



**BUILT
RIGHT.**

**BROUGHT
RIGHT.**

**A Framework for Evaluating
Agave Spirits in a Mature Market**

A Framework for Evaluating Agave Spirits in a Mature Market

In a market where visibility has reached its peak, the conditions that determine which brands endure have changed. Growth is no longer sufficient to sustain every brand. As pressure increases, the difference between perception and structural reality becomes more visible.

This paper introduces a framework to evaluate agave spirits brands beyond surface-level signals: Built Right. Brought Right. This is not a message; it is a system for understanding how brands are constructed, how they perform in the market, and whether they can sustain both under pressure. The framework combines structural evaluation, market behavior, and observable signals to identify which brands are built to hold—and which are not.

From Framework to Application

This framework is not intended as a statement of beliefs. It is intended as a tool for evaluating brands under real market conditions.

The principles outlined here only matter if they can be observed, tested, and applied in practice.

The following sections translate these principles into observable variables and decision behavior, particularly under conditions where pressure and trade-offs are present.

Because in a tightening market, outcomes are not determined by intention. They are determined by how decisions are made when conditions become difficult.



INDEX

1. **The Context:** A Category at Peak Visibility, Under Pressure.
2. **The Problem:** The Limits of the Current Conversation.
3. **The Shift:** From Signals to Systems.
4. **The Core Idea:** The Pressure Test
5. **The Framework:** Six Pillars of Evaluation.
6. **Built Right vs Brought Right** (Integrated)
7. **Execution and Market Reality**
8. **The Position**
9. **Voices from the Field**
10. **The Opportunity**
11. **In Practice**
12. **Conclusion**
13. **Source Note**
14. **The 60-Second Brand Test**
15. **About PKGD Group**



1

THE CONTEXT:

A CATEGORY AT PEAK VISIBILITY, UNDER PRESSURE

Over the past decade working inside the agave category, we have seen visibility reach levels that would have been difficult to imagine.

Growth has been extraordinary. New brands entered rapidly, consumer interest expanded, and global awareness reached new heights. At the same time, the category has become harder to navigate:

- **Transparency is inconsistent.**
- **Production methods vary widely.**
- **Brand ownership is often opaque.**
- **Marketing narratives increasingly substitute for substance.**

More recently, growth has slowed and, in some cases, begun to contract. As momentum stabilizes, pressure is no longer theoretical—it is being felt. The market is no longer expanding fast enough to carry every brand forward. Brands that entered during expansion are now being tested under constraint.

We have seen brands succeed and fail under the same conditions. This confirms that **visibility does not determine success; structure and execution do.**

Retail performance is also becoming more selective. We are seeing overall softness in the category alongside continued growth in structurally differentiated segments. Retail decision-making is increasingly driven by velocity, margin contribution, and repeat demand rather than expansion alone. This has made placement more selective and harder to sustain over time.





These observations are drawn from direct participation in brand building, distribution, and retail execution across multiple markets. This is not a personal statement—it is a framework built from observed patterns and applied experience in the market.

2 THE PROBLEM

THE LIMITS OF THE CURRENT CONVERSATION

For several years, much of the discussion around agave spirits has centered on ingredients.

These conversations helped elevate awareness and move the category forward.

But they are no longer enough.

Ingredient transparency does not answer the questions that matter under pressure:

- **Who owns the brand?**
- **Who makes the decisions?**
- **What is the time horizon of those decisions?**
- **What happens to land, water, and people when conditions tighten?**

In our experience, the market is moving beyond a single-variable conversation.

A more complete framework is required.





2.1 CONSUMER SIGNALS VS STRUCTURAL REALITY

Recent consumer research, including work by Jay Baer, shows increasing awareness around production, transparency, and authenticity.

These signals represent progress.

CONSUMER SIGNALS

WHAT THE MARKET SEES



ADDITIVE FREE

A necessary but incomplete signal



TRANSPARENCY CLAIMS

Often inconsistent or unverifiable



STORYTELLING

Engaging, but not determinative



MARKETING NARRATIVES

Designed to persuade, not to prove



SURFACE-LEVEL SIGNALS

Easy to communicate, hard to sustain



STRUCTURAL REALITY

WHAT DETERMINES SURVIVAL



OWNERSHIP & CONTROL

Who owns the brand and makes the decisions



DECISION AUTHORITY

Who has the power to decide, and how



FUNCTIONAL SUSTAINABILITY

Land, water, people and practices that endure



LONG-TERM INCENTIVES

Aligned for the long run, not just the next cycle



STRUCTURAL DISCIPLINE

Operational, financial and governance discipline



BUILT RIGHT. BROUGHT RIGHT.
A FRAMEWORK FOR EVALUATING AGAVE SPIRITS IN A MATURE MARKET.

