ILLUSTRATIVE SAMPLE · FICTIONAL DATA

ATOM SELLER · WRITTEN PRODUCT-LINE DIAGNOSIS

Why a cook-set family earned less on the same ad budget

A ten-step diagnosis of one product family on Amazon US. It names the first constraint, gives a decision for each variant, and sets a stop rule.

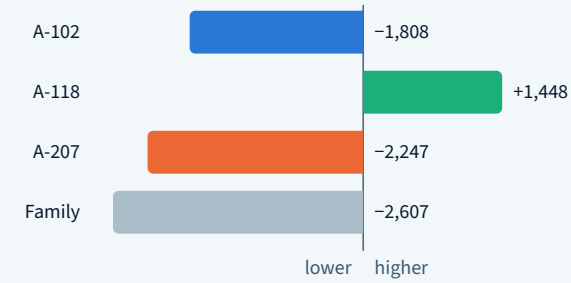
THE QUESTION THE BRAND ASKED

> **Our ad spend has not changed, so why is this family making less money?**

SCOPE	MARKETPLACE	PERIOD	INPUTS
One parent listing, three child ASINs	Amazon US	July to September 2026	Exported reports only. No account access

THE ANSWER ON ONE PAGE

The budget drifted from the variant that earns to the variant that does not.



Source: Brand exports · Brand cost sheet

FAMILY	REVENUE	AD SPEND	CONTRIBUTION	MARGIN
July	154,154	17,400	29,719	19%
August	154,483	18,300	28,982	19%
September	147,706	18,200	27,112	18%

FIRST CONSTRAINT **INFERENCE**

Advertising allocation. Family spend stayed near USD 18,000 a month, but A-207's broad match took a growing share and A-102 lost its top-of-search position.

DECISION

Keep the family. Improve A-102, keep A-118, and put A-207 under a stop rule.

STOP RULE

If A-207's ACOS is still above its 29% break-even 30 days after the search-term changes, stop its advertising and place no replenishment order.

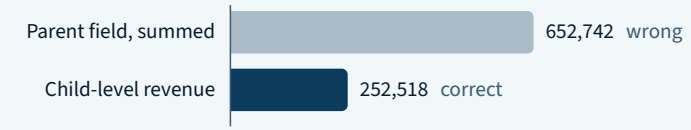
FIRST THREE ACTIONS

Restore A-102's placement bids. Pause A-207's six unrelated terms. Move the coupon off A-207.

STEP 1 OF 10 · DATA DEFINITION

Read at child level, the line sells USD 252,518 a month, not USD 652,742.

Monthly revenue under the two definitions, September 2026 (USD)



Source: Brand exports

WHAT THE DATA SHOWS **FACT**

- The export repeats each parent's revenue on every child row.
- Summing that field gives USD 652,742, which counts each parent once per child.
- Summing child-level revenue gives USD 252,518. Every later figure uses this definition.

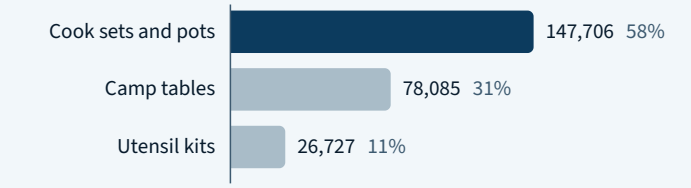
READING **INFERENCE**

Brand size is always read at child level, and parent figures are counted once per parent. The summed parent field overstates this line 2.6 times.

STEP 2 OF 10 · CATEGORY STRUCTURE

Two subcategories carry 89% of revenue, and cook sets alone carry 58%.

Monthly revenue by subcategory, September 2026 (USD and share of the line)



Source: Brand exports

WHAT THE DATA SHOWS **FACT**

- Cook sets and pots: USD 147,706 a month, 58% of the line.
- Camp tables: USD 78,085, 31%.
- Utensil kits: USD 26,727, 11%.

