Sample brand B: what's holding it back

Sprint · last 12 months of data · prepared for the owner · every figure from the brand's own orders and invoices

Verdict

Room to grow, once three leaks are fixed.

Fixable without changing the model. The brand can afford to pay more for a customer than it does; it is leaking money in three places first.

1. The numbers, reported and real

The reports the team uses are not wrong on purpose. Each one leaves something out, and the gaps all point the same way.

Measure	As reported	Real	Why it differs
What a customer is worth	$229	$67.56	36-month revenue vs 12-month contribution after every cost
Cost of a new customer	$18.64	$31.73	Platforms claim the same customer; the store counts each once
Product cost, % of sales	36.4%	37.5%	Freight, duty and packaging booked outside COGS
The most a customer can cost	not set	$49.23	From real customer value, within the payback window

2. The three biggest leaks

Leak	Cost a year	What it would take
Sitewide discounting outside peak	$206K	A discount calendar: deep offers only where they win customers who come back
Products that lose money after ads	$119K	Five products to reprice, bundle or stop advertising
Brand-term and retargeting spend	$101K	Trim the budgets that buy sales the brand would have had anyway; prove it with a holdout

Leak	Cost a year	What it would take
Total, three leaks	**$426K**	

Smaller leaks found and left for the Diagnosis & Plan: agency fees above benchmark ($64K), parcels billed above real weight ($56K), marketplace storage ($32K). Recovery figures use the assumptions stated in the model.

3. Grow, cut, or change the model?

Grow, after the fixes. A new customer costs $31.73 and the brand can afford $49.23 within its payback window. Its ROAS target was set on first orders, which is why spend stopped short. That gap is growth the customers would pay back.

How big the first step should be, and the cash it needs month by month, is modelled in the Diagnosis & Plan. The Sprint says the direction, and that it is safe to plan for it. Confidence: high, from 12 months of customer history.

4. What's working, and should be left alone

- Customers come back: repeat orders carry the business, at close to full price.
- Fulfillment is in line with the rate card, apart from billed weight.
- The marketplace channel pays back after ads and fees.

5. What a Diagnosis & Plan would design

- The discount calendar and the reprice-or-bundle list, modelled before anything changes.
- The first growth step: how much more to spend, what it buys, and the cash dip, inventory included.
- Targets the agency is held to, tied to profit rather than platform ROAS.
- Three futures side by side, and the order to do it in.

The Sprint fee counts in full toward a Diagnosis & Plan booked within 30 days.

Sample brand B is fictional. This sample shows the format and depth of a Reeve Sprint; a real diagnosis is written from the client's own data and presented in a one-hour call.