But they remain incomplete.

Consumers are learning how to choose.

The market is learning how to filter.

Retail behavior reflects a transitional market in which consumer demand remains attached to terms such as additive free even as the language used to classify those products begins to change.

Recent retail data suggests that growth is increasingly concentrated at the extremes of the market, with value-driven and structurally differentiated brands outperforming the middle.



3 THE SHIFT

FROM SIGNALS TO SYSTEMS

Most current signals used to evaluate brands are surface-level. They do not reliably indicate how a brand will behave under pressure.

We have found that a system is required—one that evaluates not just what a product is, but how it is built and how it is brought to market. This framework is derived from what has held up under pressure, rather than from theory alone.

3.1 THE JUSTIFICATION OF EXISTENCE

As pressure increases, the question is no longer whether a brand can enter the market; the question is whether it can justify its place within it over time.

We have seen brands enter the market with real momentum, only to struggle when that momentum slows. Within this framework:

- **Built Right** determines if a brand deserves to exist.
- **Brought Right** determines if it earns the right to remain.

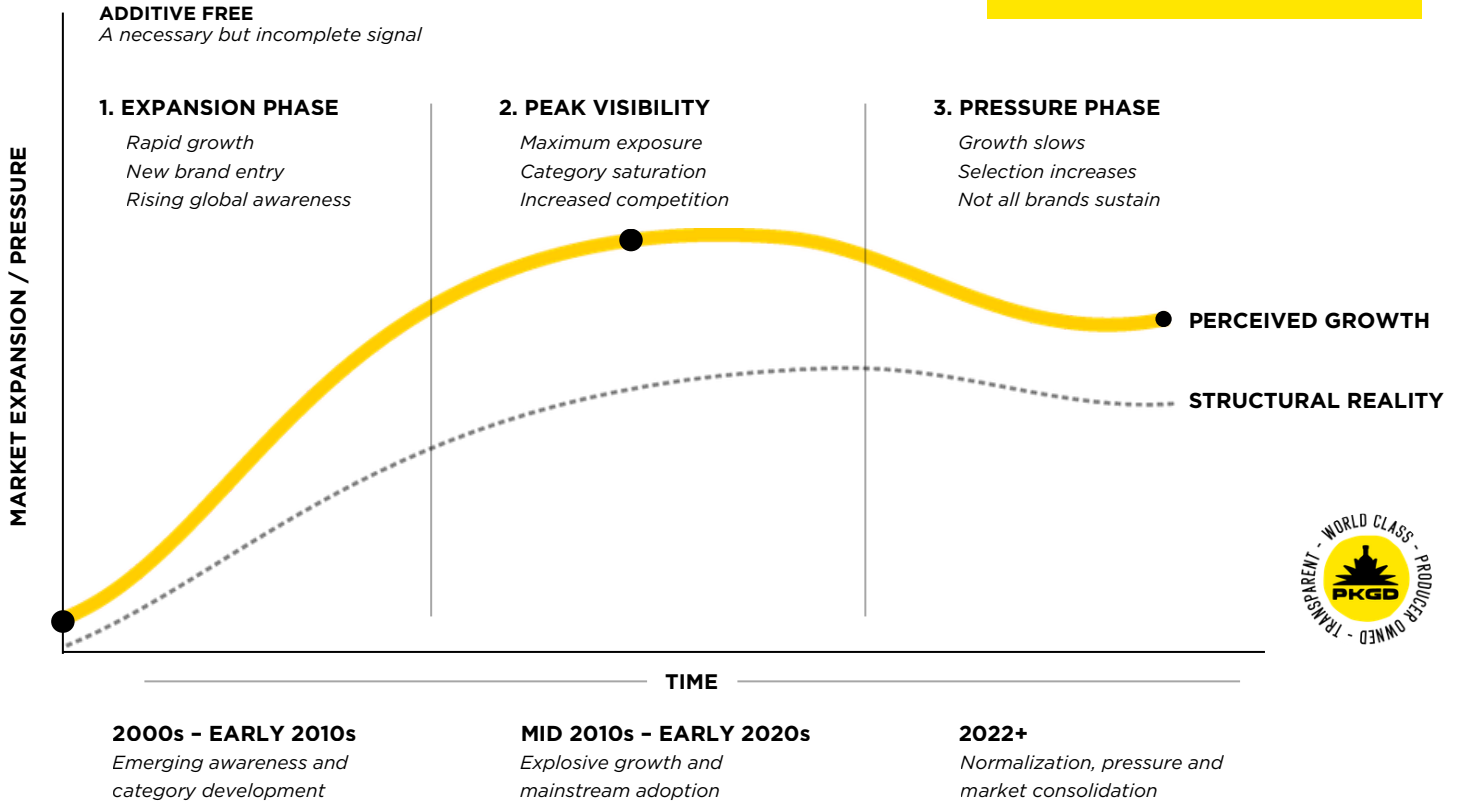




MARKET SHIFT CURVE

A CATEGORY AT PEAK VISIBILITY, UNDER PRESSURE

"The market is no longer expanding fast enough to carry every brand forward."



