ANIMUS

A WORKBOOK FROM ANIMUS DIGITAL

Know Your Numbers

Seven worksheets that tell you whether your marketing is actually the problem

You already read your P&L every month. This is the other half of the story.

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TULSA, OKLAHOMA

You know your financials. Are you guessing with your marketing?

Most owners I talk to can recite their financials from memory. They know their gross margin to the dollar. They know when payroll hits. They know their overhead better than they know their own schedule.

Then you ask what it costs them to acquire a customer, and the room goes quiet.

It is not a discipline problem, because these are disciplined people. Nobody ever told them marketing has financial statements too. So the budget goes out the door every month and the only number anybody checks is whether revenue went up, which tells you almost nothing about whether the spending caused it.

THE STATEMENT YOU ALREADY READ	THE NUMBER IT MAPS TO
Cash flow	**Customer Acquisition Cost.** How much cash you burn to land one customer.
Balance sheet	**Lifetime Value.** What a customer is actually worth once they stay.
Cost of goods sold	**Conversion costs.** What it costs to move a buyer one step closer to closing.

> If you do not know these three, you are not running a marketing strategy. You are spending money and hoping.

Seventy-five minutes from now you can know five things

This is not a read. It only works if you fill it in with your own numbers. Here is exactly what you get for the time.

1. **What a customer costs you.** The real figure, including the labor most people leave out.
2. **What a customer is worth.** In actual margin, not revenue, which is the version that matters.
3. **Whether those two numbers work together.** There is a healthy range and you will know where you sit in it.
4. **Which of three operational failures you have.** Acquisition math, lead response time, or website conversion. Almost every business that feels like it has a marketing problem has one of these three instead.
5. **What that gap is worth in dollars.** Not a vague improvement. A number you can compare against what you are about to spend.

> **What this will not do**
>
> It will not give you perfect attribution, because nobody has that. It will not tell you which ad closed which deal. It gives you numbers that are roughly right, and roughly right every month beats perfect once a year, or perfect never.

Gather these six things

Pick one quarter and use the same quarter for every worksheet in this book. A quarter is long enough to smooth out a slow month and short enough that you can still find the records.

- [ ] Your marketing and advertising spend for the quarter, every platform
- [ ] Any agency, contractor, or freelancer invoices from that quarter
- [ ] What you pay monthly for software and tools
- [ ] How many new customers you signed in that quarter
- [ ] Revenue and cost of goods sold for the quarter, from your P&L
- [ ] Your website traffic for the quarter, from analytics

Quarter I am using: _____ Year: _____

If you cannot find some of this

You are in the majority and it is not a reason to stop. Most books do not break marketing out as its own line, which is exactly why this calculation is rare.

Estimate. A number you estimated is infinitely more useful than a blank. Write your best guess, circle it so you remember it was an estimate, and keep going.

Then put one thing on next quarter's list: ask your bookkeeper to break marketing and sales spend out as its own line going forward. Ten minutes of setup and this takes five minutes next time instead of 75.

One caution

If your sales cycle runs longer than about sixty days, the customers you signed this quarter came from money you spent last quarter, so your number will be approximate. Approximate is enough to act on. Do not let the imprecision stop you from doing it at all.

Before you calculate anything, guess

Do this part honestly and do not skip it. Write down what you believe each of these is right now, from your gut, before you do any math.

You will come back to this page at the end. The distance between what you write here and what you actually find is the most useful thing this workbook will give you, and it is the one thing you cannot get back if you skip ahead.

G1 I think it costs me about this much to land one new customer:

$ _____

G2 I think an average customer is worth about this much to me over their lifetime:

$ _____

G3 I think for every dollar I spend acquiring a customer, I get back about:

$ _____

G4 I think when a new lead comes in, somebody contacts them within about:

_____

G5 I think the place we lose the most people is:

_____

What you spent to get customers

Most people calculate this with ad spend alone, which produces a number that looks great and means nothing. Real acquisition cost is fully allocated, meaning it includes the people and the tools. Fill in every line that applies and leave the rest blank.

