0% | AOV -29.4%
- Accessory - Dog Leash Nylon: Revenue -13.9% | AOV -26.6%
- Health - Dog Multivitamin: Revenue -13.1% | AOV -26.3%
- Toy - Rope Tug Toy: Revenue -12.0% | AOV -28.3%

category	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
■ Food	\$6,464	\$5,233	-19.0%	853	978	14.7%	\$7.6	\$5.4	-29.4%
Rabbit Food Mix	\$6,464	\$5,233	⬇️ -19.0%	853	978	⬆️ 14.7%	\$7.6	\$5.4	⬇️ -29.4%
■ Accessory	\$12,672	\$10,908	-13.9%	850	997	17.3%	\$14.9	\$10.9	-26.6%
Dog Leash Nylon	\$12,672	\$10,908	⬇️ -13.9%	850	997	⬆️ 17.3%	\$14.9	\$10.9	⬇️ -26.6%
■ Health	\$9,661	\$8,394	-13.1%	872	1028	17.9%	\$11.1	\$8.2	-26.3%
Dog Multivitamin	\$9,661	\$8,394	⬇️ -13.1%	872	1028	⬆️ 17.9%	\$11.1	\$8.2	⬇️ -26.3%
■ Toy	\$6,274	\$5,524	-12.0%	833	1023	22.8%	\$7.5	\$5.4	-28.3%
Rope Tug Toy	\$6,274	\$5,524	⬇️ -12.0%	833	1023	⬆️ 22.8%	\$7.5	\$5.4	⬇️ -28.3%
Total	\$34,671	\$29,554	-13.0%	833	1023	22.8%	\$7.5	\$5.4	-28.3%

# THE STORY BEHIND THE NUMBERS

- **Consistent leak pattern:** Key SKUs show Revenue -12% to -19% mainly driven by AOV -26% to -29% → baskets are lower-value.
- **Biggest drag (Food):** Rabbit Food Mix (Rev -19.0%, AOV -29.4%) + Lamb Dog Dry Food (Rev -15.4%, AOV -28.6%) indicate trade-down/smaller pack behaviour.
- **Add-on weakness:** Dog Leash Nylon (Rev -13.9%, AOV -26.6%) and Rope Tug Toy (Rev -12.0%, AOV -28.3%) suggest customers are not adding extras to orders.
- **Health value leakage:** Dog Multivitamin (Rev -13.1%, AOV -26.3%) implies fewer multi-item health baskets and weaker repeat-value capture.



# TURNING INSIGHTS INTO IMPACT

- **Food leakers (Rabbit Food Mix + Lamb Dry Food):** Bundle-first + trade-up to larger packs → KPI: AOV +10-12%, units/order +0.2-0.3, Revenue/order +8-10%.
- **Leash (Dog Leash Nylon):** “Complete the walk” bundle + checkout add-on prompts → KPI: AOV +6-8%, Revenue +3-5%.
- **Health (Dog Multivitamin):** Multi-buy + replenishment nudges (no deep discounting) → KPI: units/order +0.1-0.2, AOV +6-8%.
- **Toy (Rope Tug Toy):** Treat as impulse add-on with Food orders → KPI: add-on conversion +5-8%, AOV +6-8%.

# LEVEL 5 - PACK SIZE - BIGGEST PRODUCT REVENUE DECLINES BY CATEGORY: 2024 VS 2025 (YOY %)

- Food: Rabbit Food Mix 2kg | Revenue -19.0% | AOV -29.4%
- Accessory: Dog Leash Nylon 1.5m | Revenue -13.9% | AOV -26.6%
- Health: Dog Multivitamin 120 tablets | Revenue -13.1% | AOV -26.3%
- Toy: Rope Tug Toy Large | Revenue -12.0% | AOV -28.3%

