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I work on scaling DTC brands by applying first-principles thinking to email and retention especially when things start to behave unpredictably at scale.

I'm the founder of **EmailOptimize** and **Trustalytics.ai** (currently in R&D), where my focus has been on understanding how consumer trust, relevance, and behavior compound or decay over time inside email systems.

Before that, I led email marketing at **E2.Agency**, worked across hundreds of ecommerce brands, and spent years experimenting at the intersection of engineering, consumer behavior, and retention.

I originally studied engineering in China, later pursued a Master's in Engineering Management in Australia, and became early-interested in quantifying consumer trust long before the tooling existed to support it. Some ideas had to wait. Others became this work.

This perspective comes from watching the same failure pattern repeat itself across brands of very different sizes.

Most email programs don't fail.

They decay.

At first, everything looks fine. Revenue is still coming in. Campaigns still convert. Automations are firing. Dashboards don't show anything obviously broken.

But underneath the surface, relevance starts slipping.

Engagement thins out. Inbox trust weakens. You need to send a little more often to get the same result. Then a little more. Then a lot more. At some point, performance becomes volatile, not terrible, just unpredictable. Good weeks followed by inexplicable drops. Deliverability issues that seem to come and go. Revenue that used to compound now has to be chased.

Most teams only react once the problem shows up clearly in the metrics.

By then, it's already late. The inbox has learned how to treat you.

This is the phase I get pulled into.

I work with ecommerce brands often doing anywhere from **\$2M to \$20M+ per year** where email and SMS already matter. These aren't beginners. There's usually an in-house team. Sometimes an agency. Often both. On the surface, things are being executed correctly.

But results are flattening.
Or becoming fragile.
Or harder to explain month to month.

The common assumption is that the issue is tactical. Creative fatigue. Deliverability infrastructure. Not enough flows. Too many flows. The wrong ESP. The wrong sending times. The wrong subject lines.

In reality, those are rarely the root problem.

What's breaking is the relevance of how inboxes and recipients respond to your behavior over time.

Email is not a landing page.
It's a behavioral system with memory.

When you scale volume faster than permission, automate without restraint, or optimize for clicks without accounting for long-term signals, the system starts pushing back.

Quietly.

This is why so many teams end up stuck in the same loop: sending more to make up for declining engagement, which accelerates the decline even further. Short-term lifts at the cost of long-term fragility.

The lens I use for this work is simple, but unforgiving:

Delivered → Opened → Read → Taken Action

(You can read more about the DORTA framework [here](#).)

If these layers aren't respected in order, scale doesn't create leverage.
It creates risk.

Most strategies jump straight to action clicks, conversions, revenue while assuming everything upstream is stable.

It isn't.

You can't automate your way out of a relevance problem.
You can't creative-test your way out of inbox distrust.
And you can't volume your way back into permission.

Over the last decade, I've worked across **hundreds of ecommerce brands**, including companies doing well over **\$100M per year**, where email and SMS contribute **30–60% of total revenue**.

In almost every case, I wasn't brought in to "improve email marketing." I was brought in to stabilize a system that had started behaving unpredictably at scale.

These engagements tend to be long-term. Not because the work is slow, but because the goal isn't a spike, it's compounding. This kind of work rarely looks impressive in week one. It becomes obvious months later, when revenue stops swinging and starts behaving again.

This isn't for everyone.

If you're just getting started with email, this won't be a fit.

If you're looking for templates, quick wins, or someone to "set up flows," this won't be helpful. And if email isn't already a meaningful part of your business, there are better places to focus your energy.

But if email already works and you can feel that it's starting to lose its edge, that's the window where this matters most.

Most of this work happens quietly. There's no big relaunch. No flashy redesign. Just a re-anchoring of how the system behaves, so it compounds instead of decaying.

If this reflects what you're seeing, you already know whether a conversation makes sense.

You can reach me directly on WhatsApp.

Similar to how <https://eurekalabs.ai/> leads into, we need 2 additional websites.

EmailOptimize

A consulting practice focused on stabilizing and compounding email & SMS revenue for ecommerce brands once scale introduces fragility. This is where I work directly with teams on sequencing, relevance, and system behavior over time.

Trustalytics.ai

An R&D effort exploring how consumer trust, relevance, and behavioral signals can be quantified inside email systems. This work is still early, and largely experimental but it informs how I think about long-term compounding in retention.