A1	Advertising spend, all platforms combined	$ _____
A2	Agency, contractor, and freelancer fees	$ _____
A3	Marketing software and tools	$ _____
A4	Content production (photo, video, design, writing)	$ _____
A5	Salary portion for anyone doing sales or marketing	$ _____
A6	Sales commissions paid	$ _____
A7	Events, sponsorships, print, anything else	$ _____
A8	**Total spend. Add A1 through A7.**	$ _____

On line A5, the one everybody skips

If you spend half your week on sales, half your salary belongs here. If your office manager also posts to social media, estimate their share. If you have a salesperson, all of it.

Guessing is fine. Leaving it out is not. Labor is usually the largest number on this page, and skipping it is the single reason most acquisition cost calculations come out wrong by half.

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Your customer acquisition cost

A8	Total spend, carried from the previous page	$ _____
A9	New customers signed in the same quarter	_____

A8 ÷ A9 = A10

A10	Your customer acquisition cost	$ _____

BACK TO YOUR GUESS

What you guessed on page 5 (G1)	$ _____
What it actually is (A10)	$ _____
Off by	$ _____

EXAMPLE, NOT A FIELD

A commercial landscaping company, Q3

A1 Advertising	$9,000
A2 Agency fees	$6,000
A3 Software	$600
A4 Content	$1,500
A5 Salary portion	$12,000
A6 Commissions	$2,400
A7 Other	$1,500
A8 Total	**$33,000**
A9 New customers	22
A10 CAC	**$1,500**

Counting advertising alone would have shown $409. The real number is almost four times that.

THE SAME QUARTER, COUNTED TWO WAYS

Counting advertising alone

$409

Fully allocated, the real number

$1,500

Same spend, same customers. The only difference is whether the labor was counted.

Three questions before you move on

You just found out what a customer costs you, possibly for the first time. Answer these in a sentence each, in pen, before you keep going.

R1 **Which line on the spend page surprised you most?**

R2 **Was there anything on that list you had never thought of as marketing spend before?**

R3 **Knowing this number, is there anything you are currently paying for that you would stop?**

> **If your number came out higher than you expected**
>
> That is the normal result, and it is good news disguised as bad news. You cannot manage a number you have never seen. You have now seen it.

Your gross margin

You need this for the next worksheet. Most owners know it. If you do, write it down and move on.

Already know it? Write it here and go straight to Worksheet 3.

B3 Gross margin _____ %

OR WORK IT OUT THE LONG WAY

B1	Revenue for the quarter	$ _____
B2	Cost of goods sold, or the direct cost of delivering the work	$ _____

(B1 - B2) ÷ B1 × 100 = B3

B3b Your gross margin _____

What counts as cost of goods sold

The direct cost of delivering what you sold: materials, subcontractors, and the labor of the crew or team doing the actual work. Not rent, not your own salary, not marketing. If you are a service business, it is mostly delivery labor.

EXAMPLE

Worked example
Revenue $400,000, cost of goods sold $240,000.

($400,000 - $240,000) ÷ $400,000 × 100 = **40 percent gross margin**

What a customer is actually worth

Revenue is not value. A customer paying you $500 a month for two years represents $12,000 in revenue and considerably less in actual contribution. The margin step at the end is the one people skip, and skipping it makes unprofitable acquisition look healthy.

Pick the path that matches how you sell. Fill in one side only. Both end at C5.

PATH A

You bill monthly or on a retainer

C1	Average revenue per customer per month	$ _____
C2	Average months a customer stays	_____
C3	**Gross revenue per customer. C1 × C2**	$ _____

PATH B

You sell projects or one-time jobs

C1b	Average value of one project or order	$ _____
C2b	How many they buy per year	_____
C2c	How many years they keep coming back	_____
C3b	**Gross revenue per customer. C1b × C2b × C2c**	$ _____

C4	Your gross margin from B3, written as a decimal	0. _____

C3 × C4 = C5

C5	Lifetime value of one customer	$ _____

BACK TO YOUR GUESS

What you guessed on page 5 (G2)	$ _____
What it actually is (C5)	$ _____
Off by	$ _____

If you do not know your average retention, take every customer who left in the last twelve months, add up how many months each of them stayed, and divide by how many customers that was. Or if you know your monthly churn rate, divide 1 by that rate. Four percent monthly churn means 1 ÷ 0.04, so about 25 months.

