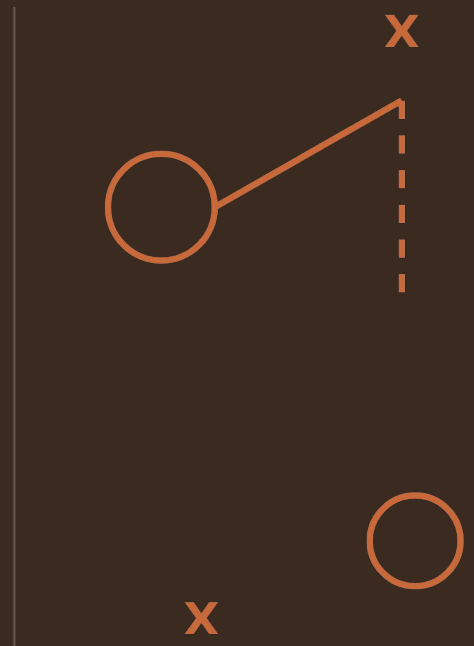
NICK SHACKELFORD

DIFFERENT SEASONS. DIFFERENT REASONS.



You have 30 days to impact your next 60 days.

That decides your whole quarter.

Your brand's season determines the reason. Your reason determines the next 90 days.

The models set expectations. The gaps guide the playbook.

You only have so many options to play depending on the season you're currently in.

THE PLAY	SPEND	aMER	CAC	ORDERS	NEW REVENUE	CONTRIBUTION	LIFETIME CM
Max month one contribution	$79,408	1.50	$54	1,463	$119,439	**$450**	$92,220
Push a little	$89,358	1.46	$56	1,603	$130,869	-$1,859	$98,695
Push harder	$169,358	1.21	$67	2,514	$205,243	-$32,133	$125,566
Max lifetime contribution	$189,358	1.16	$70	2,695	$220,020	-$42,253	**$126,800**
Past the point	$209,358	1.12	$73	2,861	$233,572	-$53,192	$126,273
Max revenue	$499,858	0.71	$115	4,332	**$353,664**	-$263,398	$8,340

Three highlighted rows, three seasons. The same three points come back as the three plays on the acquisition curve.

Cost % 33.14% on first order, 31.5% on lifetime. Illustrative brand output, condensed from the full model table.

THREE LENSES. ONE CONNECTED SYSTEM.

Historical data plus your marketing calendar establish what to expect.

LENS 01 / SPENDING POWER

Spend → expected new customer revenue

LENS 02 / RETENTION

Cohorts → expected returning revenue

MONTHLY REVENUE EXPECTATION

New customer revenue + returning customer revenue

LENS 03 / MARKETING MOMENTS

When revenue is expected to happen, and the offer that moves it

CREATIVE DEMAND / CAPACITY

The ads and production needed to execute

DAILY P&L EXPECTATIONS + AN EXECUTION PLAN

Revenue + spend + other costs. Observe the gap. Take action.

Here's how we do our weekly pacing print out.

PACING	ACTUAL	MTD FORECAST	FULL MONTH	PACING	% TO TARGET	DAILY ACTUAL	DAILY TARGET
DTC	$583,204	$571,911	$984,957	+2%	59%	$32,400	$30,904
Amazon	$187,843	$222,364	$382,961	-16%	49%	$10,436	$15,009
Target	$230,870	$278,409	$479,483	-17%	48%	$12,826	$19,124
Repeat customers	8,762	7,363	12,680	+19%	69%	487	301
New customers	2,347	2,751	4,737	-15%	50%	130	184
Ad spend	$212,143	$261,290	$450,000	-19%	47%	$11,786	$18,297
CPA	$104.87	$95.00	$95.00				

WE NEED TO CRAFT NEW REVENUE THROUGH A MOMENT.

New customers are behind pace; returning customers are ahead. The next play is a relevant offer, launch, or campaign, not simply more spend.

DAILY READS. VISIBLE IMPROVEMENT.

OCTOBER 18 / THE DAILY READ

Revenue (direct) $731.2k vs $773.8k, down 6%

DTC revenue $549.4k vs $567.8k, down 3%

Amazon $177.9k vs $200.2k, down 11%

Target $213.6k vs $224.2k, down 5%

DTC new orders 2,170 vs 3,382, down 36%

DTC blended CPA $106.2 vs $104.3

ROAS 3.2 overall vs 1.9 last month

OCTOBER 19 / THE NEXT READ

Revenue (direct) $775.6k vs $807.2k, down 4%

DTC revenue $583.2k vs $590.4k, down 1%

Amazon $187.8k vs $208.6k, down 10%

Target $230.8k vs $237.8k, down 3%

DTC new orders 2,347 vs 3,521, down 33%

DTC blended CPA $104.9 vs $103.9

ROAS 3.1 overall vs 1.9 last month

Direct revenue gap

-6% → -4%

DTC revenue gap

-3% → -1%

DTC new-order gap

-36% → -33%

BEHIND ON GROWTH. WHAT'S THE PLAY?

