

# Operational Scaling & Profitability Strategy

Transitioning from Negative Unit Economics to Positive EBITDA



Target: Year 2 Profitability via Unit Economic Correction.

# The Turnaround Strategy at a Glance

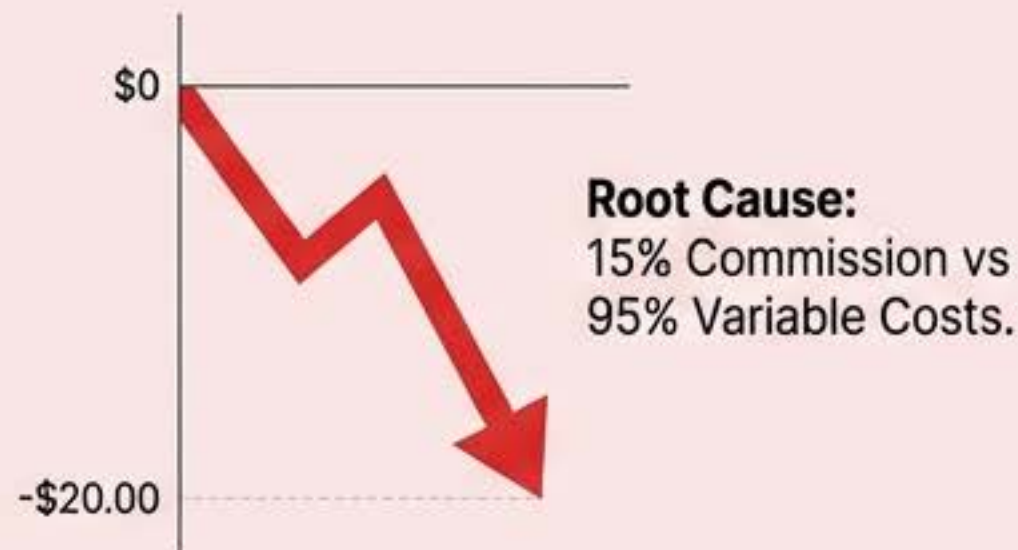
## The Crisis (Current State)

Losing money on every standard transaction.