EXAMPLE

Path A
$850 a month, 18 months, 40 percent margin.
$850 × 18 = $15,300. × 0.40 = **$6,120 lifetime value**

EXAMPLE

Path B
$2,000 a project, 1.4 a year, 3 years, 60 percent margin.
$2,000 × 1.4 × 3 = $8,400. × 0.60 = **$5,040 lifetime value**

Putting the two together

Neither number means much alone. A $1,500 acquisition cost is either excellent or fatal depending entirely on what a customer is worth. This is the single most important calculation in the book.

PART ONE, THE RATIO

D1	Lifetime value, carried from C5	$ _____
D2	Acquisition cost, carried from A10	$ _____

D1 ÷ D2 = D3

D3 Your LTV to CAC ratio _____

PART TWO, THE PAYBACK PERIOD

D4	Monthly gross profit per customer. C1 × C4	$ _____

D2 ÷ D4 = D5

D5 Months before a customer pays back what you spent _____

EXAMPLE

Worked example
$6,120 lifetime value ÷ $1,500 acquisition cost = **4.1 to 1**

Monthly gross profit per customer: $850 × 0.40 = $340. $1,500 ÷ $340 = **4.4 months to payback**

WHERE 3 TO 1 SITS



Below 3 to 1 the model does not fund its own growth. Above it, every customer pays for the next one and leaves something over.

Read your result

Write your number at the top and tick your band.

D3 **My LTV to CAC ratio** _____ to 1

	YOUR RATIO		WHERE YOU ARE	WHAT IT MEANS
☐	Below 1 to 1	□□□□□	**Losing**	Each customer costs more than they generate. Growing faster makes this worse.
☐	1 to 1 up to 2 to 1	■□□□□	**Failing**	Fragile. Not viable as a growth model.
☐	2 to 1 up to 3 to 1	■■□□□	**Marginal**	It works, and it limits how much you can reinvest.
☐	3 to 1 up to 4 to 1	■■■■□	**Healthy**	A viable growth model. This is the target.
☐	Above 4 to 1	■■■■■	**Strong**	Substantial margin to reinvest.

If you landed in Strong

There is one thing worth checking. A very high ratio sometimes means an efficient operation and sometimes means you are underinvesting and leaving growth on the table. The way to tell is to spend more and watch whether the ratio holds. If it does, keep going.

YOUR PAYBACK PERIOD

	YOUR PAYBACK		WHAT IT MEANS
☐	Under 6 months	****	Comfortable. You can reinvest quickly.
☐	6 to 12 months	****	Normal for most small businesses. Worth watching.
☐	Over 12 months	****	You are financing growth out of working capital, which is fine until it is not.

> **If you are below 3 to 1, the problem is in the model, not the marketing.** No tactic, agency, or channel optimization produces profitable growth from that position. The four levers that actually move it are on the next page.

If your ratio needs to move, these are the only four ways

Notice that three of the four have nothing to do with marketing. This is the whole reason the workbook exists.

1 **Extend how long customers stay.** Better onboarding, service contracts, scheduled check-ins. Usually the cheapest lever and almost always the most ignored.

One thing I could do here: _____

2 **Increase how often they buy.** Email, memberships, bundling, maintenance plans, reminders.

One thing I could do here: _____

3 **Increase average order value.** Pricing, upsells, expanded offerings, packaging.

One thing I could do here: _____

4 **Improve gross margin.** Pricing power, or reducing the direct cost of delivery.

One thing I could do here: _____

> Acquisition cost is the fifth lever and it is the one everybody reaches for first. It is also the hardest to move. Try these four before you try to buy customers more cheaply.

If your number came out worse than you hoped...

A fair number of people get to page 12, find themselves in the bottom two bands, and put the workbook down. I would rather you did not, so here is the honest context.

Almost nobody who calculates this for the first time likes the answer. That is not a sign you have been running your business badly. It is a sign you have been running it without one of the instruments, which is a different problem and a much easier one to fix.

Here is what is actually true about a bad ratio. It is the most fixable number in your business. You just read the four levers, and moving any one of them moves the ratio. Most businesses that fix this do it through retention, which costs almost nothing compared to buying more customers.