BUILT RIGHT. BROUGHT RIGHT.
A FRAMEWORK FOR EVALUATING AGAVE SPIRITS IN A MATURE MARKET.



4 THE CORE IDEA

THE PRESSURE TEST

The true character of a brand is revealed under pressure. However, not all pressure is applied at the point of production.

Some brands fail not because they are made incorrectly, but because they are not brought to market in a way that creates or sustains demand. Distribution gaps, weak positioning, and lack of consumer pull can quietly erode a brand, regardless of how well it is made. This is the second dimension of the **Pressure Test**.





5 THE FRAMEWORK

SIX PILLARS OF EVALUATION

The Six Pillars define the conditions that must hold for a brand to sustain integrity under pressure.

We have observed consistent patterns over time. Brands that align with these principles tend to maintain product integrity and generate sustainable demand. Brands that do not often rely on short-term momentum that becomes difficult to sustain under pressure. While comprehensive market-wide data is limited, these patterns have repeated across multiple market cycles and contexts.

THE SIX PILLARS OF STRUCTURAL INTEGRITY

WHAT HOLDS UNDER PRESSURE

6 COMMERCIAL INTEGRITY
Growth built on value, not manipulation or short-term tactics.



STRUCTURALLY SOUND

Balanced across all six pillars. Built to endure and compound.

5 LONG-TERM FRAMEWORK
Strategy, governance, and incentives aligned for the long run.

"Durability is not driven by strength in one dimension, but by balance across all of them."

1 OWNERSHIP & CONTROL
Who decides, who benefits, who controls the core.

2 TRANSPARENCY
Clarity in origins, processes, and relationships.

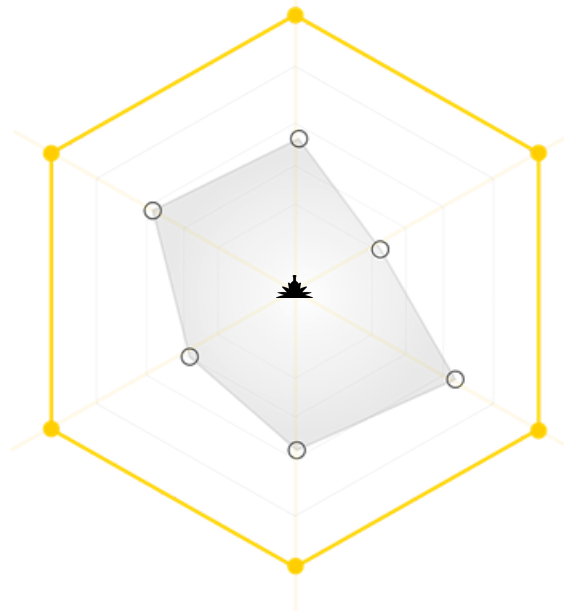


STRUCTURALLY INCONSISTENT

Strength in some areas, vulnerability in others.

3 FUNCTIONAL SUSTAINABILITY
Built to endure environmental, operational, and social pressures.

4 CULTURAL LEGITIMACY
Rooted in authenticity, respected by the culture, connected to the community.





1. PRODUCER OWNERSHIP AND CONTROL

Who owns the brand is the starting point; who controls the decisions is the test.

“Maintaining control over production decisions is what allows the product to remain consistent, regardless of external pressure.”

— Felipe Camarena, *G4 Tequila* / El Pandillo
Jesús María, Jalisco, MX.

A brand qualifies as Built Right only if:

- **The producer retains final, non-overridable authority** over all decisions that materially affect the product.
- **This authority is structural, not delegated.** A master distiller within a corporate structure does not meet this condition if their authority can be overridden by non-producers.
- **Authority resides with the producing entity** and remains protected under pressure.



Without this structural foundation, control becomes conditional when market or financial pressures mount.

Producer Controlled is not a philosophical position. It is a structural requirement.

To meet this standard, production decision authority must be clearly defined and protected within governing agreements.

This authority must not be subject to override by investors, brand ownership structures, or intellectual property control.

If this authority is not explicitly written and enforceable, it will not hold under pressure.

