



CASE STUDY

Omnichannel Expansion: Transforming
Amazon from Channel Risk to Strategic
Growth Engine

BRAND PROFILE

Category: Outdoor Sporting Goods

Business Model: Traditional Wholesale + Direct-to-Consumer

Revenue at Time of Engagement: ~\$12M annually

THE CHALLENGE

With fragmented listings, MAP violations, and competitors intercepting branded demand, Amazon had become a growing liability. Leadership faced a critical question:

Should the marketplace be suppressed to protect existing channels or intentionally rebuilt as a controlled growth engine?



BACKGROUND

The brand was generating approximately \$12M annually through traditional wholesale and direct-to-consumer channels. Growth was healthy. Product-market fit was proven. However, Amazon activity was accelerating independently of the company's strategy.

Rogue third-party sellers were creating and modifying listings without oversight. Product detail pages were fragmented and inconsistent. Duplicate ASINs diluted reviews and weakened search visibility. Pricing varied widely, with some sellers disregarding MAP policies entirely.

Meanwhile, competitors were actively bidding on branded search terms, intercepting high-intent demand at the moment of purchase. Consumers researching the brand on Amazon were often encountering inaccurate content, inconsistent pricing, or alternative products presented as "similar items."

The risk was no longer theoretical.

STRATEGIC RESET

Rather than reacting to third-party activity, we assumed direct accountability for how the brand was represented, discovered, and transacted on the world's largest marketplace.

The goal: Establish structural control over content, pricing, and demand capture at scale.

This strategic reset was built around three foundational pillars, each designed to restore ownership, enforce accountability, and align the marketplace with broader business objectives.

1. Brand Protection

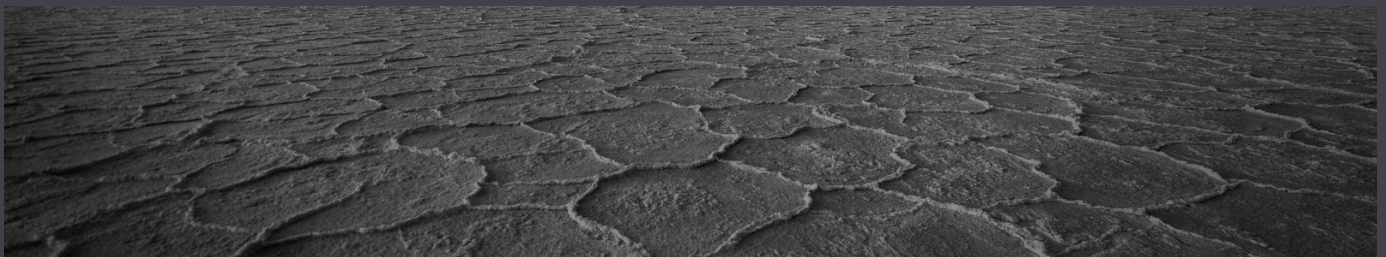
If listings were inaccurate, fragmented, or mispriced, brand equity eroded at scale. Control of content, pricing, and Buy Box stability was not optional it was defensive infrastructure.

2. Demand Capture & Search Defense

Branded demand already existed on the platform. Without structured participation, competitors would intercept high-intent searches at the point of purchase.

3. Margin-Qualified Growth

Amazon is not traditional wholesale. It is its own economic system with referral fees, fulfillment costs, advertising spend, and competitive pricing pressure. Growth would only be pursued if contribution margins supported broader business objectives.



APPROACH

Rather than activating Amazon aggressively, we executed a staged rollout designed to restore control, qualify margin viability, and scale only where performance aligned with broader business objectives.

The process was structured across four deliberate phases.

The rollout was deliberately phased to prevent premature scaling. Amazon operates as its own economic and competitive system, and activating demand without structural control can erode pricing, margin, and channel harmony. Each phase built upon the previous: governance established control, margin modeling established viability, and controlled activation established proof. Only then was scale pursued. Growth was earned not assumed.



Phase 1: Brand Control & Infrastructure

- Secured Brand Registry and backend control through Seller Central
- Consolidated duplicate ASINs and corrected parent-child variation structures
- Standardized listing content, imagery, and keyword architecture
- Stabilized Buy Box ownership and reinforced MAP pricing discipline

Advancement Criteria: Eliminate fragmentation and restore governance before introducing incremental demand.



APPROACH

Phase 2: Margin Qualification

- Modeled true SKU-level contribution margin accounting for referral fees and advertising
- Identified products capable of profitable activation
- Defined minimum performance thresholds and guardrails

Advancement Criteria: Validated margin viability at defined performance thresholds.

Phase 3: Controlled Activation

- Defended branded search to prevent competitor interception
- Targeted high-intent category demand
- Optimized listings for conversion and review consolidation
- Deployed Sponsored Ads within predefined margin thresholds

Advancement Criteria: Demonstrated incremental, margin-protected growth.

Phase 4: Channel Harmony Monitoring

- Monitored wholesale growth trajectory
- Tracked DTC revenue stability
- Evaluated pricing consistency across channels
- Assessed cannibalization risk indicators

Advancement Criteria: Confirmed Amazon additive to total business performance.

VALIDATION

The validation period, measured across two full quarters of live performance, confirmed that the structural reset had worked.

With control established and economic viability proven, leadership gained the confidence to intentionally invest in the marketplace shifting to expansion tactics.

Governance measures stabilized the marketplace environment. Duplicate listings were consolidated, variation structures corrected, and pricing inconsistencies reduced. Buy Box ownership improved, and brand presentation became consistent across priority SKUs.

Margin qualification models held under live conditions. Advertising performance aligned with predefined contribution thresholds, confirming that activation could support profitability rather than erode it. Products selected for expansion demonstrated sustainable economics under Amazon's fee structure.

Channel harmony remained intact. During expansion:

- Wholesale revenue continued its upward trajectory
- DTC growth remained stable
- Pricing integrity across channels improved
- No material cannibalization trends emerged

Most importantly, branded search demand on Amazon was increasingly setting the stage for highly profitable expansion.



RESULTS

What began as a defensive brand protection effort became a materially significant growth engine with Amazon emerging as a key customer. All while wholesale relationships and direct-to-consumer momentum continued uninterrupted.

- Standardized Brand & Product Representation Across the Marketplace**
- Pricing Integrity and MAP Discipline Established and Maintained**
- Scaled Amazon From Zero to Approximately \$3M in Annual Revenue**
- Wholesale Growth Remained Strong During Marketplace Expansion**
- Direct-to-Consumer Website Channel Also Maintained Its Upward Trajectory**