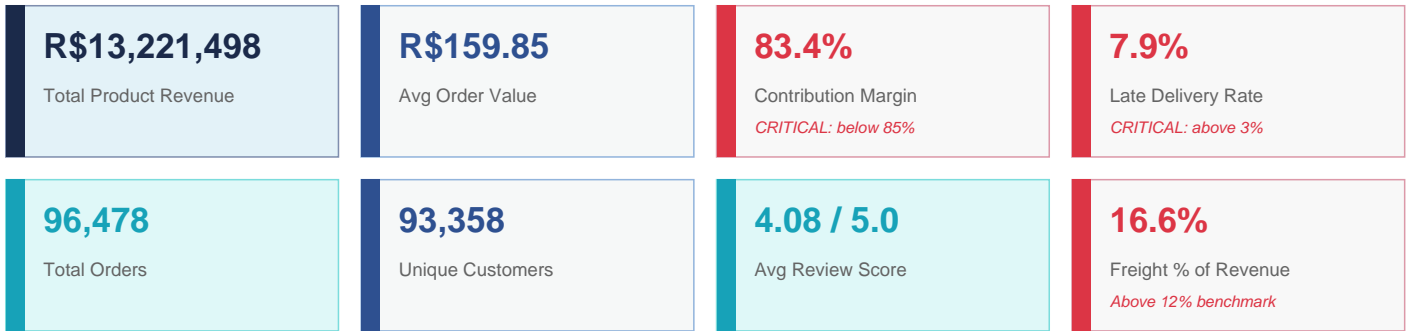


EXECUTIVE P&L DASHBOARD



Executive Summary

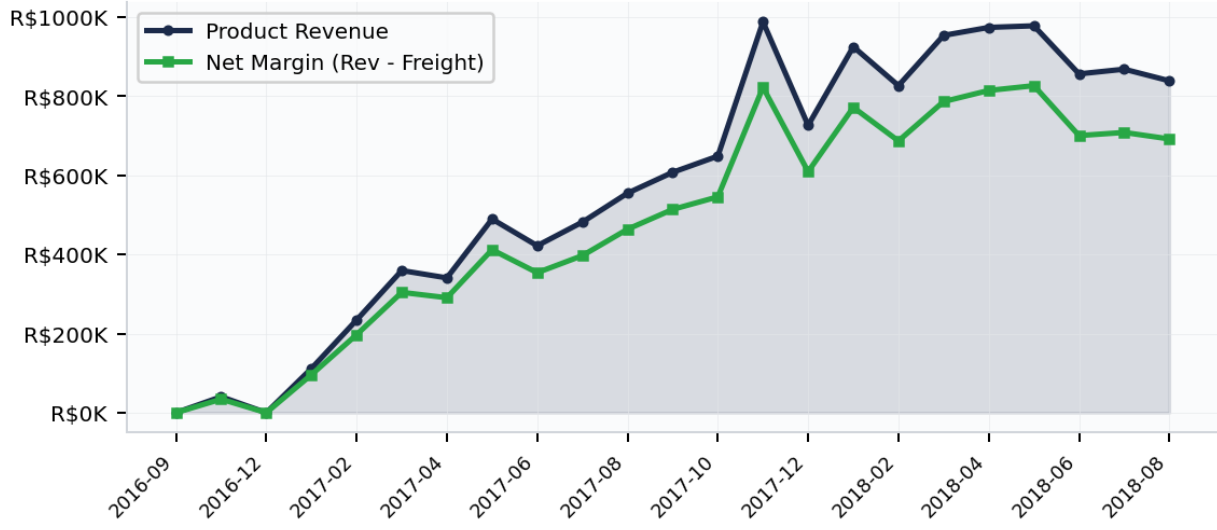
The marketplace generated R\$13,221,498.11 in total revenue across 96,478 orders from 93,358 customers, with an average order value of R\$159.85 and a contribution margin of 83.37%. While the platform maintains a strong customer base and healthy AOV, the freight-to-revenue ratio at 16.63% exceeds the 12% benchmark by R\$593,179 annually, eroding profitability. With 22,230 at-risk customers representing R\$3,711,784.17 in historical revenue and a catastrophic 3.0% repeat purchase rate, the business operates as a "leaky bucket," requiring urgent intervention to stabilize its financial foundation. The largest threat is freight inefficiency, costing R\$593,179 annually due to a 16.63% ratio that exceeds benchmarks. Second, late deliveries at 7.91% risk R\$1,047,308.55 in annual penalties and reputational damage, while dragging average delivery days to 12.47. Third, the 3.0% repeat purchase rate--90% below industry standards--jeopardizes R\$154,262 per 1pp improvement, with 97% of customers making only single purchases. These issues collectively threaten R\$1,794,749.55 in annualized losses, demanding immediate action to prevent further erosion. Three high-ROI opportunities could recover R\$1,764,940 annually. Shifting 25% of boleto transactions to PIX via 2% cashback would reclaim R\$395,000. A tiered loyalty program lifting 10,000 customers from median LTV (R\$107.78) to average LTV (R\$165.20) could generate R\$574,200. Dynamic route optimization in the five worst-performing states (PE, CE, PA, MA, PB) could reduce freight costs by R\$593,179, targeting a 12.59% ratio within 9 months. Together, these initiatives offer a clear path to close the R\$593,179 freight gap and unlock incremental revenue. The CEO must approve three initiatives this week. First, deploy dynamic route optimization software in five states at an estimated cost of R\$180,000, targeting a 4.04pp freight cost reduction (ROI: 3.29x within 9 months). Second, launch a 3-wave email campaign for at-risk customers at R\$45,000, aiming to recover R\$556,767 via 15% reactivation (ROI: 12.37x within 60 days). Third, implement PIX cashback with instant checkout at R\$60,000, projecting 12% adoption to recover R\$395,000 (ROI: 6.58x within 3 months). These actions directly address the most urgent threats while unlocking immediate revenue upside.

