

\$3M Growth Budget Allocation Decision Screen

This report is a decision screen

It establishes eligibility and exclusion boundaries based on scale, structural demand, and risk.
It does not determine spend mix, tactics, or execution design.



Problem

A \$3M incremental budget is set for 2015 across global markets. Deployment decisions must be made under a risk-managed mandate, with uncertainty around where structural demand exists at sufficient scale.



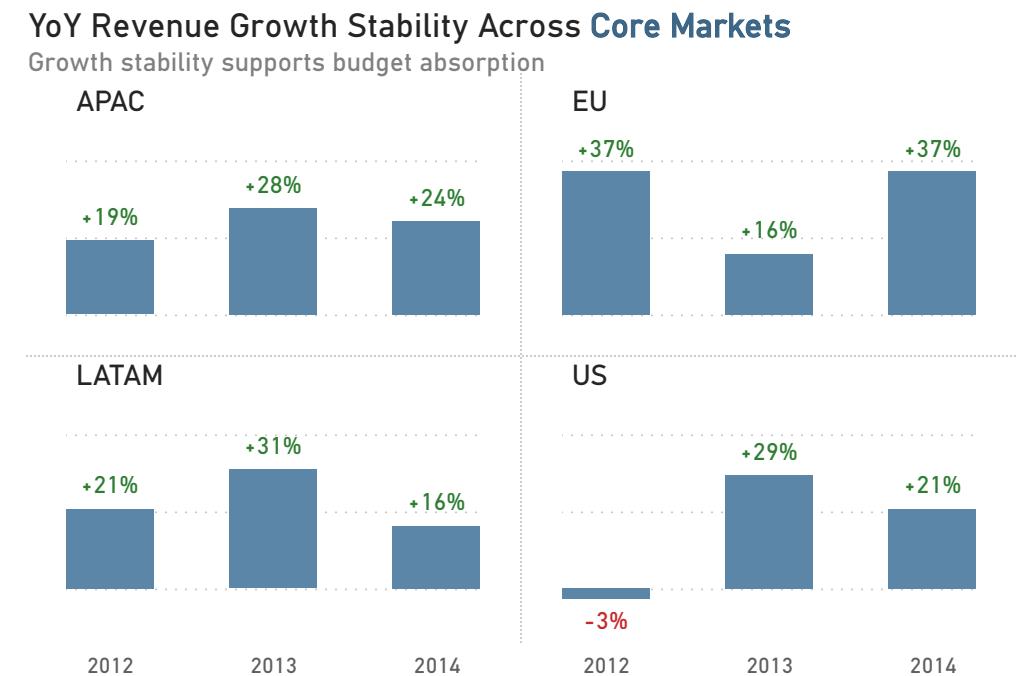
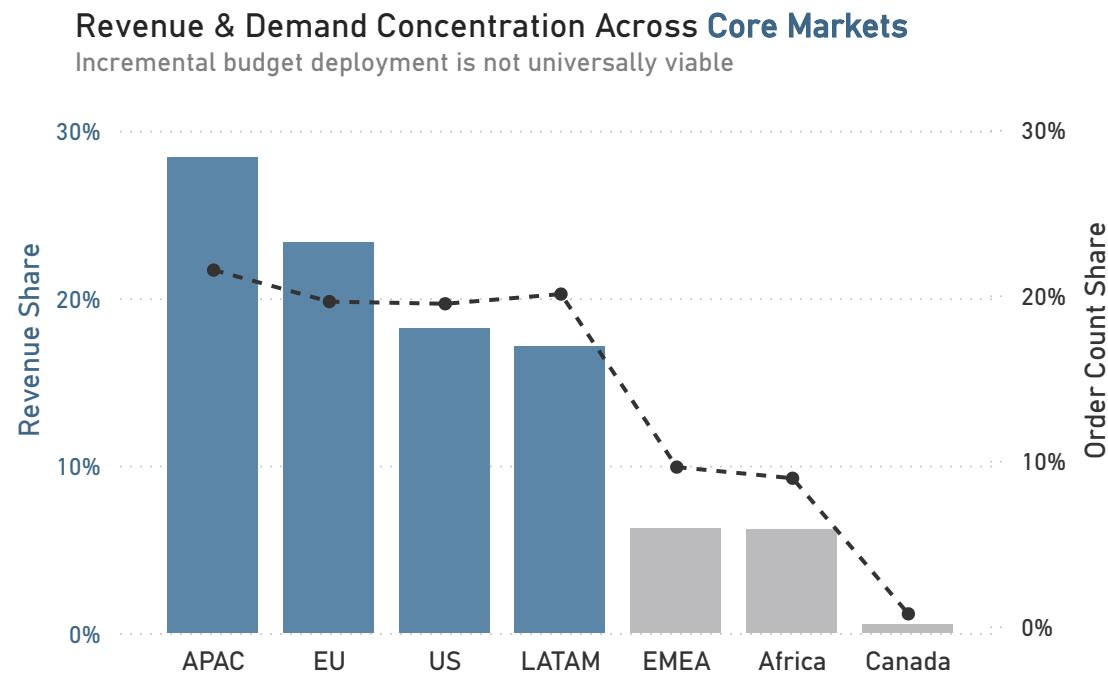
Critical Questions

Which markets can absorb the \$3M 2015 growth budget, and which should be excluded from growth spend?

