



GROWTH CASE STUDY

Told the category was capped. Sales tripled anyway.

This brand's sales had gone flat, and it had been told it had simply hit the ceiling of its category. We showed there was demand the brand was never reaching, then tripled its PPC sales in three months by building presence and expanding across the whole category. Every figure is taken directly from the account's Amazon Ads Console.

\$18.3K to \$56.6K

MONTHLY PPC SALES

3.1x

SALES GROWTH IN 3 MONTHS

34% to 41%

ACOS, HELD THROUGH
SCALE

Breaking a False Category Ceiling

How we tripled PPC sales in three months for a brand that had been told it had already maxed out its category.

3.1x
PPC SALES

\$18.3K to \$56.6K
MONTHLY SALES

\$6.3K to \$23.2K
SPEND SCALED

~40%
ACOS HELD

Account Overview

A brand on Amazon whose sales had settled into a flat line, steady but no longer growing, with room in the budget to invest. Client identifiers have been removed.

The Challenge

The brand had been told its plateau was simply the category ceiling, that it had already captured what there was to capture and further growth was unrealistic. We did not accept that at face value. The first job was to test whether the ceiling was real, or whether the brand was only reaching a slice of a much larger category and had never been positioned to reach the rest. The owner gave us room to find out, with one condition: any spend had to stay feasible and earn its place.

What We Did

Built the listing to carry the category

Expanding across a category only works if the pages convert and the listing can rank the new terms. So we started there, benchmarking conversion against the category and reworking the listing where it fell short, making sure every keyword the brand needed to rank for was present in the copy. That gave a meaningful lift in conversion and the foundation the whole expansion depended on.

Proved the ceiling was not real

Before spending anything, we mapped the category's actual demand against what the brand was capturing. The gap was large. The brand was competing in a narrow pocket of a much wider category, so the plateau was a positioning limit, not a demand limit. That reframed the plan from defending a ceiling to expanding underneath it.

Built brand presence with display

We started with display campaigns to put the brand in front of the wider category, establishing presence beyond its existing pocket before chasing new search demand.

Opened discovery campaigns to surface real demand

We ran discovery campaigns so the account could surface the search terms shoppers were actually using across the category, turning the wider category from a theory into a concrete list of terms to pursue.

Researched the full category

We went deep with Helium 10, Amazon Brand Analytics and the Search Query Performance dashboard, pulling every relevant search term the brand should have been showing for. This is where the real map of the category's demand came together.

Tested first, then scaled what earned it

Every extracted term went into testing campaigns before it got real budget. When a term proved it converted, we moved it into its own dedicated campaign and scaled it. Nothing scaled on a hunch, which is how the growth stayed feasible, exactly the condition the owner set.

Rebuilt the structure so growth was simple

The account had been one campaign with mixed match types and bids sharing the same space, which makes clean expansion almost impossible. We rebuilt it so every target had its own place with a single match type and bid approach, turning scaling into a controlled, repeatable process rather than a gamble.

Results

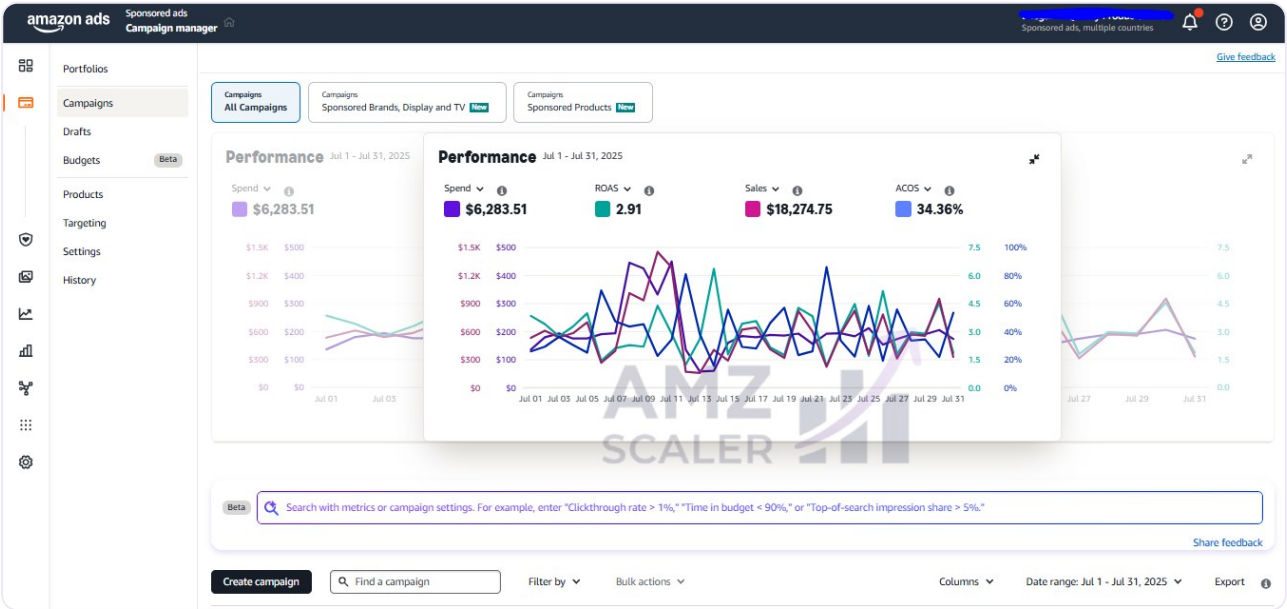
Over three months PPC sales tripled, from \$18,274 in July to \$56,617 in September. Spend was scaled in step, from \$6,283 to \$23,179, and ACoS was deliberately held in a controlled range in the high 30s to low 40s throughout, an appropriate level for an aggressive category expansion. This was not a plateau being nudged upward. It was a brand moving from a corner of its category into the whole of it.

