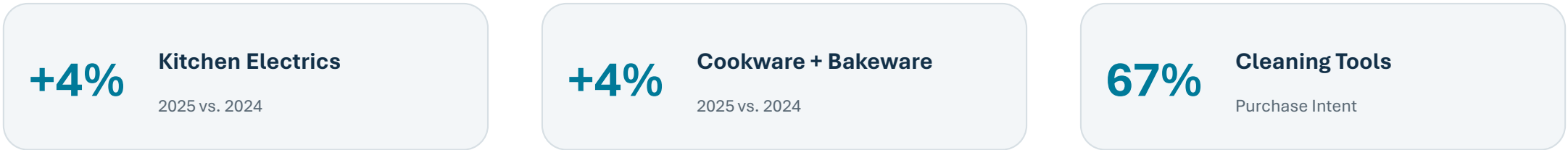


Growth is Returning. Which Growth Deserves Capital?

The Next Cycle Rewards Precision: Where Demand, Margin, Cash and Complexity Intersect.



Growth Can Rise While Value Creation Falls.

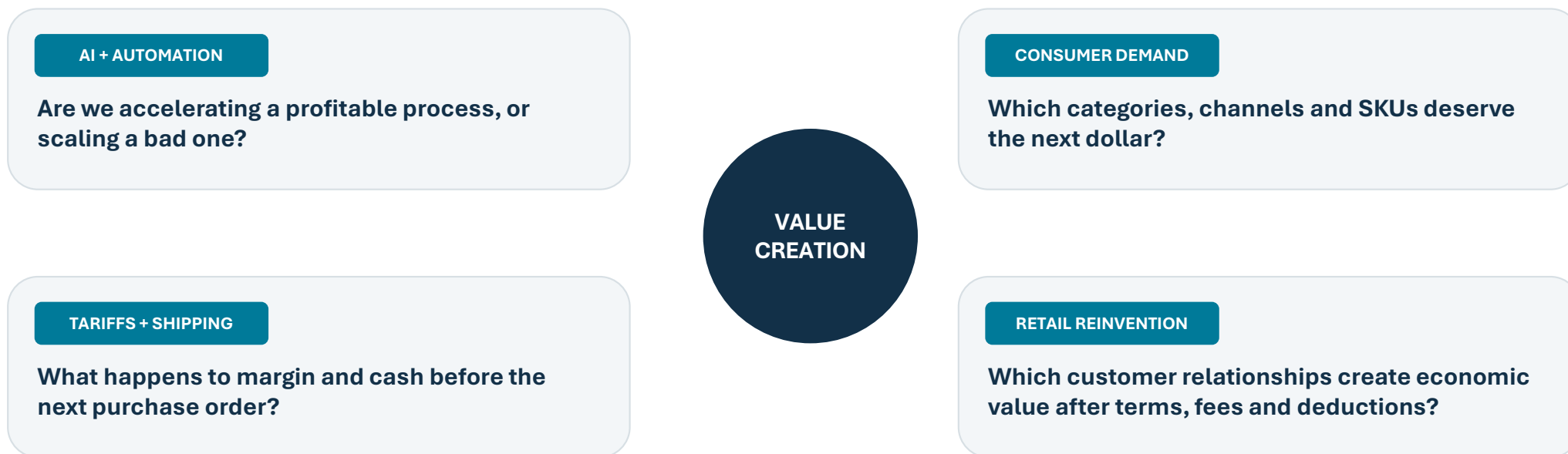
When category demand is uneven and trade, freight and technology are reshaping decisions, CEOs need one view of the economics before the next PO, retailer negotiation or inventory build.



Sources: IHA 2026 State of the Industry, MarketScope (May 2026) and MarketOutlook (Aug. 2026).

Every CHESS Topic Becomes a Capital-Allocation Decision.

AI, Consumer demand, Trade volatility and Retail reinvention are not separate issues once they hit the P&L and balance sheet.



Decision system: Contribution margin • Cash • Inventory • Scenario planning • Accountability

Source: International Housewares Association, CHESS 2026 agenda, accessed Sept. 12, 2026.

Can Your Team Answer these Five questions in Five minutes?

Not after month-end. Not after a special analysis. When the decision is actually being made.

1

What is our most and least profitable SKU × customer combination after freight, fees and deductions?

2

How much cash is required if our top three retailers grow 15% faster than plan?

3

What is the margin impact of the next landed-cost or freight shock, before we accept the PO?

4

Which inventory would we stop replenishing today if every dollar had to earn its way back in?

5

Which retailer or channel creates volume but destroys cash, margin or management capacity?



Kristie Sams

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Leslie Langsev

Business Manager
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100 bps of margin = \$1.0M at \$100M revenue. The opportunity is not more reporting. It is faster, better decisions.