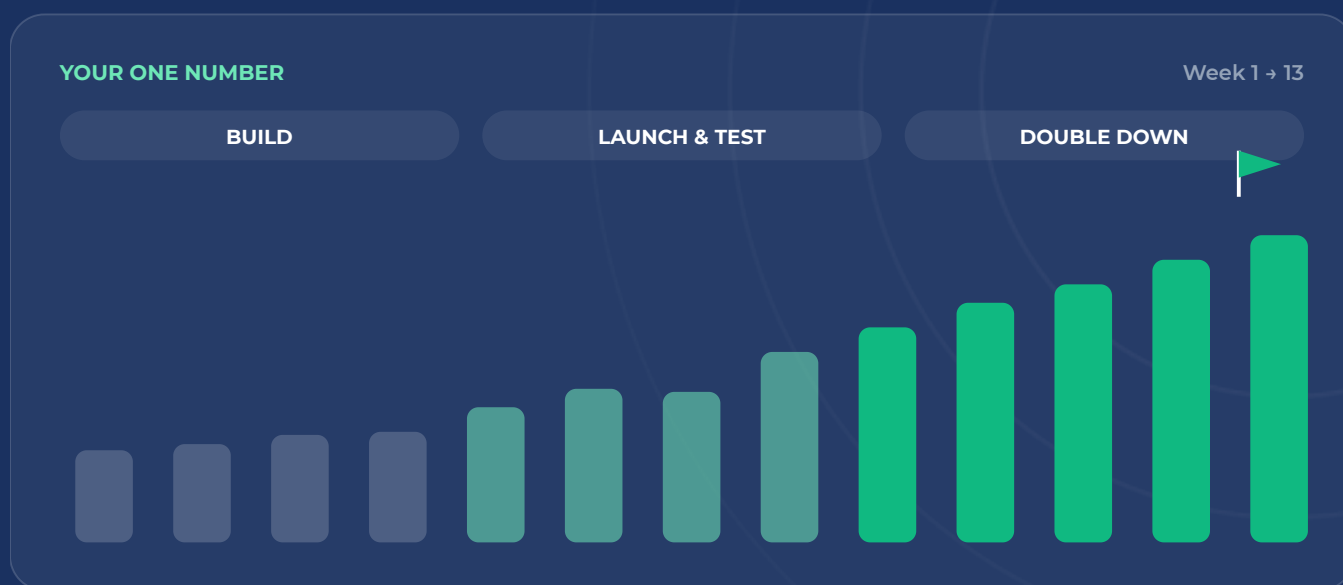


 WORKBOOK

The 90-Day Growth Workbook

Pick one goal, track one number and run a 90-day marketing plan built on what your margin can afford.



53 pages

5 goal tracks

11 worksheets

13-week scorecard spreadsheet

Contents

	How to use this workbook	3
01	Choose your goal and your one number	5
02	Baseline: your numbers today	9
03	Unit economics in plain language	13
04	The customer and the offer	17
05	Channel choice by goal	22
06	Foundations first: tracking, landing page, follow-up	25
07	The 90 days in three 30-day sprints	29
08	Weekly scorecard and the 30-minute review	36
09	Budget: small, medium and larger paths	40
10	Day-90 review and what next	43
11	Your goal track at a glance	46
	Sources	51

WORKSHEET**Diagnostic: which goal fits your next 90 days?**

Circle one answer in each row. Then count the circles in each column and write the totals in the last row.

Question	L	S	B	V	U
1. Where does a new customer first pay you?	After a quote, proposal or sales call	At an online checkout	At an appointment or reserved slot	At your counter or premises	After creating an account, trial or membership
2. What happens right before they pay?	A conversation with you or your team	They browse products online	They choose a date and time	They travel to you	They try the product or facility
3. If one thing doubled next quarter, which would add the most gross profit?	Enquiries	Online orders	Filled slots	People walking in	Active members or users
4. Where is the biggest leak today?	Enquiries that go nowhere	Visitors who don't buy	Empty slots or no-shows	People who don't know where you are	People who sign up and disappear
5. How long from first contact to payment?	Days to months	Minutes to days	Same day to 2 weeks	Same day	A free period, then a payment
6. What do customers ask before buying?	"Can you do this, and how much?"	"Does it ship, and when?"	"Do you have a slot on...?"	"Where are you, and are you open?"	"Can I try it first?"
7. Where would you rather spend your time?	On calls	On products and offers	On the calendar	On the shop floor	Onboarding new members
Total circled					

Highest total (L = leads, S = online sales, B = bookings, V = store visits, U = sign-ups):

If two letters tie, use your answer to question 1. Where money first changes hands decides the goal. My goal for the next 90 days is:

03

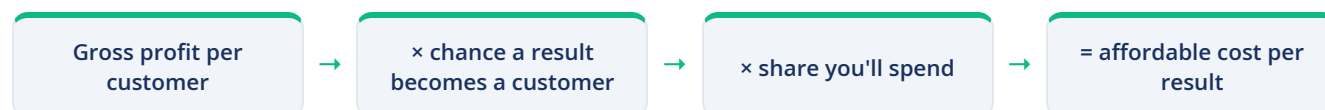
Unit economics in plain language

Before you judge any campaign, you need to know what one result is worth to you. This chapter turns your margin into a ceiling: the most you can pay for a lead, booking, sign-up or sale and still make money.

The one idea behind all five goals

Every goal comes down to the same question: **how much gross profit does one new customer bring in, and what share of it are you willing to spend to win them?** Everything else is arithmetic.