METRIC	JULY	AUGUST	SEPTEMBER
Ad spend	\$6,283.51	\$17,858.28	\$23,179.43
Ad sales	\$18,274.75	\$42,036.76	\$56,617.76
ACoS	34.36%	42.39%	40.76%
ROAS	2.91	2.36	2.45

Figures from Amazon Campaign Manager, ad-attributed. Client identifiers removed.

Before: The Starting Point

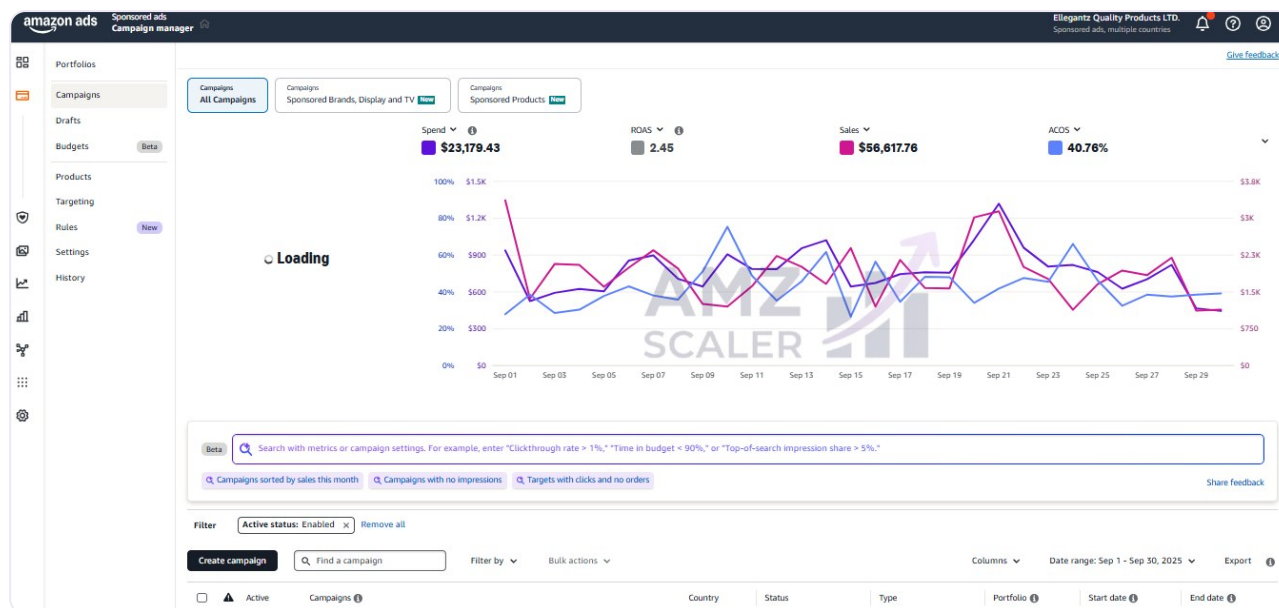
July, the starting point. Spend of \$6,283.51 returned \$18,274.75 in ad sales at a 2.91 ROAS and a 34.36% ACoS. Efficient, but flat, and widely believed to be at its ceiling.



Source: Amazon Campaign Manager, July 2025. Client identifiers removed.

After: Three Months Later

September, three months on. Spend of \$23,179.43 returned \$56,617.76 in ad sales at a 40.76% ACoS, with the account still climbing. More than three times the ad sales, in a category that was supposedly tapped out.



Source: Amazon Campaign Manager, September 2025. Client identifiers removed.

What This Proved

The ceiling was positioning, not demand. The brand was not out of customers, it was only reaching a fraction of them. Positioned across the full category, the demand was clearly there to capture.

Structure is what makes growth repeatable. Rebuilding from one crowded campaign into a clean, organized structure is what turned scaling from a gamble into a process. Every proven term had somewhere to go, and every budget increase had somewhere efficient to land.

Testing kept the growth feasible. Because every term earned its budget in testing before it scaled, the spend that tripled the account stayed within the feasibility the owner asked for.

The Takeaway

A flat sales line is not proof of a ceiling. This brand had been told it was finished growing, and in three months it tripled its PPC sales by expanding across a category it had only ever partly occupied. The ceiling was never real. The account had simply never been built to reach past it.