# -\$20.00

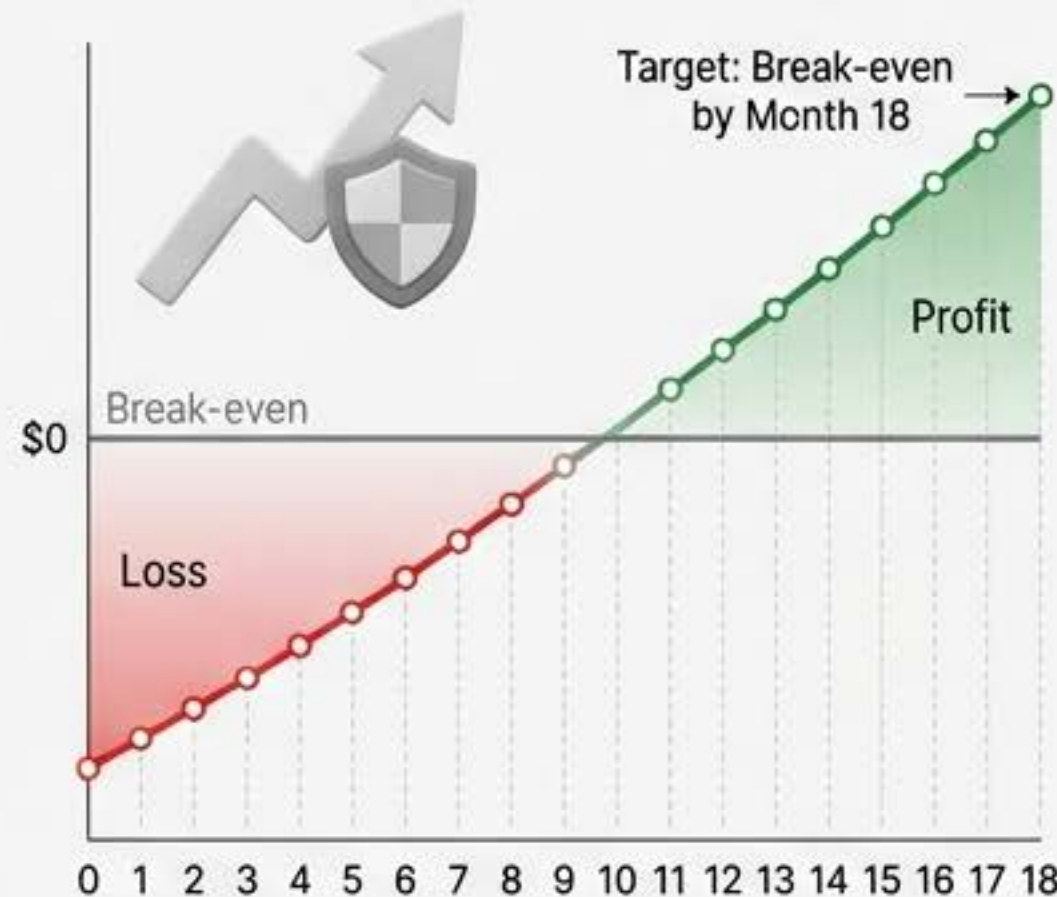
Contribution Margin per order



## The Objective

18-month target to break-even.

Stabilize overhead (\$83,833 monthly fixed) against scaling revenue.



## The 3 Operational Levers

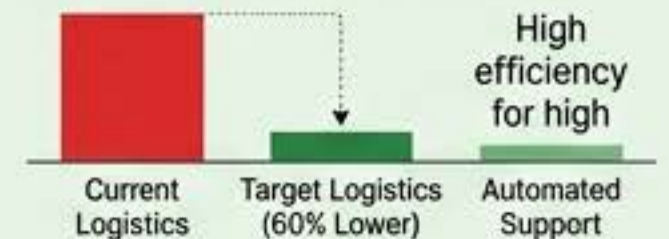
### 1. Revenue Quality

- Shift 15% volume to Corporate Clients (\$150 AOV).



### 2. Cost Rationalization

- Slash 60% Logistics Cost & Automate Support.