And here is the part worth sitting with. If your ratio is upside down, then every dollar you were about to spend on more marketing would have made things worse. You just avoided that. The number was always this. Today is only the day you found out, which means today is the first day you can do anything about it.

Keep going. The next three worksheets usually tell you why.

How much of your traffic turns into anything

Your marketing delivers traffic. Your website converts it, or does not. When the conversion rate sits well below benchmark, the marketing looks like it is failing when the website is the thing failing.

F1	Website visitors for the quarter	_____
F2	Leads or inquiries from the website in that quarter	_____

F2 ÷ F1 × 100 = F3

F3 Your website conversion rate _____

BENCHMARK BY BUSINESS TYPE. TICK YOURS.

	YOUR TYPE OF BUSINESS	EXPECTED CONVERSION RATE
☐	Local service business	3 to 8%
☐	Lead generation site	5 to 12%
☐	B2B services or consultancy	2 to 5%
☐	B2B software	1 to 3%
☐	Ecommerce	1 to 3%

My category's benchmark _____ % My actual rate (F3) _____ %

THEN THE MONEY MATH

F4	Leads you would get at the bottom of your benchmark. F1 × benchmark %	_____
F5	Extra leads per quarter. F4 - F2	_____
F6	Your close rate, as a decimal	0. _____
F7	Your average customer value (use C5 from Worksheet 3)	$ _____

F5 × F6 × F7 = F8

F8 What closing the website gap is worth, per quarter $ _____

EXAMPLE

Worked example

4,000 visitors a quarter, 24 leads, so a 0.6 percent conversion rate against a 2 to 5 percent benchmark for professional services.

At 2 percent that is 80 leads instead of 24, so 56 extra leads. At a 20 percent close rate and $15,000 average value: 56 × 0.20 × $15,000 = **$168,000**.

Doubling your website conversion rate is functionally the same as doubling your marketing budget, at a fraction of the cost.

Why it is not converting

If your rate came in under benchmark, the cause is almost always one of these five. Go to your own site on your phone and answer honestly.

1 **Offer clarity.** Can a first-time visitor say what you sell, who you serve, and why you are the better choice, within ten seconds?

☐ Yes ☐ No ☐ Not sure

Notes _____

2 **Trust signals.** Are client logos, case studies, testimonials, or credentials visible without scrolling?

☐ Yes ☐ No

Notes _____

3 **Path clarity.** Is there one obvious next step, or several calls to action competing with each other?

☐ One clear path ☐ Several competing

Notes _____

4 **Friction.** How many steps and how many form fields stand between a visitor and contacting you?

Steps: _____ Form fields: _____

Notes _____

5 **Technical performance.** On your phone, on cellular data: how long does the homepage take, and does the form actually submit?

Load time, seconds: _____ ☐ Form works ☐ Form broken

Notes _____

Where to start

Rewriting the homepage headline for clarity, adding trust signals above the fold, cutting form fields, and fixing mobile load speed are all one to four week jobs. Rebuilding service pages around what visitors are actually trying to solve is a one to three month job. Do the short list first and measure before you commit to the long one.

How long a new lead waits to hear from you

This is the cheapest fix in the entire workbook and the one most businesses are worst at. Pull your last ten inbound leads. For each one, find when it arrived and when somebody actually spoke to them. Not an autoresponder. A person.

#	LEAD CAME IN	FIRST CONTACT	HOURS	#	LEAD CAME IN	FIRST CONTACT	HOURS
1				6			
2				7			
3				8			
4				9			
5				10			

ADD THE HOURS COLUMN ÷ 10 = H1

H1 Your average response time _____

	YOUR AVERAGE		WHERE YOU ARE	WHAT IT COSTS YOU
☐	Under 5 minutes	■■■■■	**Optimal**	Converts 2 to 8 times better than a one hour response.
☐	Under 1 hour	■■■■□	**Strong**	Solid. Most businesses never get here.
☐	Same day	■■■□□	**Acceptable**	Degraded, especially on your highest intent leads.
☐	24 to 72 hours	■□□□□	**Poor**	Substantial conversion loss.
☐	Over 72 hours	□□□□□	**Lost**	You are paying to generate leads for your competitors.