External capital does not disqualify a brand from meeting this standard.

Loss of decision authority does.



2. TRANSPARENCY

Transparency is not a claim; it is a behavior.

“Transparency is a responsibility, especially when representing traditional processes to a wider market.”

— **Roberto Real**, *Tequila Ancestral Arriesgado* / Tequila Selecto
Amatitán, Jalisco, MX.

True transparency includes:

- **Clarity of Production:** Verifiable methods and origins.
- **Honesty in Communication:** Aligning the narrative with the actual reality of the facility.
- **Accountability Under Pressure:** Maintaining standards even when margins are squeezed.

3. FUNCTIONAL SUSTAINABILITY

Sustainability must function under pressure.

“Water is essential... we treat vinazas and reuse water in the process.”

— **Carlos Méndez Blas**, *Mezcal Palomo*
Santiago Matatlán, Oaxaca, MX.

“We’ve worked hard to reduce water consumption... 100% of bagasse and vinazas are converted into compost.”

— **Eduardo Orendain Jr.**, *Tequila Arette*
Tequila, Jalisco, MX.

Sustainability must be demonstrable in practice, not narrative. When sustainability does not function under pressure, the consequence is not theoretical. It becomes operational.





4. CULTURAL LEGITIMACY

Agave spirits are cultural products.

“The work is not just about making tequila, but continuing a process that belongs to the family and the place.”

— **Chava Rosales**, *Cascahuín*
El Arenal, Jalisco, MX.

Legitimacy reflects:

- **Connection to place.**
- **Continuity of knowledge.**
- **Respect for origin.**

When this connection is broken, legitimacy does not disappear immediately. It erodes over time.

5. FRAMEWORK OVER MOMENTUM

Short-term growth is not the objective.

Durability is:

“Decisions are made with future generations in mind.”

— **Juan Eduardo Núñez**, *Tequila El Viejito*
Atotonilco, Jalisco, MX.

“We prefer to grow in a sustainable way, not with shortcuts.”

— **Eduardo Orendain Jr.**, *Tequila Arette*
Tequila, Jalisco, MX.

“Growth has to respect the rhythm of the land.”

— **Fausto Romero**, *Raicilla El Acabo. El Asil*
Ahuacatepec, Jalisco, MX.

Momentum can accelerate growth. It can also conceal structural weakness.





6 ■ COMMERCIAL INTEGRITY (EXPANDED)

Commercial integrity is not only about protecting a brand.
It is about building real, sustained demand.

“Responsibility extends beyond making the product...
to how it is represented in the market.”

– **Luis Ángel Villalobos**, *Tequila El Ateo*
Romita, Guanajuato, MX.

“We all want growth... but it must be done with ethics
and contribute to the community.”

– **Sergio Vivanco**, *Destilería Viva México*
Arandas, Jalisco, MX.

Brought Right requires:

- Demand creation.
- Effective execution.
- Structural discipline.





6 BUILT RIGHT VS BROUGHT RIGHT

(INTEGRATED)

Most brands solve for only one side of the equation; very few solve for both. Crucially, solving for one does not compensate for the absence of the other.

BUILT RIGHT

Determines whether a product can endure.

- The producer retains control.
- The process is consistent.
- The product holds under pressure.



Built Right is not an abstract concept. It is defined by structural variables that can be evaluated.

These include:

- Ownership structure and control
- Production decision authority
- Time horizon across agave and aging
- Resource management systems
- Governance structure as it relates to product decisions

The presence of these variables is not sufficient on its own. The critical question is whether they hold under pressure.



BROUGHT RIGHT

Determines whether a product survives commercially.

- It converts initial push into repeatable pull.
- It earns reorders, not just placements.
- It reduces reliance on forced distribution over time.

Brought Right is expressed through observable market behavior.

Key variables include:

- Pricing discipline under pressure
- Dependence on discounting to drive movement
- Relationship between placement and velocity
- Distributor execution consistency
- Retail conversion and repeat demand

These variables determine whether a brand is being brought to market in a way that supports long-term sustainability.



6.1 WHEN PRINCIPLES MEET PRESSURE

In a tightening market, principles do not exist in isolation. They are tested through trade-offs.

Common pressure points include:

- Pricing versus placement
- Supply constraints versus demand
- Growth expectations versus production integrity
- Capital influence versus product control

These moments are not exceptions. They are the conditions that define outcomes.



The distinction between brands that endure and those that do not is not whether they face pressure, but how decisions are made under it.

Brands that maintain decision integrity under pressure protect the long-term value of the product.

Brands that do not may achieve short-term gains, but introduce structural erosion over time.