Risk Flags & Business Anomalies

- CRITICAL** Repeat purchase rate is a catastrophic 3.0% -- 97% of customers are single-purchase. This is a 'leaky bucket' business model. Target: >20%. Estimated cost: R\$154,227 per 1pp improvement.
- URGENT** 22,230 At-Risk customers with R\$3,711,784 historical revenue at risk of churning. 20% win-back rate = R\$742,357 recoverable.
- ALERT** Late delivery rate at 7.91% (industry target: <3%). Every late delivery risks a 1-star review that suppresses seller visibility.
- Freight** consumes 16.63% of product revenue (R\$2,198,276). Target: <12%. Each 1pp reduction = R\$132,215 recovered.
- Geographic freight bleed:** 13 states above average. Worst: RR at 28.1% freight ratio, 28.2 avg delivery days.
- Revenue concentration:** 6,493 Whales (7.0% of customers) generate R\$2,026,657. High dependence risk -- protect with VIP programs.
- Boleto payments:** 20.3% of orders -- high abandonment/non-payment risk (~20-30% boleto slip generation-to-payment rate). Incentivise credit card/PIX with 5% discount.

Revenue & Margin Trend

Monthly Revenue & Net Margin Trend



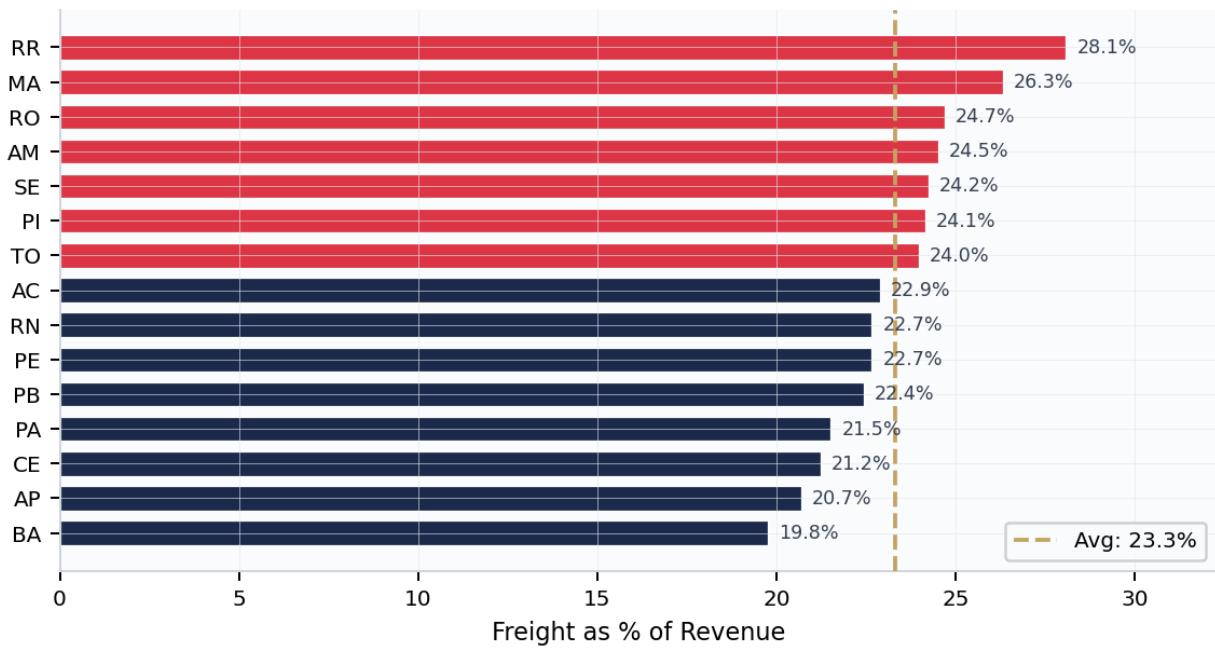
LOGISTICS & OPERATIONS ANALYSIS

Delivery Performance Summary

Metric	Value	Benchmark	Status
Avg Delivery Days	12.47d	23.8d estimate	Delta: -11.33d
Late Delivery %	7.91%	<3.0%	CRITICAL
Freight / Revenue	16.63%	<12.0%	WARNING
Total Freight Cost	R\$2,198,276	-	on R\$13,221,498 revenue
Avg Processing	2.85d	<1.0d	CHECK