BACK TO YOUR GUESS

What you guessed on page 5 (G4) _____

What your last ten leads actually show (H1) _____

H2 Leads per month _____

H3 How many of those you currently convert _____

H4 What you think you would convert at a one hour response _____

H5 Extra customers per month. H4 - H3 _____

H5 × C5 = H6

H6 What fixing response time is worth, per month $ _____

The fix is not software. It is a stated target, somebody assigned to hit it, coverage that includes evenings and weekends if that is when your leads arrive, and somebody reporting on it monthly. Every one of those is a decision rather than a purchase.

Where the money leaks

A high cost per lead is not automatically bad. If you pay $50 a lead and close 20 percent, your acquisition cost is $250 and that might be excellent. If you pay $15 a lead and close 2 percent, it is $750 and the cheap lead was the expensive choice. This finds out which one you are.

Rename these stages to match how you actually sell. Not every business has all five.

CODE	STAGE	HOW MANY	COST PER, A8 ÷ COUNT	% TO NEXT STAGE
E1	Leads and inquiries			
E2	Qualified leads			
E3	Booked calls or appointments			
E4	Proposals or quotes sent			
E5	Closed customers			

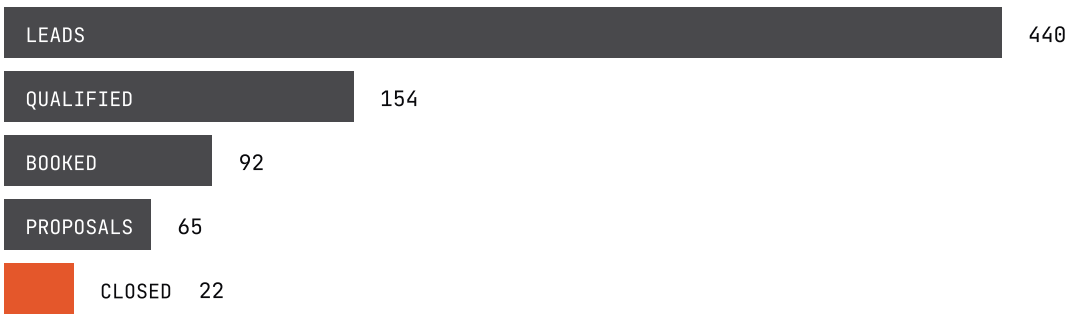
Divide your total spend (A8) by each stage count for cost per stage. For the right-hand column, divide each stage by the one above it. Your bottom row cost per should match your acquisition cost from A10, and if it does not, one of your counts is from a different period.

EXAMPLE

The same landscaping company. Total spend $33,000.

Leads · 440	$75 · 35% to next
Qualified · 154	$214 · 60% to next
Booked calls · 92	$359 · 71% to next
Proposals · 65	$508 · 34% to next
Closed · 22	**$1,500**

THE SAME NUMBERS, AS A SHAPE



Cost per lead looked healthy the whole way down. The shape is where the money went.

Your biggest drop is your most expensive problem

Look down the right-hand column of Worksheet 7 and find the smallest percentage. That is where your money is going.

My biggest drop happens between _____ and _____ where only _____ % move forward.

BACK TO YOUR GUESS

What you guessed on page 5 (G5) _____

What the numbers actually say _____

WHERE YOUR DROP IS	WHAT IT USUALLY MEANS	GO BACK TO
Traffic to leads	Your website is not converting the traffic you already paid for.	Worksheets 5 and 6, pages 15 and 16
Leads to qualified	You are buying the wrong leads. Volume is fine, fit is wrong.	Targeting, the offer, and what your ad promises against what you sell
Qualified to booked	Nobody is following up fast enough.	Worksheet 6, page 17
Booked to proposal	Appointments happen and do not turn into real conversations.	No-show rate, confirmations, whether the call has any structure
Proposal to closed	The quote lands wrong, or nothing happens after you send it.	Follow-up after sending. Most proposals are never mentioned again by the sender

Why this page matters more than your advertising

Every one of those gaps multiplies your true cost per customer while your cost per lead sits there looking perfectly healthy. Track only the total and you will spend a year optimizing ad creative when the real problem is that nobody answers the phone on Fridays.