6.2 THE MIDDLE TIER PRESSURE TEST

The restructuring of the U.S. distribution landscape reinforces a central argument of this paper: access to the market is not the same as execution in the market.

As national distribution **models come under pressure**, suppliers are no longer prioritizing theoretical 50 state coverage. They are prioritizing operational reliability, regional strength, and the ability to deliver results at the account level.

Recent realignments across major distributors reflect this shift. Large scale national platforms are fragmenting into regional operators with stronger local execution, while others are expanding capabilities across beer, spirits, and emerging beverage categories to remain relevant.

This is not simply a distributor story. It is a structural signal.

The middle tier is undergoing the same pressure test as brands.

Under pressure, the question is no longer who can carry the most brands. The question is who can create focus, drive velocity, and convert placement into repeat demand.

For producer owned brands, this distinction is critical. Being listed is not enough. Being actively supported in the right markets, with aligned incentives and clear execution, is what determines whether production integrity translates into sustainable growth.

Push is required to enter the market, but if that push does not convert into pull, the brand becomes perpetually dependent on it.





Brought Right also requires that a product be discoverable, intelligible, and correctly framed at the point of search and sale. This includes how it is categorized, how it is described, and how easily a consumer can understand what differentiates it in a crowded set.

Observable signals of "pull" include:

- Reorders without incentives.
- Consistent velocity across accounts
- Consumer-driven demand

The Operational Reality:

All brands require support.

The distinction is whether that support reinforces demand or substitutes for it.

Sustained push without conversion to pull increases long-term risk for both supplier and retailer.

In practice, this risk often presents in consistent patterns:

- Increasing reliance on incentives to maintain placement.
- Inconsistent velocity across comparable accounts.
- Initial expansion without sustained reorder patterns.
- Growing disconnect between distribution and consumer demand.



Implication:

If a brand does not demonstrate conversion from push to pull over time, it should be reevaluated regardless of initial placement success.

Important Clarification

This framework does not judge products by taste.

It evaluates whether the structure protects the product from being changed by commercial pressure.



7 EXECUTION AND MARKET REALITY

Some brands are built correctly at every level of production, yet fail due to weak execution. This is not a product failure; it is a market failure, and the outcome is the same.

We have participated in these decisions in real time and observed a fundamental division of labor:

- **The producer** is responsible for how the product is made.
- **The brand** is responsible for how it lives in the market.

When both are aligned, the system holds.

7.1 OPERATIONAL SIGNALS (NON-PRESCRIPTIVE)



This framework is not a compliance system. However, real demand and effective execution can be observed through signals such as:

- **Consistent velocity** across comparable accounts.
- **Repeat purchase behavior** (the move from trial to habit).
- **Pricing stability** relative to the brand's positioning.

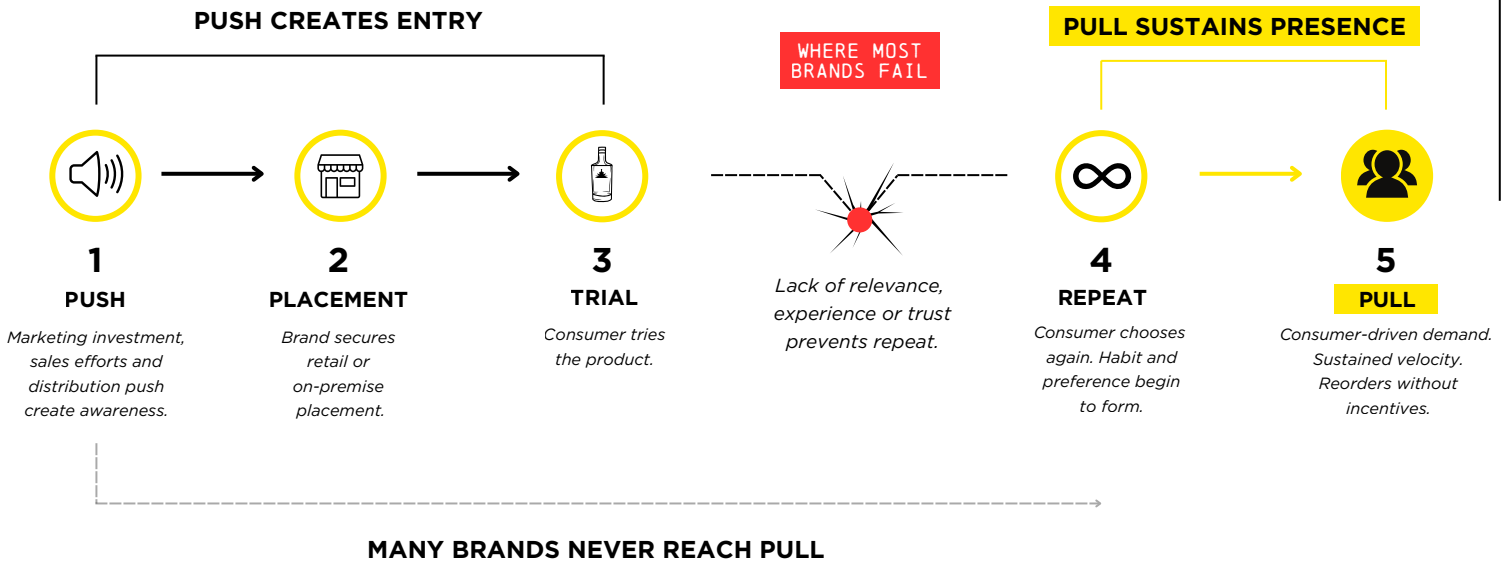
These signals help distinguish **structural demand** from temporary performance. They do not define success; they indicate whether that success is real.