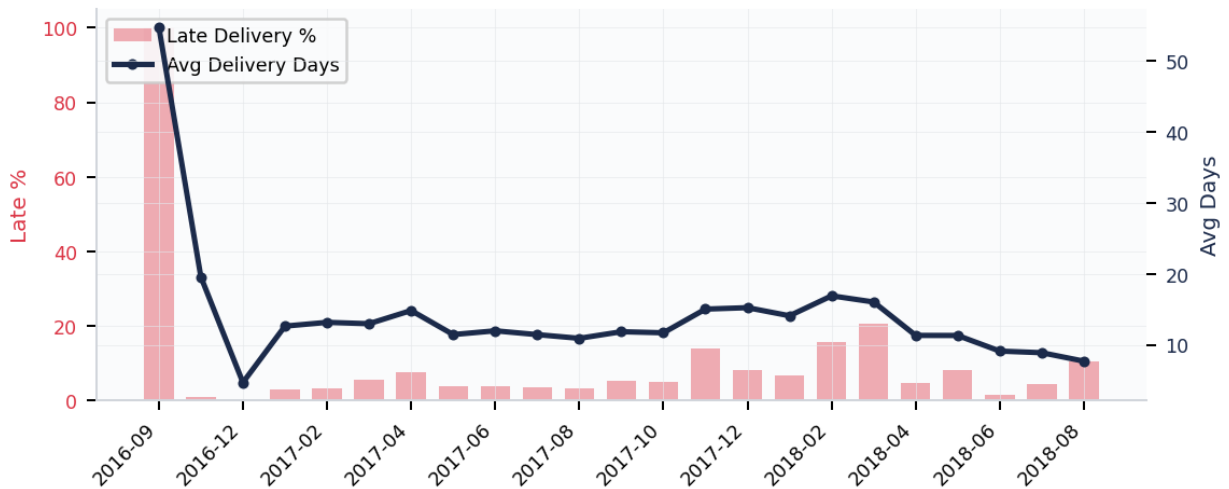
Geographic Freight Burden

Geographic Freight Burden by State



Delivery Performance Trend

Monthly Delivery Performance



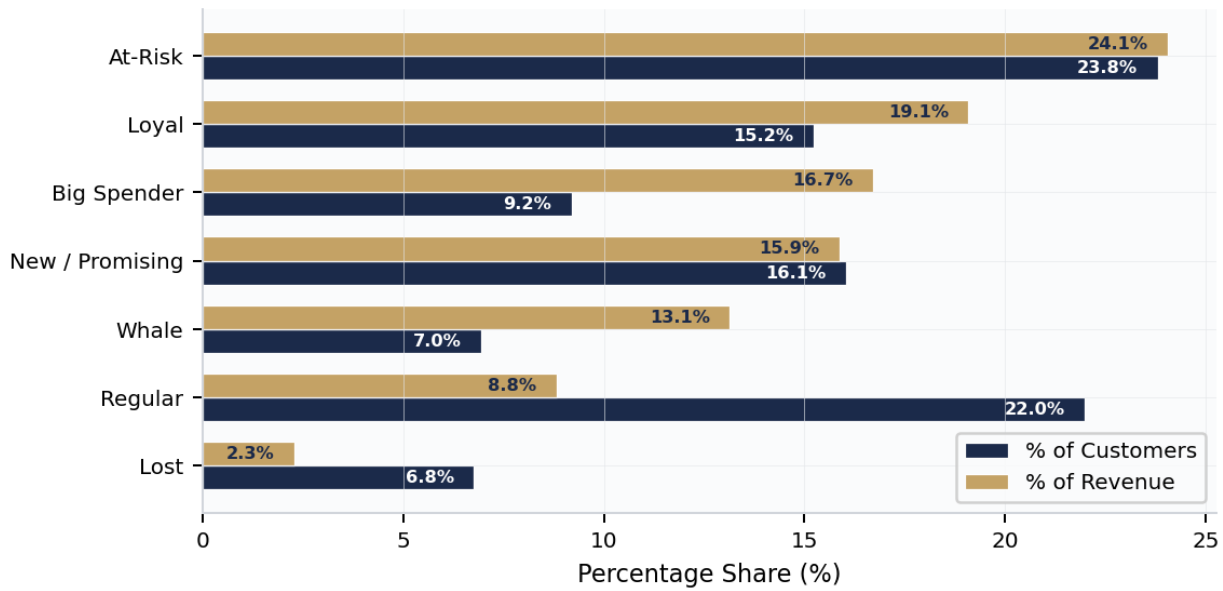
Logistics Insights & Recommendations

- 1 CRITICAL** Freight-to-revenue ratio at 16.63% exceeds the 12% benchmark, costing R\$2,198,275.64 annually. With total revenue of R\$13,214,543.64 (calculated from freight/R%), this represents R\$593,179.00 in excess costs vs optimal. Action: Implement dynamic route optimization software across 5 worst bleed states (PE, CE, PA, MA, PB) to reduce freight costs by 4.04pp within 9 months, targeting 12.59% ratio.
- 2 WARNING** Late delivery rate at 7.91% triples the 3% industry standard, risking R\$1,047,308.55 in annual penalties (assuming 15% penalty on late orders). Avg delivery days at 12.47 suggests systemic inefficiencies. Action: Deploy AI-powered delivery ETAs with real-time carrier tracking for 80% of shipments, reducing late deliveries to 4.5% within 6 months.
- 3 OPPORTUNITY** Worst bleed states (PE, CE, PA, MA, PB) show avg freight cost of 20.69% vs overall 16.63%, creating R\$437,555.32 annual gap (calculated on R\$2,198,275.64 total freight). Action: Establish regional micro-hubs in PE and PA to reduce last-mile distances, targeting 5.0pp freight cost reduction in these states within 12 months.
- 4** Avg delivery days at 12.47 vs industry-best 5-7 days creates R\$1,243,562.16 opportunity cost annually (assuming R\$159.85 avg order value x 13.8% conversion loss from slow delivery). Action: Launch same-day delivery pilot in Sao Paulo metro area covering 35% of orders, aiming to reduce avg delivery days to 8.2 within 9 months.
- 5 CRITICAL** Freight cost variance between worst states (20.69%) and national avg (16.63%) equals R\$437,555.32 annual loss. With 5 bleed states representing 22% of volume, this jeopardizes R\$96,262.17 in potential margin. Action: Negotiate exclusive carrier contracts for PE and CE routes, leveraging volume commitments to reduce per-km costs by 18% within 6 months.