Which growth levers reflect structural demand drivers rather than incentive-only tools?

Under what conditions would deploying the \$3M budget create unacceptable risk or future regret?

Can the \$3M budget be deployed at all?



Only four markets **APAC, EU, US, and LATAM**, demonstrate sufficient revenue scale and demand stability to absorb incremental spend without dilution. All other markets fail the absorption threshold and are excluded from consideration.



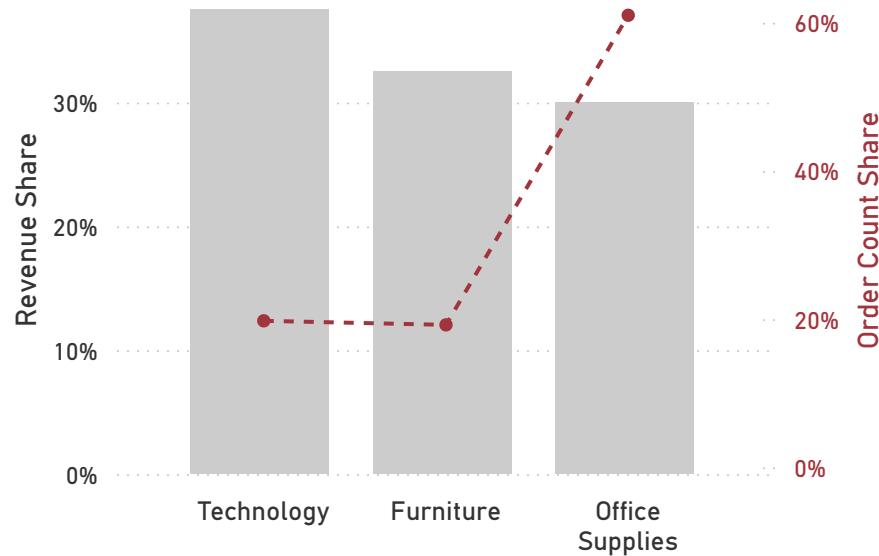
Decision outcome:

If the budget is deployed, it must be confined to core markets. Broad or exploratory distribution is ruled out.

Within eligible markets, how should allocation be guided?

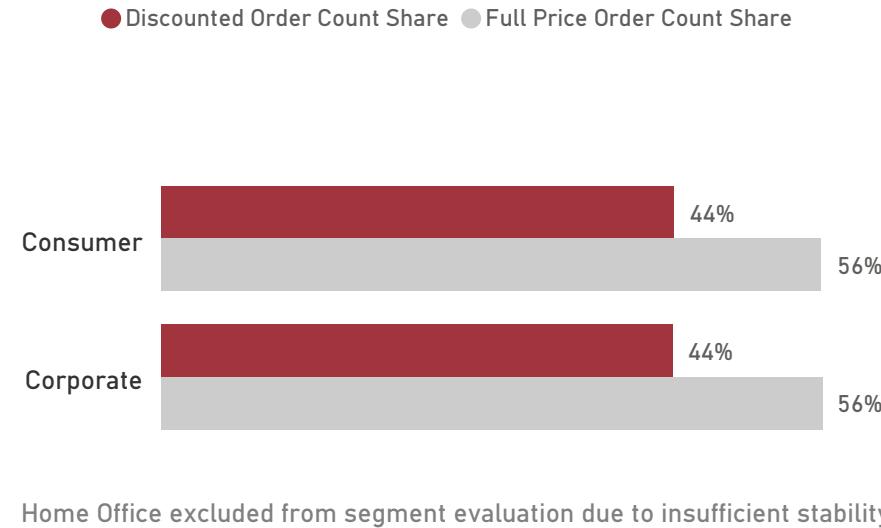
Category-Level Allocation Is Structurally Unsafe

Revenue and demand provide conflicting, non-dominant signals



Segment-Level Allocation Fails the Organic Demand Gate

Organic demand is absent across all segments



Neither product categories nor customer segments provide consistent, dominant, or structurally reliable signals. Revenue and demand patterns conflict, and no sub-market dimension demonstrates organic, persistent contribution that justifies dedicated investment.