Additional indicators may include successful search conversion, expansion following strong performance in initial test markets, and repeat purchases following assisted engagement or guided tastings.



PUSH VS PULL DYNAMIC

WHAT CREATES ENTRY VS WHAT SUSTAINS PRESENCE



*“Push creates entry.
Only pull sustains presence.”*

BUILT RIGHT. BROUGHT RIGHT.
A FRAMEWORK FOR EVALUATING AGAVE SPIRITS IN A MATURE MARKET.



8 THE POSITION

What matters is not what a brand says.

What matters is how it is built and how it performs under pressure.

Built Right. Brought Right. is not a message. It is a system for evaluation.

8.1 WHAT THIS FRAMEWORK IS NOT

This framework is not a certification system. It is a tool for evaluating structure and performance under pressure. Specifically:

- **It does not guarantee commercial success.**
- **It is not a critique of individual brands.**
- **It does not rely on any single variable or claim**, including ingredients alone.
- **It does not evaluate** or rank products based on taste or subjective quality.





9 VOICES FROM THE FIELD

Across regions and traditions, the message remains consistent. The following producers and partners represent the structural integrity and market behavior defined by this framework.

Tequila (Jalisco & Guanajuato)

- **Felipe Camarena**, G4 Tequila / El Pandillo (Jesús María, Jalisco)
- **Juan Eduardo Núñez**, Tequila El Viejito (Atotonilco, Jalisco)
- **Luis Ángel Villalobos**, Tequila El Ateo (Romita, Guanajuato)
- **Roberto Real**, Tequila Ancestral Arriesgado / Tequila Selecto (Amatitán, Jalisco)
- **Sergio Vivanco**, Destilería Viva México (Arandas, Jalisco)
- **Chava Rosales**, Tequila Cascahuín (El Arenal, Jalisco)
- **Eduardo Orendain Jr.**, Tequila Arette (Tequila, Jalisco)



Mezcal

- **Carlos Méndez Blas**, Mezcal Palomo (Santiago Matatlán, Oaxaca)
- **Sergio Garnier**, Mezcal Ultramundo (Mapimí, Durango)

Raicilla

- **Álvaro Fernández**, El Acabo; El Asil / Taberna Tres Gallos (Ahuacatepec, Jalisco)
- **Fausto Romero**, El Acabo; El Asil / Taberna Tres Gallos (Ahuacatepec, Jalisco)

Different regions. Different traditions.

Aligned principles: *Responsibility, discipline, and continuity.*



10 THE OPPORTUNITY

As pressure increases, differentiation becomes clearer. The market will not reward every brand. It will reward the ones that hold.

But this moment is not just a filter.

It is a shift.

For years, growth allowed many brands to participate without being fully tested. Visibility created the appearance of strength. Placement created the appearance of demand. Momentum masked structural weaknesses.

That phase is ending.

As the market tightens:

- Visibility is no longer enough.
- Placement is no longer enough.
- Even product quality, on its own, is no longer enough.

What begins to matter now is whether a brand can convert its structure into sustained demand. Not once, but repeatedly. Under pressure.

This is where the distinction between Built Right and Brought Right becomes decisive.

- Brands that are built with integrity but lack market execution will struggle to translate quality into velocity.
- Brands that are well executed in the market but lack structural integrity will struggle to maintain consistency as conditions tighten.





Both fail. Just at different speeds.

Pressure is not only a function of decline.

It is often created by success.

Growth introduces its own constraints:

- Increased demand tests production integrity
- Expansion introduces operational strain
- Capital introduces influence over decision-making

What holds under these conditions defines long-term outcomes.

The opportunity is not simply to survive this shift.
It is to emerge from it with clarity.