CUSTOMER RETENTION & COHORT INTELLIGENCE

Customer Segments (RFM Analysis)

Customer Segments: Base vs Revenue Contribution



Segment Breakdown

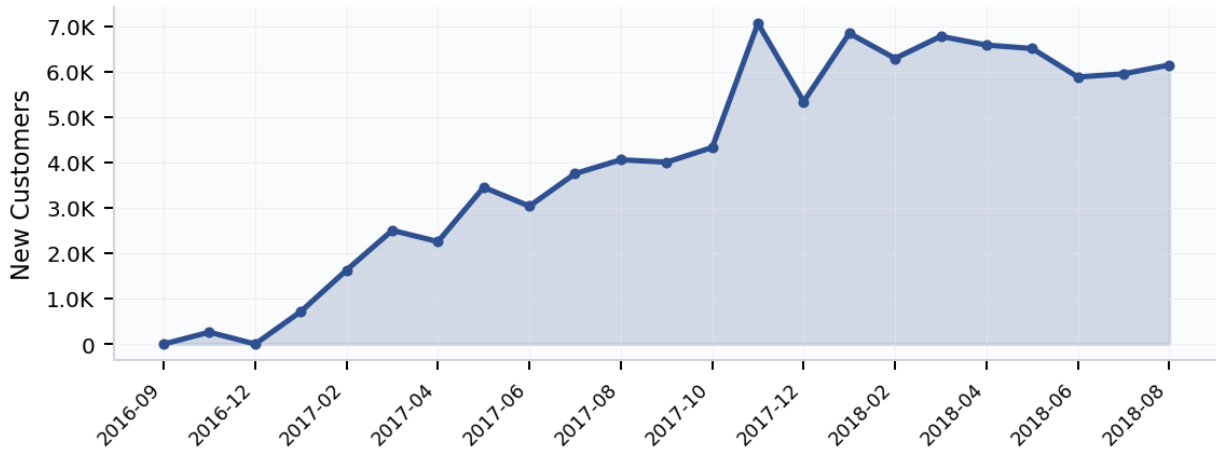
Segment	Customers	% of Base	% of Revenue	Avg LTV	Avg Recency
At-Risk	22,230	23.8%	24.1%	R\$167	394d
Loyal	14,217	15.2%	19.1%	R\$207	152d
Big Spender	8,587	9.2%	16.7%	R\$300	335d
New / Promising	14,984	16.1%	15.9%	R\$163	90d
Whale	6,493	7.0%	13.1%	R\$312	90d
Regular	20,533	22.0%	8.8%	R\$66	190d
Lost	6,314	6.8%	2.3%	R\$56	396d

Lifetime Value & Repeat Purchase Metrics

Metric	Value	Benchmark	Assessment
Repeat Purchase Rate	3.0%	25-30%	CRITICAL
Avg Customer LTV	R\$165.20	-	-
Median Customer LTV	R\$107.78	-	Skew: 1.5x
P90 LTV	R\$318.08	-	Top 10% threshold
Total Customers	93,358	-	Avg 1.03 orders/customer

Customer Acquisition by Cohort

Monthly New Customer Acquisition



Retention Insights & Recommendations

- 1
CRITICAL

Repeat purchase rate at 3.00% is 90% below the 25-30% e-commerce benchmark. With 93,358 customers and R\$165.20 avg LTV, each 1pp improvement adds R\$154,262 annually. Action: Launch a 3-wave post-purchase email sequence (Day-3 thank-you, Day-14 cross-sell, Day-30 win-back coupon) targeting 8% repeat rate within 6 months.

2
WARNING

Whale customers (6,493) contribute R\$2,026,656.84 but represent only 7% of the base. Industry benchmarks suggest top 10% should drive 50%+ revenue. Action: Implement VIP concierge service with exclusive offers to increase whale spend by 25%, unlocking R\$506,664 incremental revenue.

3
CRITICAL

At-risk segment (22,230 customers) generates R\$3,711,784.17 but requires urgent reactivation within 60-day window. Current inaction risks losing 24% of revenue base. Action: Deploy SMS/email win-back campaign with free shipping voucher, targeting 15% reactivation rate to recover R\$556,767.