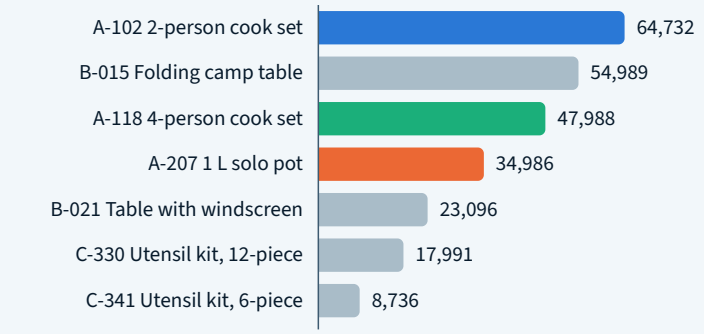
READING **INFERENCE**

The diagnosis starts where the revenue is. Cook sets and pots are the commercial center of this line, so they are examined first and the other families are not given equal weight.

STEP 3 OF 10 · CORE CHILD ASINS

Three of the four largest child ASINs sit in the cook-set family.

Monthly revenue by child ASIN, September 2026 (USD)



Source: Brand exports

WHAT THE DATA SHOWS **FACT**

- A-102 is the largest child at USD 64,732 a month.
- A-118 and A-207 rank third and fourth.
- The three share one parent listing, which is the scope of this diagnosis.

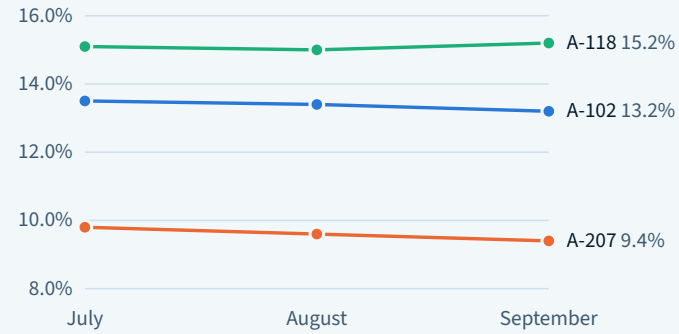
READING **INFERENCE**

Diagnosing the children that carry the most revenue keeps every action close to a commercial result. The family is treated as one unit because its three variants share a listing and an advertising budget.

STEP 4 OF 10 · LISTING CONVERSION ASSETS

Conversion held on every variant, so the listing is not what changed.

Conversion (unit session percentage) by variant, July to September 2026



Source: Brand exports Public listing

LISTING ASSET	A-102	A-118	A-207
Main images	7	7	6
Product video	None	Yes	None
A+ specification chart	Yes	Yes	Yes
A+ comparison module	None	None	None
Customer-use content	None	None	None

WHAT THE DATA SHOWS **FACT**

- Conversion moved by 0.4 points or less on each variant across the three months.
- A-102 and A-207 have no product video. A-118 has one.
- The A+ content explains specifications but has no comparison module and no customer-use content.
- The listing holds a 4.6 rating from 2,140 ratings, unchanged over the period.

READING **INFERENCE**

The missing video and customer-use content are facts. That adding them would lift conversion is a hypothesis to test, not a result to promise. Because conversion did not fall, the listing does not explain the lost profit.

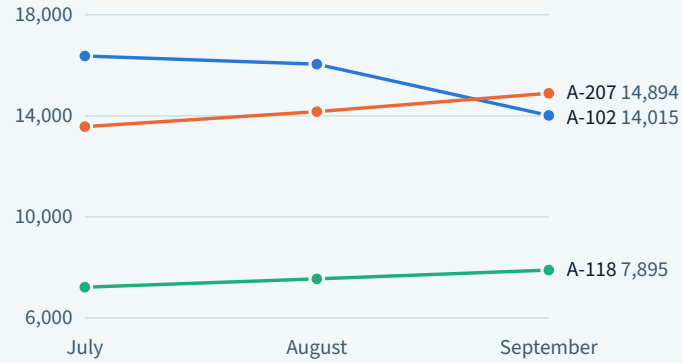
FIRST CONSTRAINT?