category	Total Revenue 2024	Total Revenue 2025	Revenue YoY %	Total Orders 2024	Total Orders 2025	Order YoY %	AoV 2024	AoV 2025	AoV YoY %
└ Food	\$6,464	\$5,233	-19.0%	853	978	14.7%	\$7.6	\$5.4	-29.4%
└ Rabbit Food Mix	\$6,464	\$5,233	-19.0%	853	978	14.7%	\$7.6	\$5.4	-29.4%
2kg	\$6,464	\$5,233	↓ -19.0%	853	978	↑ 14.7%	\$7.6	\$5.4	↓ -29.4%
└ Accessory	\$12,672	\$10,908	-13.9%	850	997	17.3%	\$14.9	\$10.9	-26.6%
└ Dog Leash Nylon	\$12,672	\$10,908	-13.9%	850	997	17.3%	\$14.9	\$10.9	-26.6%
1.5m	\$12,672	\$10,908	↓ -13.9%	850	997	↑ 17.3%	\$14.9	\$10.9	↓ -26.6%
└ Health	\$9,661	\$8,394	-13.1%	872	1028	17.9%	\$11.1	\$8.2	-26.3%
└ Dog Multivitamin	\$9,661	\$8,394	-13.1%	872	1028	17.9%	\$11.1	\$8.2	-26.3%
120 tablets	\$9,661	\$8,394	↓ -13.1%	872	1028	↑ 17.9%	\$11.1	\$8.2	↓ -26.3%
└ Toy	\$6,274	\$5,524	-12.0%	833	1023	22.8%	\$7.5	\$5.4	-28.3%
└ Rope Tug Toy	\$6,274	\$5,524	-12.0%	833	1023	22.8%	\$7.5	\$5.4	-28.3%
Large	\$6,274	\$5,524	↓ -12.0%	833	1023	↑ 22.8%	\$7.5	\$5.4	↓ -28.3%

# THE STORY BEHIND THE NUMBERS

- **Pack-size “leaks” are AOV-driven:** All selected pack sizes show Revenue down (-12% to -19%) alongside AOV down (-26% to -29%) → customers are buying lower-value baskets (trade-down / fewer add-ons).
- **Biggest drag (Food):** Rabbit Food Mix 2kg has the steepest drop (Rev -19.0%, AOV -29.4%) → biggest priority to fix.
- **Accessory + Health:** Dog Leash Nylon 1.5m (Rev -13.9%, AOV -26.6%) and Dog Multivitamin 120 tablets (Rev -13.1%, AOV -26.3%) suggest add-on items are not being attached to larger baskets.
- **Toy:** Rope Tug Toy Large (Rev -12.0%, AOV -28.3%) indicates toy add-ons are not converting into value per order.

# TURNING INSIGHTS INTO IMPACT

- **Rabbit Food Mix 2kg:** Bundle with high-value add-ons + encourage pack/price trade-up → KPI: AOV +10-12%, units/order +0.2-0.3, Revenue/order +8-10%.
- **Dog Leash Nylon 1.5m:** “Complete the walk” bundle + checkout add-on prompts → KPI: AOV +6-8%, Revenue +3-5%.
- **Dog Multivitamin 120 tablets:** Multi-buy + replenishment nudges → KPI: units/order +0.1-0.2, AOV +6-8%.
- **Rope Tug Toy Large:** treat as impulse add-on with Food orders → KPI: add-on conversion +5-8%, AOV +6-8%.

# OVERALL PERFORMANCE SUMMARY (2024 VS 2025)

- **Main driver:** 2025 had more orders but much lower AOV (~-25% to -29%), so each order was worth less → 2024 revenue stayed higher.
- **Brand pattern:** Top brands show Orders +18-26% but Revenue -8-15% because AOV -25-28%.
- **Category pattern:** All categories have Orders +20-24% yet Revenue -8-11%, driven by AOV -25-27%.
- **Biggest drag areas:** Food sub-categories (e.g., Food Mix, Dry/Wet Food) with revenue down ~-9% to -15% plus AOV ~-27%.
- **Key “leak” SKUs/pack sizes:** Rabbit Food Mix 2kg (-19% rev, -29% AOV), Lamb Dog Dry Food (-15% rev, -29% AOV), Dog Leash Nylon 1.5m (-14% rev, -27% AOV).

# STRATEGIC PRIORITIES & TARGETS FOR NEXT YEAR

- Overall financial targets (next year):
  - Revenue: Base = match 2024, Stretch = +3-5% vs 2024
  - AOV: +8-12% YoY (primary target)
  - Orders: maintain growth, but only scale if AOV holds/improves
- Budget allocation:
  - 60-70% to Food + top brands (PawGear, HealthyPet, PawLife)
  - 20-30% to fix “leak” sub-categories (Food Mix, Leash, Vitamins, Interactive Toy)
  - 10% for controlled tests (bundles, pack-size changes, pricing)

# **THANK YOU**

**PRESENTED BY MINNIE NGUYEN**