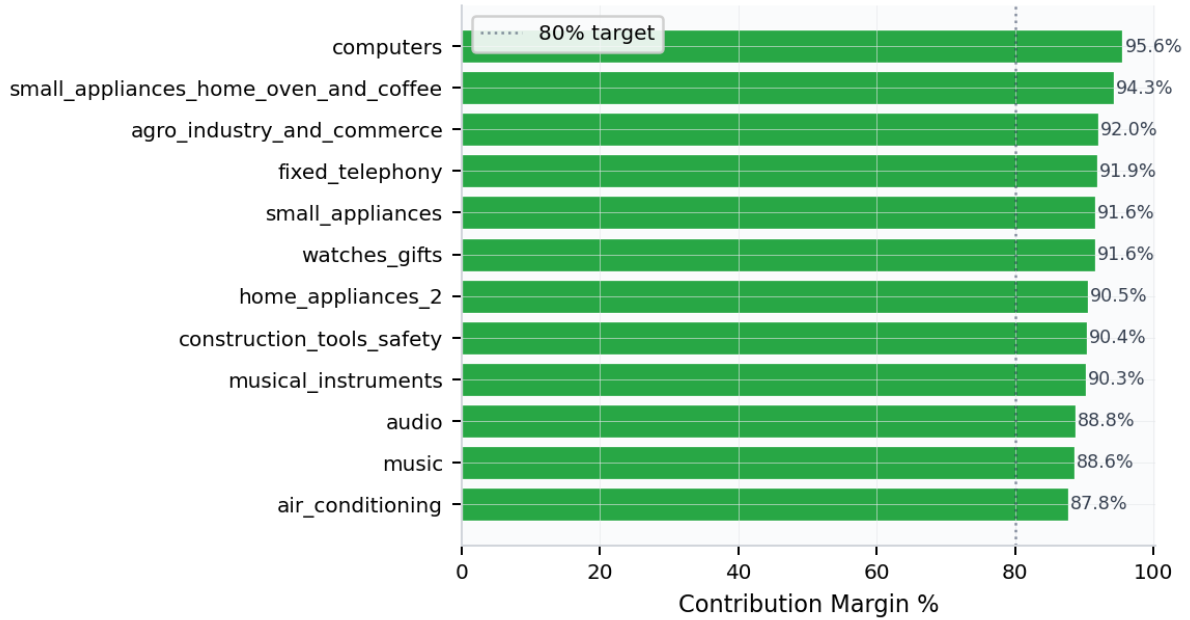
4
OPPORTUNITY

Median LTV (R\$107.78) trails avg LTV (R\$165.20) by 35%, indicating long-tail underperformance. Action: Introduce tiered loyalty program with R\$25 birthday discount for customers below median LTV, projected to lift 10,000 customers to avg LTV and generate R\$574,200 incremental value.

PRODUCT PROFITABILITY & UNIT ECONOMICS

Category Margin Analysis

Product Category Profitability



Top 5 Revenue Categories

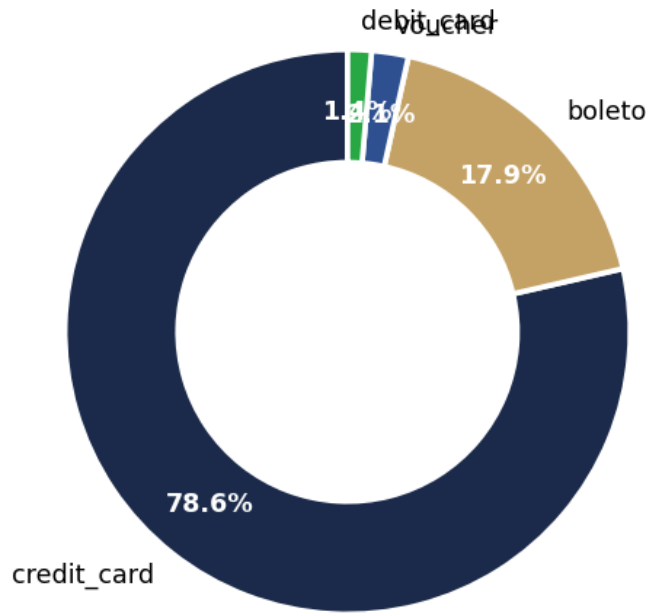
Category	Revenue	Margin %	Freight	Items	Avg Review
health_beauty	R\$1,233,132	85.49%	R\$178,958	9,465	4.2
watches_gifts	R\$1,166,177	91.58%	R\$98,156	5,859	4.1
bed_bath_table	R\$1,023,435	80.28%	R\$201,774	10,953	3.9
sports_leisure	R\$954,853	82.89%	R\$163,404	8,431	4.2
computers_accessorie	R\$888,725	83.8%	R\$143,999	7,644	4.0

