

CRL / DECISION BRIEF / PUBLIC DEMONSTRATION

Harbor & Pine

Fictional U.S. premium home-fragrance retailer

THE DECISION

Should Harbor & Pine introduce a three-role bundle architecture before holiday without using a sitewide discount?

One bounded commercial decision. Four comparison brands. Source-linked public evidence. Assumption-bound Money Impact. A test that isolates one material intervention.

4	2.7%	3
COMPARISON BRANDS	90-DAY BREAK-EVEN PENETRATION	PRIORITIZED ACTIONS

PRODUCT
BOUNDARY

This is a demonstration of one Decision Brief - not a full-company audit, client case, testimonial, or measured result.

OBSERVATION DATE: 2026-08-13 | MARKET: UNITED STATES | CURRENCY: USD

Bundle the use case - not the whole site.

DIRECTOR DECISION

Proceed with a controlled three-role virtual bundle test. Keep the \$32 core candle price fixed, protect at least 60% bundle gross margin, and treat the observed market set as offer-architecture evidence - not proof of demand or price elasticity.

DO	PRESERVE	DO NOT
Launch Discovery Pair, Room Ritual, and Gift Trio as virtual bundles.	Keep the core candle at \$32 and freeze other promotions during the test.	Do not run a sitewide discount or copy a competitor price without elasticity evidence.

PRIORITY ORDER

1	Launch the three-role bundle ladder	High impact / Medium confidence	D-01
2	Freeze the core price for attribution	High impact / High confidence	D-02
3	Clarify room and use-case guidance	Medium impact / Medium confidence	D-03

Why now: the observed set reduces purchase friction through sale entry, minis, build-your-own bundles, or subscriptions. Harbor & Pine can test a clearer path to a larger basket without weakening the single-item price.

Four brands. Different reasons to believe.

Official U.S. product pages were captured on 2026-08-13. Prices and offers are point-in-time observations; stock and checkout conditions can change.

Brand / role	Product	Observed price	Size / burn	Offer device	Positioning signal
P.F. Candle Co. Direct / value	Amber & Moss Standard	\$19.20 sale \$24 list	7.2 oz 40-50h	Free shipping \$80+	California-made; atmospheric scent; sensitivity-aware
Brooklyn Candle Studio Direct / mid	Palo Santo Jar	\$34	7.5 oz up to 50h	Pick 3: \$90 vs \$102; subscription 20%	Minimalist; essential-oil infused; clean/non-toxic
Homesick Direct / emotional	New York City	\$29.95	13.75 oz 60-80h	Mini \$9.95 was sold out; free shipping \$50+	Place, memory, and gifting
APOTHEKE Premium benchmark	Charcoal Classic	\$46	10.5 oz burn not captured	Subscribe 10%; free shipping \$100+	Signature fragrance; material and vessel-led luxury

WHAT THIS SUPPORTS	WHAT THIS DOES NOT SUPPORT
Trial friction can be reduced by more than one mechanism: a lower entry format, bundle architecture, promotion, or subscription.	No claim about market share, sales, consumer preference, price elasticity, or the best-performing offer.

Evidence IDs: EXT-001 through EXT-005. Full URLs and limitations appear on page 8 and in the evidence workbook.

Make the choice easier - not louder.

This is an analyst interpretation of official product and offer pages, not a consumer-perception study.

OBSERVED POSITION	EVIDENCE SIGNAL	IMPLICATION FOR THE DECISION
Accessible atmosphere	P.F. uses a sale price, California production, and sensitivity-aware scent language.	Price and approachability can open entry, but a sale is not the only route.
Minimalist clean proof	Brooklyn pairs design restraint with ingredient and performance cues plus build-your-own bundles.	A bundle can feel curated rather than discounted when its role is clear.
Emotional memory	Homesick anchors the product in place, memory, and gifting, with a mini entry format.	The product story can sell the occasion; the mini reduces commitment.
Material-led luxury	APOTHEKE reinforces a premium price with signature fragrance, vessel detail, and subscription.	Premium needs a coherent reason to believe, not a higher price alone.

DECISION-SPECIFIC OPENING

Harbor & Pine can test a mid-premium guidance position: three clearly named use-case bundles, a low-risk discovery route, and explicit room/performance guidance - while keeping the single candle at \$32.

Confidence: Medium. The evidence supports testing this architecture. It does not establish an unoccupied market whitespace or buyer preference. A structured review sample and broader set belong in Growth Intelligence, not this Decision Brief.

A break-even model - not a promise.

All company inputs below are synthetic. The model exposes the mechanism and shows what must be true for the test to pay back.