No. It is an opportunity, tested after the constraint is fixed.

STEP 5 OF 10 · TRAFFIC STRUCTURE

Family traffic was flat. It moved from A-102 to A-207.

Monthly sessions by variant, July to September 2026



Source: Brand exports Third-party estimate

WHAT THE DATA SHOWS **FACT**

- Family sessions: 37,160 in July and 36,804 in September, down 1%.
- A-102 lost 14% of its sessions. A-207 gained 10% and A-118 gained 9%.
- By September A-207 drew more sessions than A-102 and converted them at 9.4% against 13.2%.
- Search volume for the two main terms fell 3% over the period.

READING **INFERENCE**

Demand did not leave the family. The same number of shoppers arrived, but more of them landed on the variant that converts worst and earns least.

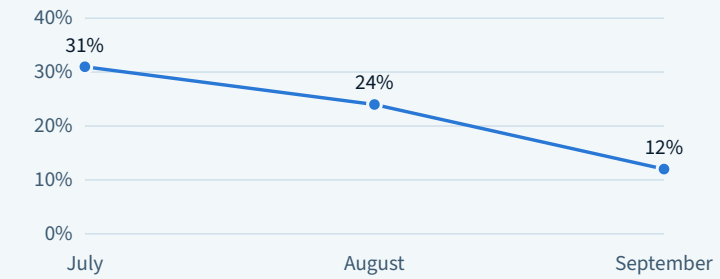
FIRST CONSTRAINT?

No. Demand is stable.

STEP 6 OF 10 · KEYWORD POSITION

A-102 lost its top-of-search position on the two terms that feed it.

A-102 top-of-search impression share on its two main terms, July to September 2026



Source: Brand exports Third-party estimate

KEYWORDS	JULY	SEPTEMBER	CHANGE
A-102 ranking organically	118	96	-22
A-102 advertised	240	205	-35
A-207 ranking organically	41	43	+2
A-207 advertised	190	412	+222

Organic rank of A-102 on its two main terms: 3 and 4 in July, 7 and 9 in September.

WHAT THE DATA SHOWS **FACT**

- A-102's top-of-search impression share on its two main terms fell from 31% to 12%.
- Its organic rank on those terms slipped from 3 and 4 to 7 and 9.
- A-207's advertised keywords more than doubled, from 190 to 412, while its organically ranking keywords went from 41 to 43.

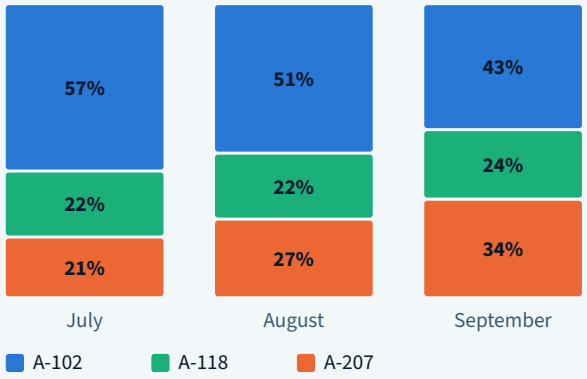
READING **INFERENCE**

A wide gap between advertised and organic keywords does not by itself prove that advertising is ineffective. Here the search-term report settles the question: the new A-207 terms brought spend without orders, which the next step shows.