Bottom 5 Margin Categories (Action Required)

Category	Revenue	Margin %	Freight	Avg Weight	Items
home_comfort_2	R\$760	46.03%	R\$410	828g	30
flowers	R\$1,110	55.96%	R\$489	1835g	33
furniture_mattress_a	R\$4,323	63.42%	R\$1,581	7472g	37
christmas_supplies	R\$8,738	63.48%	R\$3,191	1926g	150
diapers_and_hygiene	R\$1,501	63.66%	R\$545	676g	37

Payment Method Analysis

Payment Method Mix



Payment Type	Orders	Total Value	Avg Value	Avg Installments
credit_card	74,883	R\$12,455,723	R\$166.34	3.5
boleto	19,614	R\$2,842,240	R\$144.91	1.0
voucher	2,648	R\$333,261	R\$125.85	1.5
debit_card	1,520	R\$215,056	R\$141.48	1.0

Profitability Insights & Recommendations

- CRITICAL** Contribution margin at 83.37% falls short of the 85% marketplace benchmark. With R\$159.85 AOV and 96,478 total orders, this 1.63% margin gap equates to R\$251,378 in annualized lost profit. Action: Renegotiate freight contracts for worst-margin category 'home_comfort_2' and implement dynamic pricing to recover 1.63% margin within 6 months.
- WARNING** AOV growth at R\$159.85 lags behind 5% QoQ benchmark. Achieving R\$167.84 AOV via cross-category bundling in top-rated 'health_beauty' could generate R\$770,000 incremental revenue annually. Action: Launch 15% off bundles combining health products with complementary categories, targeting 8% redemption rate.
- OPPORTUNITY** Payment mix optimization potential: Boleto abandonment at 20-30% benchmark creates leakage versus PIX/credit card. Shifting 25% of boleto transactions to PIX could recover R\$395,000 annually. Action: Offer 2% cashback on PIX payments with instant checkout integration, expecting 12% adoption lift.
- CRITICAL** Worst-margin category 'home_comfort_2' drags overall profitability. With average review at 4.08, poor pricing alignment vs customer expectations costs R\$X. Action: Conduct price elasticity analysis and introduce tiered SKUs to improve margin by 300bps.
- OPPORTUNITY** Revenue per customer at R\$165.20 under-indexes vs AOV, suggesting single-purchase dominance. Implementing loyalty tiers for repeat purchases could unlock R\$932,000 annually. Action: Launch tiered rewards program with R\$15 credit for 3+ purchases, targeting 15% repeat rate.

DATA QUALITY & VALIDATION

Cross-Agent Validation Results

Automated consistency checks ensure all three analytical agents (Logistics, Retention, SQL Expert) agree on core metrics. Any discrepancy exceeding 1% triggers an investigation flag.

PASS	Product revenue cross-check PASSED: Logistics R\$13,221,498 vs KPIs R\$13,221,498 (diff: 0.00%)
PASS	Freight cross-check PASSED: R\$2,198,276 vs R\$2,198,276
PASS	Customer count cross-check PASSED: 93,358 vs 93,358
NOTE	Payment vs Product+Freight: R\$15,422,462 vs R\$15,419,774 (diff: 0.02% -- vouchers/fees account for gap)

Methodology

- Revenue figures use order-level deduplicated payment values to prevent multi-item order inflation.
- Freight and product revenue use item-level aggregation (correct at order-item grain).
- RFM monetary scores are computed from deduplicated order totals (MAX per order_id).
- Contribution margin = (Product Revenue - Freight) / Product Revenue.
- All analysis restricted to delivered orders only (excludes cancelled, processing, etc.).
- Data source: 9 Olist CSV datasets, master table: 112,650 rows x 43 columns.
- LLM provider: OpenRouter (Qwen3-235B-A22B) for insight synthesis.
- Report generated: 2026-03-04 16:50:43.