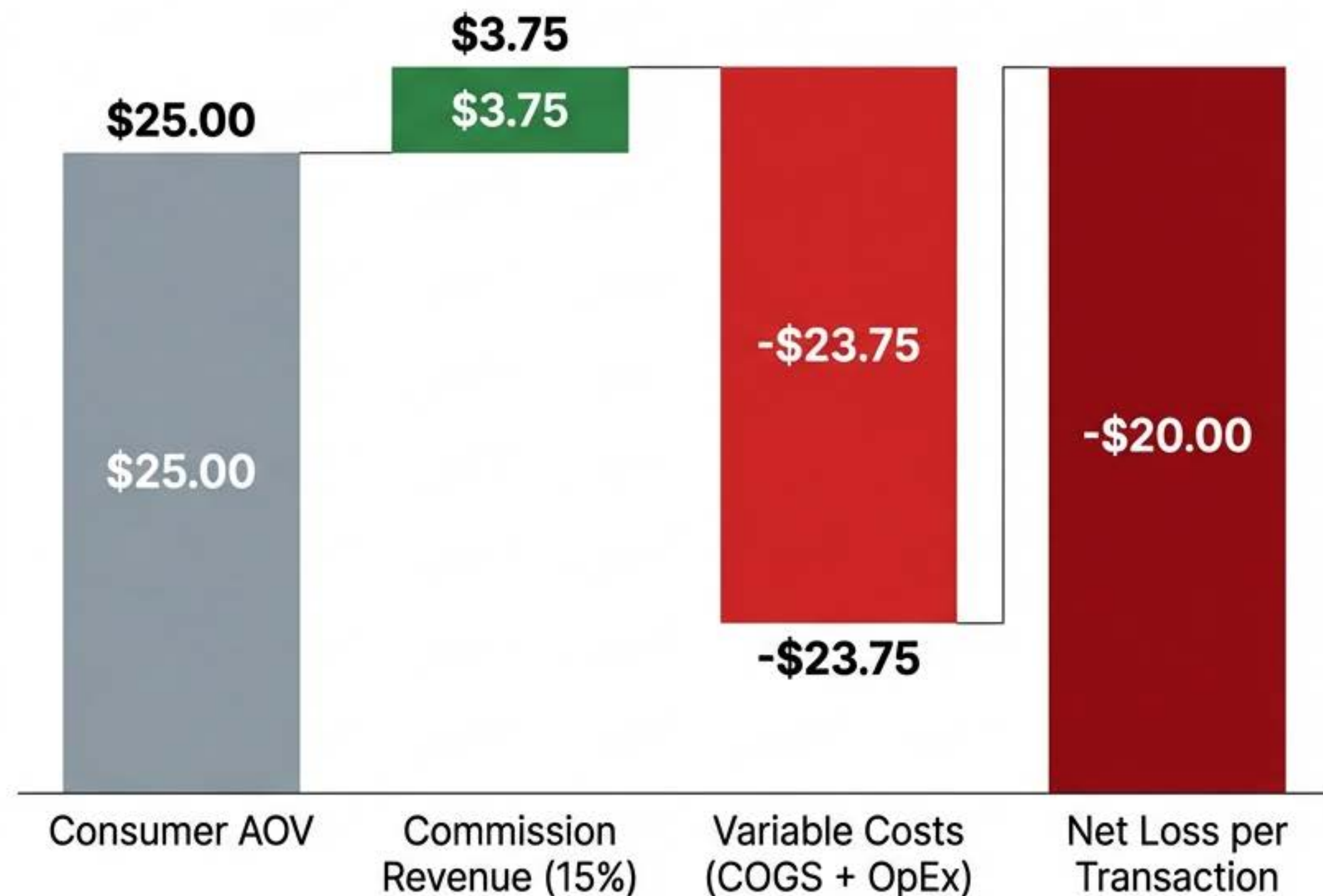
### 3. Margin Defense

- Lock in fixed subscription income to offset volatility.



# The Math is Broken: The Unit Economics Trap

We cannot scale our way out of this profile; we must fix the unit first.