What each gap is worth

You now have three numbers that each represent money sitting on the table. Write them here, then rank them by what they are worth against how hard they are to fix. This page is the reason to do any of this.

THE GAP	WHAT IT IS WORTH	HOW HARD TO FIX	RANK
Website conversion (F8, per quarter)	$ _____	easy / medium / hard	_____
Lead response time (H6, per month)	$ _____	easy / medium / hard	_____
Your biggest funnel drop (estimate)	$ _____	easy / medium / hard	_____

The highest value, easiest fix I found

_____

What it is worth $ _____

Compare that figure against what you were about to spend on more marketing this quarter. For most businesses who complete this workbook, the gap is worth more than the budget increase, and it costs less to close. Diagnosing first gets you more out of the marketing budget than adding to it.

Go back to page 5

Copy what you wrote before you started, next to what you found. Then read the gaps.

	WHAT YOU GUESSED	WHAT WAS TRUE	THE GAP
Cost to get a customer	G1 $ _____	A10 $ _____	$ _____
What a customer is worth	G2 $ _____	C5 $ _____	$ _____
Return per dollar spent	G3 _____	D3 _____	_____
Lead response time	G4 _____	H1 _____	_____
Where you lose people	G5 _____	_____	same / different

The gap is the point. If you were close on all five, you are in the small minority who already run this well, and you should keep doing exactly what you are doing.

If you were off by a lot, that is the normal result, and the gap is worth more to you than any single number in this book. It tells you how much of your marketing has been running on a story rather than a measurement. Every decision you made about budget, about which channel to keep, about whether an agency was worth it, was made using the numbers you wrote on page 5.

Those were the numbers in your head. Now you have the other ones.

Everything in one place

People photograph this page and send it to their team, so every line names its own source code.

KNOW YOUR NUMBERS · SCORECARD

A10	Customer acquisition cost	$ _____
C5	Lifetime value	$ _____
D3	LTV to CAC ratio	_____ to 1 Band _____
D5	Payback period	_____ months
F3	Website conversion rate	_____ % Benchmark _____
H1	Average lead response time	_____ Band _____
E6	Biggest funnel drop	_____
K5	Highest value fix available	$ _____
Q0	Quarter measured	_____

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Take this to four people

These numbers are not a report you file. Each one points at somebody who can move it. Here is exactly what to ask.

TO WHOEVER ANSWERS YOUR PHONE AND EMAIL

“When a new inquiry comes in, how long before somebody actually talks to them?”

Answer _____

Why you are asking. Compare it against your Worksheet 6 number. The two answers are often very different, and the gap is the finding.

TO WHOEVER SENDS YOUR PROPOSALS OR QUOTES

“After you send one, what happens next?”

Answer _____

Why you are asking. If the answer is "we wait," you found money.

TO WHOEVER RUNS YOUR ADVERTISING, IN HOUSE OR OUTSIDE

“What is our cost per lead, and has it moved in the last six months?”

Answer _____

Why you are asking. If nobody can answer in a sentence, that is the finding.

TO YOUR BOOKKEEPER OR ACCOUNTANT

“Can you break marketing and sales spend out as its own line going forward?”

Answer _____

Why you are asking. This is the ten minutes of setup that makes this whole workbook take five minutes next quarter.

Pick one thing

Not five things. One. The owners who actually move these numbers are the ones who changed a single thing and watched it for a quarter.

The one number I am trying to move

☐ Acquisition cost ☐ Lifetime value ☐ The ratio ☐ Website conversion

☐ Response time ☐ My biggest funnel drop

What I am going to change to move it

Who owns it

By when

What I expect the number to be next quarter

When I will check

> That last field is the one that matters. Put it on your calendar now, while the workbook is still open.