Bundle	Price	Total COGS	GP	GM	Scenario mix	Role
Discovery Pair	\$44.00	\$17.35	\$26.65	60.6%	40%	Lower-risk first purchase
Room Ritual	\$55.00	\$21.02	\$33.98	61.8%	45%	Candle + room spray
Gift Trio	\$84.00	\$32.72	\$51.28	61.0%	15%	Higher-value gifting

SYNTHETIC INPUTS	BREAK-EVEN LOGIC
610 eligible candle-led orders/month \$20.80 single-candle GP \$450 one-time setup 30% cannibalization haircut	Weighted bundle GP: \$33.64 Retained incremental GP/conversion: \$8.99 Break-even conversions: 50.1 90-day break-even penetration: 2.7%

Scenario	Monthly penetration	Conversions/month	Incremental GP/month	90-day net after setup
Downside	3%	18.3	\$165	\$44
Base	6%	36.6	\$329	\$537
Upside	10%	61.0	\$548	\$1,195

Sensitivity: returns, fulfillment labor, packaging, actual bundle mix, stockouts, paid-media changes, and cannibalization can materially reduce contribution. Gross profit is not net profit.

Change one thing. Learn one thing.

The test isolates bundle-card presentation. Core price, traffic rules, and other promotions stay fixed.

DAYS 1-7	DAYS 8-14
BASELINE No bundle cards. Record eligible candle orders, revenue, item COGS, stockouts, promotions, and events by day.	TREATMENT Activate only the three bundle cards. Preserve prices, channels, traffic rules, and other promotions. Compare matched weekdays.

METRICS AND GATES

Metric	Formula / denominator	Gate	Why
Phase sample	Eligible candle orders by phase	At least 60 each; otherwise extend	Avoid a false conclusion from a tiny sample
Bundle penetration	Bundle orders / eligible candle orders	At or above 2.7% break-even threshold	Connects behavior to setup payback
GP / eligible order	Gross profit / eligible candle orders	Treatment above baseline	Protects contribution, not just revenue
Bundle GM	(Revenue - item COGS - packaging) / revenue	At least 60%	Predeclared margin policy
Exceptions	Stockout, promo, event, channel-mix, data issue	Flag and interpret separately	Prevents attribution errors

DECISION OUTPUT	PASS authorizes the next bounded test. CONTINUE means the economics or behavior are not yet strong enough. INSUFFICIENT DATA extends the test. No status proves long-term lift.
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The downloadable workbook includes synthetic rows only to demonstrate formula behavior. Replace them before any real use.

What could make this decision wrong?

The recommendation is deliberately reversible. The following conditions narrow or block implementation.

Risk	Failure mode	Control	Status
Margin compression	Packaging or mix pushes a bundle below 60% GM	Use actual weighted COGS and packaging before launch	NO-GO
Stockout distortion	Bundle demand removes a hero SKU from single-item buyers	Confirm stock cover and flag stockout days	NO-GO
Attribution failure	Price, traffic, creative, and bundles change together	Freeze all material variables except bundle cards	CONTROLL ED
False whitespace	Four brands are treated as the whole market	Call the conclusion a hypothesis; broaden scope before strategy	DISCLOSED
Overstated economics	Scenario becomes a forecast or GP becomes net profit	Expose assumptions and include material incremental costs	DISCLOSED
Stale evidence	Price, offer, shipping, or stock changes	Re-capture sources at project start and before release	CONTROLL ED

CONFIDENCE	WHY
D-01 Bundle ladder: Medium	Supported as a reversible architecture test; not supported as a demand forecast.
D-02 Freeze core price: High	Necessary to preserve attribution and avoid copying non-normalized competitor prices.
D-03 Guidance position: Medium	Directionally supported by messaging patterns; no buyer-perception sample was included.

Package boundary: this brief does not include review mining, category-wide demand, customer cohorts, inventory diagnosis, LTV, price elasticity, or implementation management.

Trace the decision back to evidence.

EVIDENCE	MECHANISM	MONEY IMPACT	DECISION	VALIDATION
Official public pages and synthetic client inputs	How the offer could change basket behavior	Break-even threshold with declared assumptions	Three prioritized actions and no-go gates	One-variable test with matched weekdays

PUBLIC SOURCES - OBSERVED 2026-08-13

ID	Source	URL
EXT-001	P.F. Candle Co. - Amber & Moss Standard Candle	https://pfcandleco.com/products/amber-moss-standard-candle
EXT-001B	P.F. Candle Co. - Shipping + Returns	https://pfcandleco.com/pages/shipping-exchanges
EXT-002	Brooklyn Candle Studio - Palo Santo Jar Candle	https://brooklyncandlestudio.com/products/palo-santo-minimalist-candle
EXT-003	Brooklyn Candle Studio - Pick 3 Jar Candles	https://brooklyncandlestudio.com/products/pick-3-minimalist-candles-1
EXT-004	Homesick - New York City Candle	https://homesick.com/products/new-york-city-candle
EXT-004B	Homesick - New York City Mini Candle	https://homesick.com/products/new-york-city-mini-candle
EXT-005	APOTHEKE - Charcoal Classic Candle	https://apothekeco.com/products/binchotan-charcoal-candle
EXT-005B	APOTHEKE - Subscriptions	https://apothekeco.com/pages/subscriptions

QA NOTE	The demonstration separates synthetic inputs, public facts, calculations, inferences, and recommendations. It deliberately states uncertainty and uses a reversible validation gate. Review the evidence workbook for formulas and decision traceability.
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