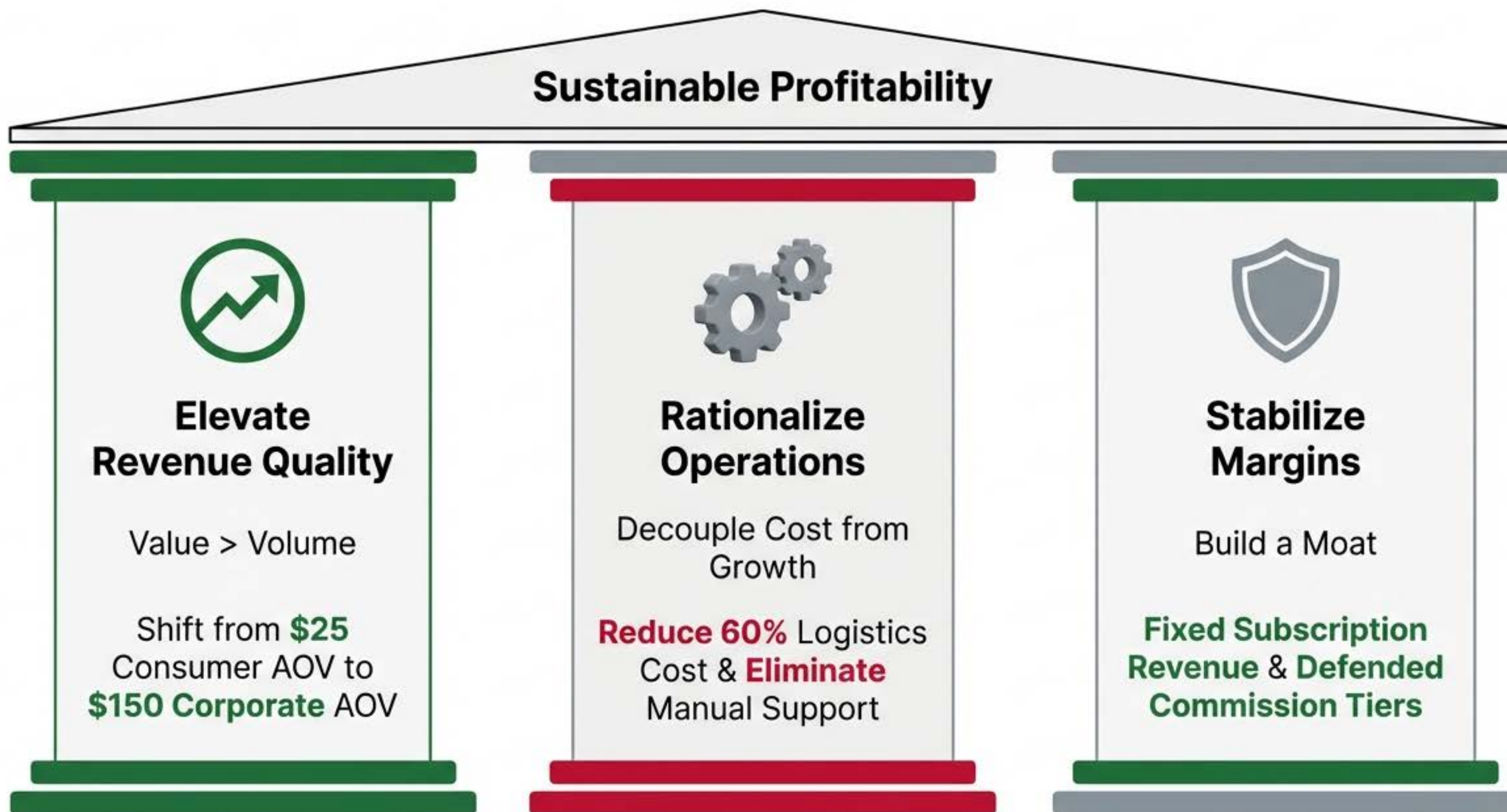


## The 95% Threshold

Variable costs currently consume 95% of the transaction value. With a 15% take-rate, every order burns cash.

**Required Action:**  
AOV must increase substantially, or variable costs must drop below 15%.

# Three Pillars to Positive EBITDA



# Pivot 1: The Corporate Mix Shift

Rebalancing volume toward high-AOV clients solves the revenue denominator problem.



Individual  
Consumer

**\$25 AOV**

↓ High Churn



Corporate  
Client

**\$150 AOV**

↑ High LTV

## Action List

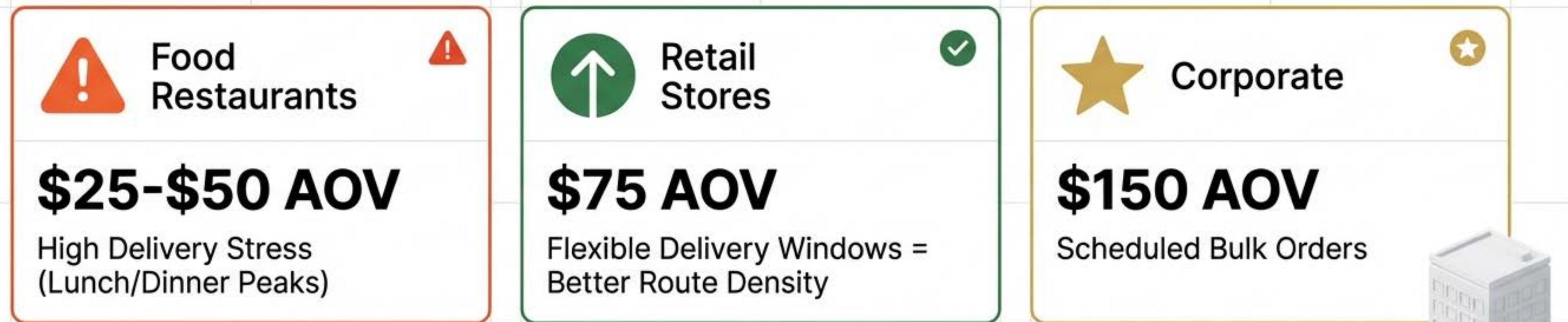
- ✓ Define corporate invoicing protocols.
- ✓ Map enterprise onboarding timelines.
- ✓ Accept higher CAC for higher immediate value.

**The 15% Solution:** Shifting just 15% of total volume to Corporate Clients stabilizes the base.

**Impact: \$125 AOV increase = +\$15  
Gross Revenue per order.**

# Diversifying the Seller Ecosystem

Reducing reliance on Food Restaurants (60% of mix) to flatten demand peaks



## Strategic Action

Aggressively onboard Retail and Local Businesses

Setup Time



Faster onboarding prevents churn and captures the retail market.



# Pivot 2: Attacking the '60% Block'

Delivery Network Management is the largest expense. It must be optimized immediately.



## Optimization Playbook

- ✓ **1. Driver Density**  
Target **3+ orders** per route segment.
- ⚠ **2. Tech Audit**  
If software **> 10%** of monthly revenue, bid out immediately.
- \$ **3. Vendor Pressure**  
Renegotiate rate cards. 5% reduction flows straight to bottom line.