From margin to target



Three definitions, used throughout this workbook:

- **Gross profit per customer.** What a customer pays you over a period you choose, usually 12 months, minus the direct cost of serving them: product cost, materials, shipping, payment fees and the hours you pay staff for that job. Rent and your own salary don't count here.
- **Close rate.** The share of quality results that become paying customers. If 1 in 4 qualified leads signs, your close rate is 25%.
- **Acquisition share.** The share of gross profit you're willing to spend to win a customer. A common starting range is **30–50%** for a business with repeat customers, and lower if customers buy once. That range comes from our practice, not from a study. Choose a share you can live with if the next 90 days go only moderately well.

THE FORMULA

Affordable cost per quality result = gross profit per customer × close rate × acquisition share. Your ad target is this number. Anything above it loses money, even if the dashboard looks busy.

Worked examples for each goal

These businesses are hypothetical. Use their arithmetic, not their numbers.

Leads: a home-renovation contractor

Say you run a renovation company. The average job is \$12,000 at a 35% gross margin, so each job brings **\$4,200** in gross profit. One in 4 qualified leads becomes a job, so a qualified lead is worth $\$4,200 \times 25\% =$ **\$1,050**. If you'll spend 30% of that, your affordable cost per qualified lead is **\$315**. If 40% of all leads qualify, you can afford $\$315 \times 40\% =$ **\$126 per raw lead**. A campaign at \$90 per lead looks cheap. If only 15% of those leads qualify, though, each qualified lead costs \$600, about twice your ceiling.

Online sales: a skincare store

Say you sell skincare at a \$60 average order. After product, packaging, shipping and payment fees, your gross margin is 55%, or **\$33 per order**.

- **Break-even ROAS** = $1 \div \text{gross margin} = 1 \div 0.55 = 1.82$. Below 1.82, every ad-driven order loses money on the first purchase.
- If you'll spend 60% of first-order gross profit on ads, **target ROAS** = $1 \div (0.55 \times 0.60) = 3.03$.
- A ROAS of 2.5 looks healthy. At your margin, though, \$100 of ads brings \$250 of revenue and \$137.50 of gross profit. That leaves \$37.50 before rent, wages and your time.

If customers reliably reorder, you can set the acquisition share above 100% of the first order, because later orders pay back the difference. Do that only when your shop data shows the repeat rate. Don't guess it.

Bookings: a physiotherapy clinic

Say a first session costs \$90 and leaves \$60 gross profit, and the average patient comes 4 times in 12 months. Each patient is worth **\$240** in gross profit. A kept first booking almost always becomes a paying patient, so the close rate is close to 100%. At a 35% acquisition share, you can afford **\$84 per kept booking**. If 80% of bookings are kept, that's $\$84 \times 80\% =$ **\$67 per booking made**. This is why reminders matter so much. Every no-show raises the real cost of the bookings that did show.

Store visits: a furniture showroom

Store visits are harder to value because the visit isn't recorded online. Run a two-week tally. Ask every buyer at the till, "Did you find us on Google Maps or Search?" Say your two locations logged 300 calls and direction requests in a month, and 40 sales came from buyers who said yes. If each sale leaves \$150 gross profit, the 40 sales made **\$6,000**, or **\$20 per local action**. At a 30% share, you can afford about **\$6 per call or direction request**. The one number for this goal is volume per location. This cost ceiling keeps that volume honest.

Sign-ups: a subscription app

Say a plan costs \$29 a month at 70% gross margin, and paying customers stay 10 months on average. Each customer is worth $\$29 \times 0.70 \times 10 =$ **\$203**. If 25% of activated sign-ups become paying customers, an activated sign-up is worth **\$50.75**. At a 40% share, you can afford **\$20.30 per activated sign-up**. If half of sign-ups activate, that's **\$10.15 per raw sign-up**.

WHY THE CHEAPEST CHAT ISN'T THE CHEAPEST MEMBER

A premium gym selling annual memberships at around \$400 got conversations quickly from its first campaigns. Its sales team then reported which of them became members, and it wasn't the cheapest ones. Facebook chats rarely became memberships. Cost per message rose every month, but by month three, running on Instagram only, cost per new member fell to its lowest point: \$30. The gym signed 245 new members in three months. [Read the project](#)

That's unit economics at work. Judge the campaign on the number closest to money, not the cheapest number on the screen.

USING REVENUE INSTEAD OF GROSS PROFIT

The most expensive mistake in small-business advertising is setting targets from revenue. A \$100 sale at 25% margin can't carry a \$40 acquisition cost, however good "\$40 per sale" sounds. Always start from gross profit.

Enter lines A to E on the spreadsheet's Setup tab. It works out F to J and uses them as your target in every week of the scorecard. If you already have a target you prefer, there's a cell to override it.

WORKSHEET

Your affordable number

Line	How to work it out	Your figure
A. Average sale, order or first-year value	From your shop, CRM or till	
B. Gross margin %	$(\text{Revenue} - \text{direct costs}) \div \text{revenue}$	
C. Gross profit per customer	$A \times B$	
D. Close rate	Quality results that become paying customers (online sales: enter 100%)	
E. Acquisition share	30–50% is a common start, lower for one-time buyers	
F. Affordable cost per quality result	$C \times D \times E$	
G. Quality rate	Quality results $\div$ all results, from your baseline	
H. Affordable cost per raw result	$F \times G$	
I. Online sales only: break-even ROAS	$1 \div B$	
J. Online sales only: target ROAS	$1 \div (B \times E)$	

Compare F (or J) with your baseline one number. Are you above or below the ceiling today?

Which input is the weakest guess, and who could give you a better number?



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