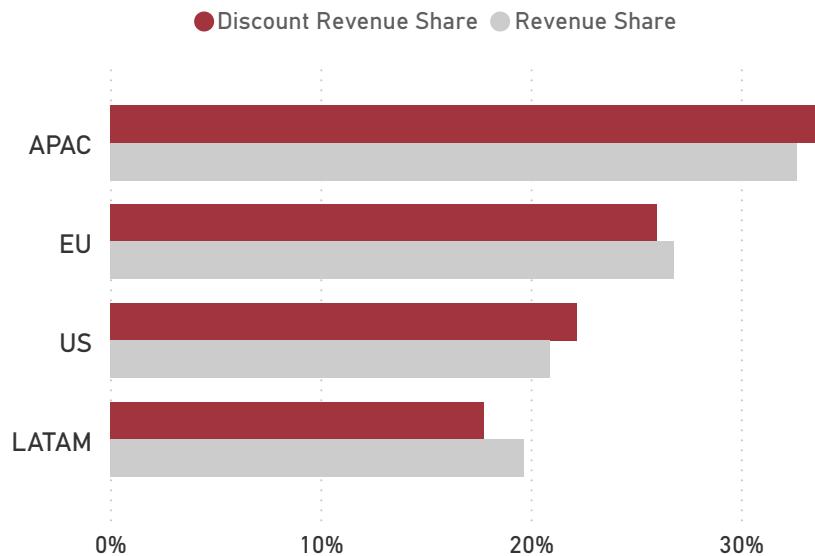
Decision outcome:

Allocation must not be guided by category mix or customer segment assumptions. Market-level eligibility is the only stable container.

Which growth levers are unsafe to use?

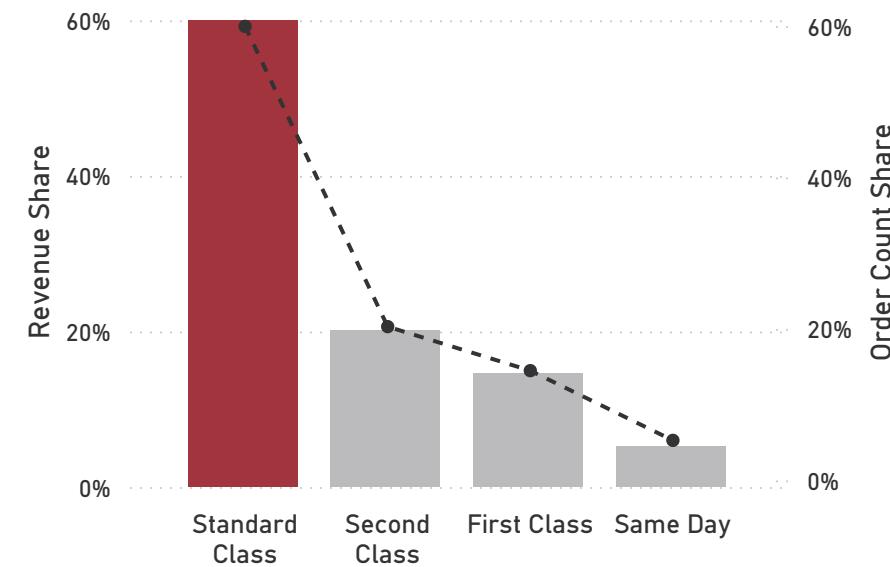
Discounting Fails as a Guide to Market-Level Allocation

Discount impact is inconsistent with revenue scale



Premium Fulfillment Fails as a Scalable Growth Lever

Demand and revenue concentrate in standard shipping, not higher-cost tiers



Observed performance driven by discounting or premium fulfillment does not reflect structural demand. These levers exhibit inconsistency, incentive dependence, or cost inefficiency, and fail to explain scalable revenue outcomes.



Decision outcome:

Incentive-driven levers must not guide incremental allocation under the current risk constraints.

Allocation Boundary & Decision Constraints



- **What is permitted:**

- Incremental budget deployment is permitted only within core markets (APAC, EU, US, LATAM)
- These markets are eligible allocation containers based on demonstrated scale and demand stability.
- Eligibility does not imply endorsement of any specific spend mix, channel, or tactic.

- **What is explicitly prohibited:**

- Allocation to non-core markets is prohibited due to insufficient scale to absorb incremental spend.
- Allocation decisions based on product categories or customer segments are prohibited due to lack of structural dominance and organic demand.
- Use of discounting or premium fulfillment as primary growth justifications is prohibited due to incentive dependence and inconsistent scale effects.

- **When no deployment is required:**

- If the above constraints are not acceptable, or if no structural growth path exists within them, deferring the \$3M budget is a valid, compliant, and risk-aligned outcome