# Decoupling Service Costs from GMV

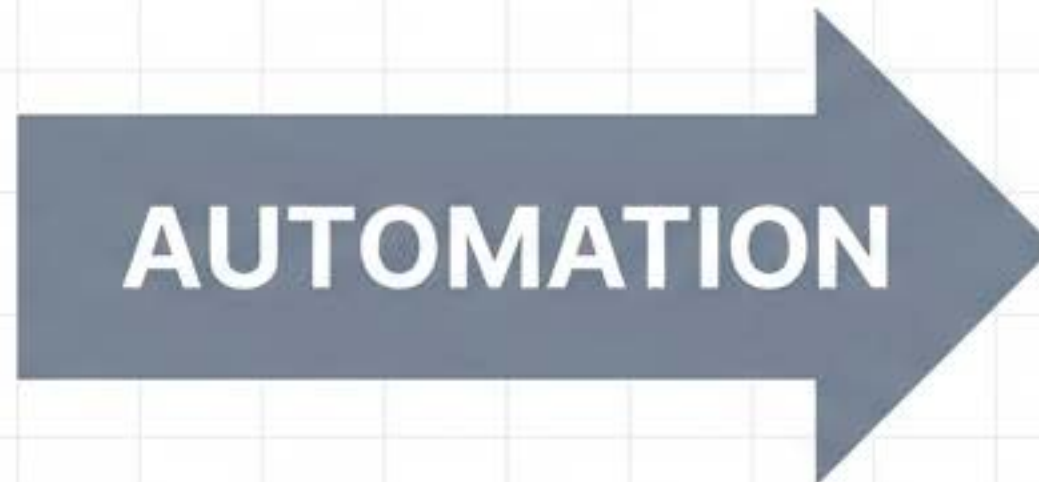
In Inter: Eliminating the linear cost scaling of human support.



**30% Variable Cost  
+ \$70,000 Fixed Salary**



Cost increases  
with Sales



**AI/Bot Absorb Routine Tickets**

**Result: Zero Headcount, Scalable  
Software Expense (<\$70k/yr)**



Cost stays flat

Primary Metric: Deflection Rate vs. Escalation Rate.

# Pivot 3: Building the Revenue Moat

Using fixed subscription fees to absorb variable fulfillment shocks.



# Defending the Commission Structure

Volume guarantees are the only justification for rate concessions.

**Standard Rate: 15%**

Baseline for most sellers.

**Strategic Tier: 13%**

Max 1-2% discount for partners with \$150k+ monthly volume.

**Contribution Margin Floor: 40%**

NEVER DIP BELOW.



Price is not the fix for churn. Speed is. Do not offer blanket rate cuts.

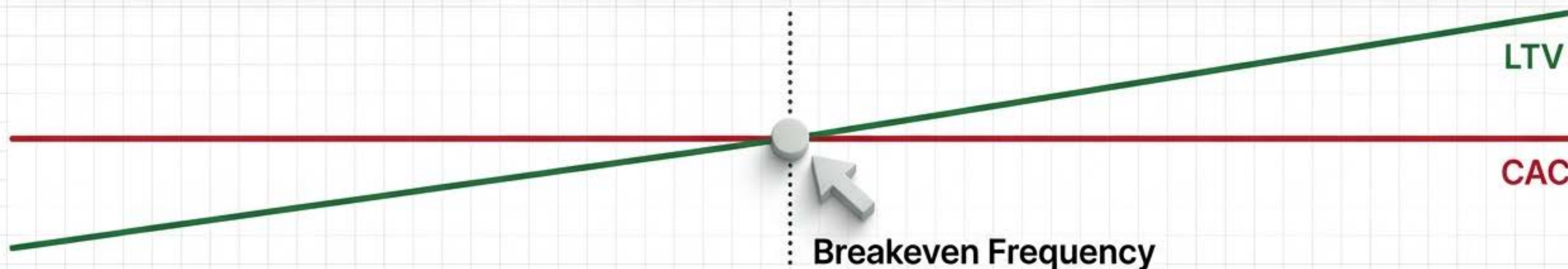
# The Retention Multiplier

Solving the \$30 CAC equation through frequency.

CAC:  
**\$30 (Fixed)**

Current Frequency:  
**35 orders/yr**

⚠ Danger Zone:  
**< 25 orders/yr**



☰ **Action:** Tiered subscriptions create psychological lock-in.

🔔 **Trigger:** Re-engagement campaigns launch at 45 days of inactivity.

# The Execution Roadmap: Year 2 Profitability

A phased plan to achieve sustainable margins through structural changes.



**Next Steps:** Initiate renegotiations and finalize AI vendor selection by EOM.

# Scale without Unit Economics is Suicide.

We fix the unit first. Then we grow.

- Shift to \$150 AOV Corporate Clients
- Slash 60% Network Costs
- Automate Service
- Lock in Subscription Revenue

**Target: Break-even in 18 Months.**