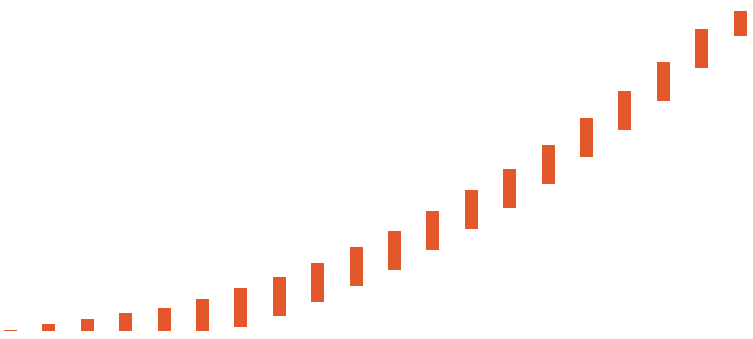
Do this again in ninety days

One calculation is a snapshot. The trend is the actual information. Fill one row every month, or quarterly if your deal volume is low.

PERIOD	SPEND	NEW CUST.	CAC	LTV:CAC	WEB CONV %	RESPONSE	NOTES

If your deal volume is low

Track quarterly instead. A month with three customers in it is not a measurement, it is a coin flip.



Six rows in, the direction is worth more than any single number above it.

Five ways this calculation goes wrong

If a number in this book came out surprisingly good, one of these is usually why.

01 **Counting advertising only.** Labor is usually the biggest line on the spend page, and leaving it out typically understates acquisition cost by half or more. If your number came out surprisingly good, check this first.

02 **Using revenue instead of margin for lifetime value.** It makes unprofitable acquisition look healthy. A customer worth $12,000 in revenue at a 40 percent margin is worth $4,800 to compare against what you spent.

03 **Mismatching the periods.** Total spend from one quarter divided by new customers from another produces a number that means nothing. Use the same window for every line, every time.

04 **Chasing perfect attribution instead of starting.** You will never know with certainty which touch closed the deal and you do not need to. A blended number calculated roughly beats a perfect model you never build.

05 **Measuring once.** A single calculation is a snapshot, and the direction these numbers move over six months is worth more than the precision of any one of them.

The terms, in plain English

Customer acquisition cost (CAC). Everything you spent on sales and marketing in a period, divided by the new customers you got in that same period. Fully allocated means you counted the labor, not just the ads.

Lifetime value (LTV). What one customer is worth across their whole relationship with you, counted in gross profit rather than revenue.

Gross margin. The percentage of revenue left after the direct cost of delivering the work. Revenue minus cost of goods sold, divided by revenue.

Cost of goods sold (COGS). The direct cost of delivering what you sold. Materials, subcontractors, and the labor of the people doing the work. Not rent, not marketing.

LTV to CAC ratio. How many dollars of gross profit a customer returns for every dollar spent acquiring them. Three to one is the floor for a viable growth model.

Payback period. How many months a customer has to stay before they have repaid what you spent to acquire them.

Churn rate. The percentage of customers who leave in a period. Four percent a month means you lose about one in twenty-five customers each month.

Conversion rate. The percentage of people who move from one stage to the next.

Cost per lead. What you paid for one inquiry. Not the same as acquisition cost, and the difference between them is your close rate.

Qualified lead. An inquiry that actually fits what you sell. The gap between leads and qualified leads is usually a targeting problem.

Lead response time. How long between an inquiry arriving and a real person making contact. Autoresponders do not count.

Blended CAC. Total spend divided by total new customers, without separating channels. Less precise than channel-level tracking and far more useful than nothing.

Attribution. The attempt to credit a sale to the marketing that caused it. Never fully accurate, which is why blended numbers are the practical starting point.

You have the numbers. Here is what changes.

You would never run a business without reading your financial statements every month, and you would not accept "revenue feels good" as an answer from your bookkeeper. Marketing should not get a pass that accounting does not get.

When you treat acquisition cost, lifetime value, and conversion efficiency with the same rigor you already apply to your cash flow and your P&L, scaling stops feeling like a guess and starts behaving like something you can forecast.

The owners who figure this out are not better marketers. They just stopped letting half their spending go unmeasured.

Want a second set of eyes on your numbers?

We do this work with clients every month, and the first conversation is about what your numbers actually say.

animusdigital.co/tulsa-marketing-agency

Start with your website.

Our free grader checks whether your site and tracking setup can even capture what you are paying for.

animusdigital.co/website-grader

The full argument behind this workbook: animusdigital.co/updates/3-operational-failures-that-look-like-marketing-problems/

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