To understand not just what a brand is, but how it behaves when tested.

To build systems that do not depend on ideal conditions.

To align production, positioning, and market execution in a way that can hold over time.

In a less forgiving market, clarity becomes an advantage. And for those who are built and brought correctly, pressure is not a threat. It is **validation**.





11 IN PRACTICE

For distributors, this framework provides a way to evaluate which brands will convert demand into sustained velocity, not just initial placement.

For retailers, it provides a way to distinguish between brands that generate repeat purchase and those that rely on continued support to maintain movement.

For brand owners, it defines the conditions required to build a business that can endure beyond early growth and operate consistently under pressure.

In practice, the application is not theoretical. It shows up in decisions:

- Which brands to take on and which to pass on.
- Which markets to prioritize and which to exit.
- When to support a brand and when to reevaluate it.
- When growth should be accelerated and when it should be constrained.



The objective is not to optimize for entry.

It is to build for endurance.

In each case, the question is the same:

Is this brand structurally positioned to sustain performance as conditions tighten, or is it dependent on conditions that may not hold?



12 CONCLUSION

Being built correctly is not enough.

A brand must also be brought to market in a way that creates and sustains real demand.

Ultimately, the market determines which brands hold and which do not.

This framework is an attempt to understand why.

It is not a theory built in isolation. It reflects patterns observed across producers, brands, distributors, and retailers operating under real conditions.

Across those observations, one truth becomes consistent:

Without demand, discipline becomes irrelevant.

Without discipline, demand becomes destructive.

The brands that endure are not defined by a single advantage. They are defined by alignment.

- Alignment between ownership and decision making.
- Alignment between production and long-term resource management.
- Alignment between story and substance.
- Alignment between market presence and real consumer pull.





This is what allows a brand to navigate pressure without compromising what made it valuable in the first place.

This framework does not determine what tastes best. It determines what holds.

The next phase of the category will not be defined by who participates. It will be defined by who is structured to withstand pressure and who is not.

Growth will continue, but not evenly. Attention will remain, but not indefinitely. And the gap between perception and reality will continue to close.

The market is no longer asking who can enter. It is revealing who can remain.

Built Right. Brought Right. Is not a message, it is a **standard**.

13 SOURCE NOTE



All producer insights included in this document were collected directly through interviews, written responses, and documented conversations between January and March 2026.

Quotes have been translated and edited for clarity where necessary.

Their inclusion provides perspective from within the category and does not imply endorsement of this framework or its conclusions.



14 THE 60-SECOND BRAND TEST

PKGD Built Right. Brought Right.

The framework can be applied in practice through a simplified evaluation tool: **Purpose**

A rapid evaluation tool to assess whether a brand is structurally sound and commercially viable under pressure.

Step 1: Built Right (Structure)

1. Control

Does the producer retain final, non-overridable authority over decisions that affect the product?

Yes No

2. Consistency Under Pressure

If costs rise or supply tightens, is the product likely to remain unchanged?

Yes No

3. Transparency as Behavior

Is transparency demonstrated through actions, not just claims?

Yes No





4. Sustainability That Functions

Are environmental and production practices operational and maintained under pressure?

- Yes No

5. Cultural Legitimacy

Is the product meaningfully connected to its place, process, and people?

- Yes No

Built Right Result

- Strong (4-5 Yes)
- Conditional (2-3 Yes)
- Weak (0-1 Yes)

Step 2: Brought Right (Market Reality)

6. Demand Creation

Is there clear evidence of consumer pull beyond initial placement?

- Yes No

7. Conversion (Push to Pull)

Does initial support convert into repeat purchases and reorders?

- Yes No

8. Velocity Consistency

Does the product move consistently across comparable accounts?

- Yes No

9. Pricing Integrity

Does the brand maintain pricing without relying on continuous incentives?

- Yes No

10. Shelf and Search Clarity

Is the product easy to understand, categorize, and differentiate at point of sale?

- Yes No

Brought Right Result

- Strong (4-5 Yes)
- Conditional (2-3 Yes)
- Weak (0-1 Yes)