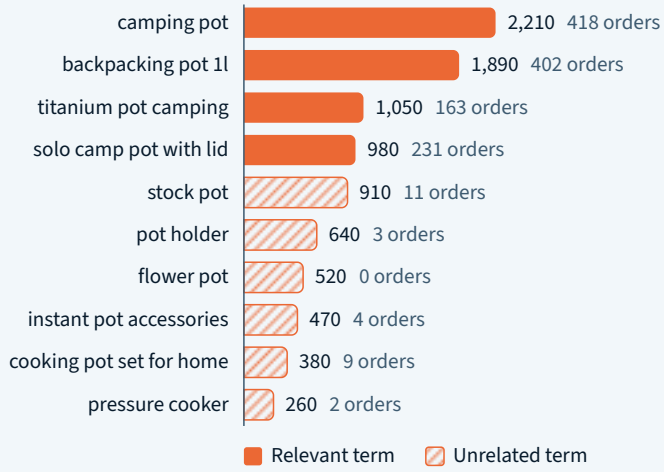
STEP 7 OF 10 · ADVERTISING STRUCTURE

Ad spend stayed near USD 18,000 a month while A-207's share rose from 21% to 34%.

Share of family ad spend by variant, July to September 2026



A-207 spend by search term, August and September (USD)



Source: Brand exports

WHAT THE DATA SHOWS **FACT**

- Family ad spend: USD 17,400 in July, 18,300 in August, 18,200 in September.
- A-102's share fell from 57% to 43%. A-207's rose from 21% to 34%.
- Broad match took 41% of A-207's spend in September, up from 18% in July.
- Six unrelated terms took USD 3,180 over two months and returned 29 orders.
- Sponsored Products carried 78% of family spend and Sponsored Brands 22%. No Sponsored Brands Video ran.

READING **INFERENCE**

The total did not change. The allocation did. A-207's broad match absorbed the budget, and A-102's proven terms lost the placement that fed them.

FIRST CONSTRAINT?

Yes.

STEP 8 OF 10 · PROMOTION CADENCE

The only September promotion went to the variant with the weakest unit economics.

Promotions by variant, July to September 2026



No promotion ran on any variant in August.

Source: Brand exports

WHAT THE DATA SHOWS **FACT**

- A deal ran on A-102 and A-118 during Prime Day week in July.
- No promotion ran in August.
- A 10% coupon ran on A-207 from 5 September to month end.

READING **INFERENCE**

The coupon stacked a discount on top of a variant that was already losing money after ads. It should move to a variant that can afford it.

FIRST CONSTRAINT?

No. It made the constraint more expensive.

STEP 9 OF 10 · GAP TO THE CATEGORY LEADER

The leader is ahead on reviews and content, and two dollars cheaper.

A-102 against the category leader, September 2026

COMPARED ITEM	A-102	CATEGORY LEADER
Price	USD 34.99	USD 32.99
Rating and ratings count	4.6 from 2,140	4.7 from 5,310
Product video	None	Yes
A+ comparison module	None	Yes
Sponsored Brands Video	None	Yes
Standing coupon	None	5%

Source: Public listing Third-party estimate

WHAT THE DATA SHOWS **FACT**

- The category leader sells at USD 32.99 against USD 34.99.
- It holds 5,310 ratings against 2,140.
- It runs a product video, an A+ comparison module and Sponsored Brands Video. A-102 runs none of the three.

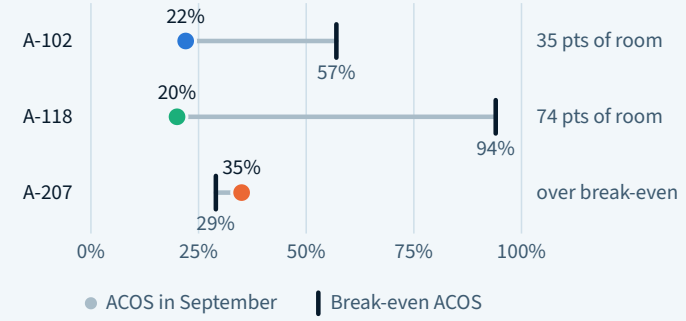
READING **INFERENCE**

First place is worth pursuing only while contribution stays acceptable. Rank is not a goal by itself. The content gap is the cheapest part of this list to close; the review gap closes only with time.

STEP 10 OF 10 · COMMERCIAL CONSTRAINTS

A-207 runs above its break-even ACOS. The other two have room to spend.