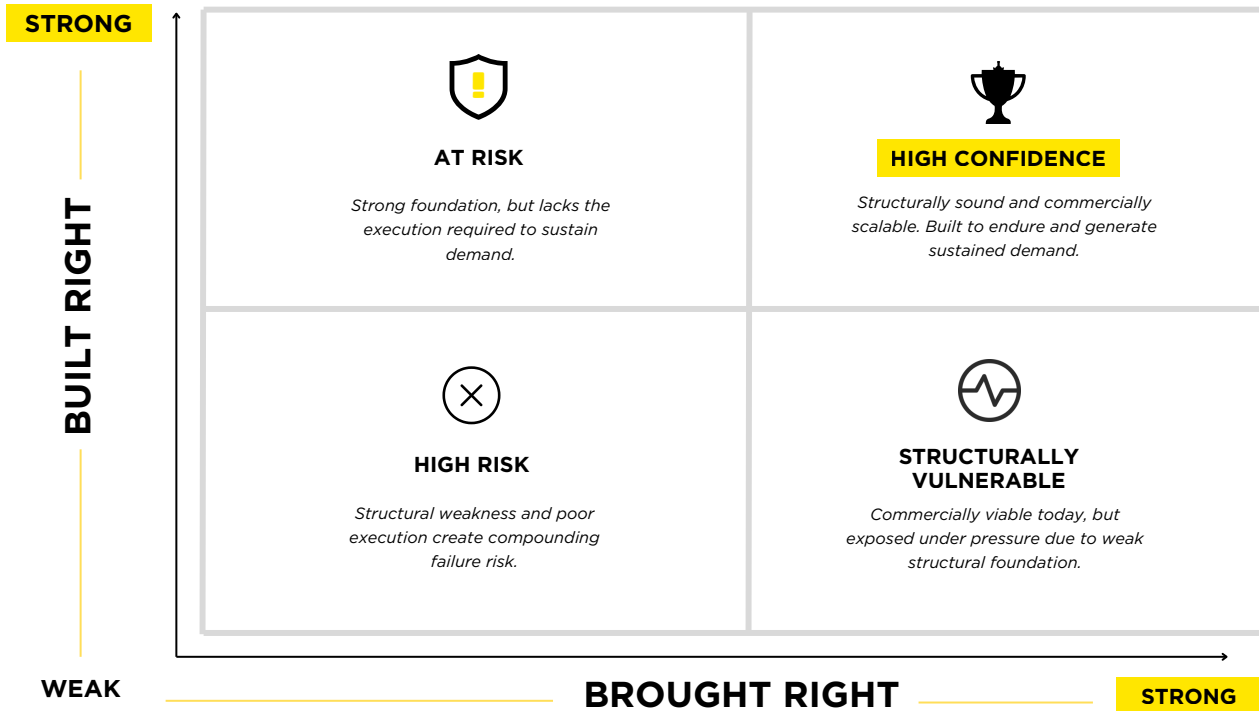




Visual Evaluation Matrix

BUILT RIGHT vs BROUGHT RIGHT

THE TWO DIMENSIONS OF THE PRESSURE TEST



BUILT RIGHT, BROUGHT RIGHT.
A FRAMEWORK FOR EVALUATING AGAVE SPIRITS IN A MATURE MARKET.

"Most brands solve for one side. **Very few solve for both.**"



15 ABOUT PKGD GROUP

PKGD Group is a U.S.-based importer and strategic partner to a focused portfolio of producer-owned agave spirits brands from Mexico. The company was built to challenge a fundamental imbalance in the category: the people who create the product have historically captured the least long-term value from its success.

PKGD exists to change that. Over the past decade, **PKGD** has worked directly with multi-generational producers to bring their brands to market in the United States with disciplined execution. This includes positioning, pricing, distribution, and retail alignment designed to build real demand, not just secure placement. The framework presented in this White Paper is drawn from that work.

It reflects a simple reality: product alone does not determine success, and momentum without structure does not last.

PKGD operates with two non-negotiable standards:

- **Producer Controlled**

The producer has final authority over decisions that affect the product.

- **Structurally Sound**

The system behind the brand holds under pressure, from production through market execution.



These are not claims. They are requirements.

As the category enters a more disciplined phase, the market will increasingly separate brands built to endure from those built to capitalize on opportunity.

PKGD's role is to help define that difference and execute against it. Producer Controlled is the standard. **Built Right, Brought Right**, is how we win and how we hold up under pressure.



FINAL READ

Built Right + Brought Right determines durability under pressure.

- **Strong + Strong** → High confidence, scalable
- **Strong + Weak** → Structurally sound, commercially at risk
- **Weak + Strong** → Commercially viable, structurally vulnerable
- **Weak + Weak** → High risk, unlikely to sustain

OPERATING PRINCIPLE

Push creates entry. Only pull sustains presence.

If push does not convert to pull over time, the model is not working.

Initial placement is not proof of demand. Sustained velocity is.

The objective is not distribution. It is conversion.

Entry is given. Endurance is earned.

This framework does not determine what tastes best. It determines what holds.



LAST NOTE

This tool is directional, **not definitive**.

It is designed to support decision-making under time constraints using observable signals and structural indicators.