ACOS against break-even ACOS by variant, September 2026



Source: Brand exports Brand cost sheet

VARIANT	PRICE	LANDED COST	SHARE OF PRICE	MARGIN BEFORE ADS	MOQ	LEAD TIME
A-102	34.99	12.05	34%	31%	1,000	45 days
A-118	39.99	9.65	24%	42%	1,000	45 days
A-207	24.99	11.60	46%	14%	1,500	60 days

Break-even ACOS is the ACOS at which a variant's contribution reaches zero once its organic sales are counted: margin before ads × total sales ÷ ad-attributed sales. It sits above the margin before ads because not every sale comes from an ad.

WHAT THE DATA SHOWS **FACT**

- A-207's ACOS was 35% in September against a break-even of 29%.
- A-102 ran at 22% against a break-even of 57%, and A-118 at 20% against 94%.
- A-207's landed cost is 46% of its price, which leaves a 14% margin before ads.
- Landed cost did not change on any variant during the period.

READING **INFERENCE**

A-207 cannot carry its current advertising at any volume. Fixing the search terms brings it back toward break-even, but its landed cost still leaves little room, so it needs a decision of its own.

FIRST CONSTRAINT?

No, but it sets the limit on what A-207 can spend.

THE FIRST CONSTRAINT

Advertising allocation comes first because it is the only thing that changed.

WHY THIS ONE BEFORE THE OTHERS **INFERENCE**

- Demand was stable: family sessions moved 1% (step 5).
- The listing held: conversion moved 0.4 points or less (step 4).
- Cost was unchanged on every variant (step 10).
- What moved was where the ad budget went (step 7).

THE EVIDENCE CHAIN **FACT**

1. A-207's share of family ad spend rose from 21% to 34%.
2. Six unrelated terms took USD 3,180 and returned 29 orders.
3. A-102's top-of-search share fell from 31% to 12%, and its sessions fell 14%.
4. A-102 lost USD 1,808 of monthly contribution and A-207 lost USD 2,247. A-118 gained USD 1,448.

DECISION AND NEXT ACTIONS

Keep the family, fix the allocation, and give A-207 thirty days.

VARIANT	DECISION	REASON
A-102	Improve	Healthy unit economics and 35 points of ACOS room. It lost placement, not demand.
A-118	Keep	Highest margin after ads in the family at 33%, growing 10% over the period on a steady 20% ACOS.
A-207	Improve under a stop rule	Above break-even ACOS with a 14% margin before ads. Fixable in part by search terms; the cost question remains.
Family	Keep	The family still earns 18% and carries 58% of the line.

#	ACTION	WHY	OWNER	WHEN
1	Restore placement bids on A-102's two main terms	Top-of-search share fell from 31% to 12%	Ads	Week 1
2	On A-207, pause the six unrelated terms and move three phrase terms to exact	About USD 1,600 a month went to terms that returned 29 orders in two months	Ads	Week 1
3	Move the coupon from A-207 to a variant inside its break-even	The discount sits on the variant that loses money after ads	Owner	Week 1
4	Add a product video to A-102 and A-207 and measure conversion for four weeks	The category leader runs one; the effect here is a hypothesis	Content	Weeks 2 to 5
5	Re-quote A-207's landed cost and decide between a price change and a cost change	Landed cost is 46% of price	Supply	Before the stop-rule date

LIMITS AND FOLLOW-UP

WHAT THIS RESTS ON

- Exported reports and the cost figures the brand supplied.
- Search volume, keyword counts and the category leader's figures are third-party estimates or public listing data.
- The search-term detail covers 60 days. Everything else covers three months.

FOLLOW-UP

- One written follow-up is included, on the brand's updated exports.

WHAT IT DOES NOT COVER

- Channels outside Amazon US.
- Creative production.
- Supplier negotiation or factory checks.

WHAT IT DOES NOT PROMISE

- No sales, rank, ACOS or profit result is guaranteed.
- Every expected effect above is a hypothesis with a date to check it.

TO VERIFY