In this example, new revenue and customer count are behind because spend is below plan, and spend is below plan because CAC ran above target.



Choose the trade-off deliberately. Neither path guarantees catching up to plan.

LENS 02 / RETENTION

WHAT DO YOUR EXISTING CUSTOMERS ALREADY OWE THE MONTH?



EVERY COHORT HAS ITS OWN CLOCK.

A cohort is customers grouped by the month they first bought. Add them up and you have your baseline expected revenue for the month.

AUG COHORT
Returning revenue

+

SEPT COHORT
Returning revenue

+

HISTORICAL COHORTS
Returning revenue

=

YOUR BASELINE EXPECTED REVENUE FOR THE MONTH

WHAT IS YOUR CUSTOMER BASE'S NATURAL MONTH TO MONTH RETURN CADENCE?

BUY-ONCE PRODUCTS

Repeat orders need another reason to buy.

SUBSCRIPTION BRANDS

Renewals help. Skips and churn still matter.

REFILLABLE PRODUCTS

Usage creates a natural replenishment window.

RETURNING REVENUE IS BEHIND.

Which acquisition cohorts are underpacing their expected returning revenue?

COHORT	COMPARE	STATUS
Cohort A	Actual < plan	UNDERPACING
Cohort B	Actual < plan	UNDERPACING
Other cohorts	Actual < plan	UNDERPACING

TOTAL RETURNING REVENUE BELOW PLAN

FIND THE COHORT. THEN FIND THE CAUSE.

Check return frequency, repeat order value, cohort size, and purchase timing, not just email volume.

GIVE THE MONTH A REASON TO MOVE.

A moment gives new and returning customers a reason to buy. It could be as small as one well timed email.

THE REASON TO BUY

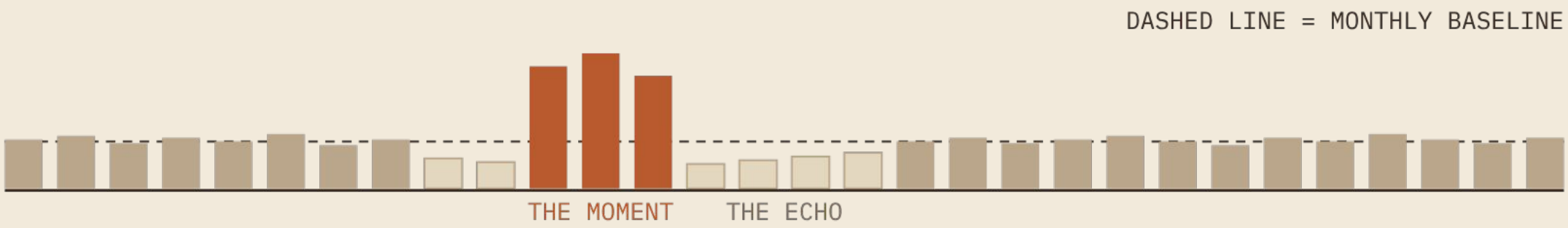
A launch, collaboration, relevant holiday, or brand created offer.

THE CUSTOMERS IT ACTIVATES

Different moments attract different new and returning cohorts.

THE MONTHLY REVENUE IMPACT

Does the full month outperform its baseline, and at what contribution?



BUILD THE MOMENT. MEASURE THE MONTH. LEARN THE NEXT PLAY.

SAME MONTH. DIFFERENT JOBS.

One operating rhythm. A different lead priority for your season.

QUARTER	Choose the lead outcome and the 90-day playbook: net new revenue, the returning base, or a moment.
MONTH	Set spend, revenue, event timing, and creative requirements.
WEEK	Read the gaps. Diagnose the cause. Adjust the play on Monday or Wednesday.
DAY	Compare actuals with event aware targets. Take owned action.

The next three slides are your first pass at this. Everything after them is how to fill it in with confidence.

READ THE SCOREBOARD.

Same period. Same definitions. Event-aware expectations.

PERIOD: _____

METRIC	PLAN	ACTUAL	STATUS
New customer revenue	______	______	_____
New customer count	______	______	_____
Returning revenue	______	______	_____

STATUS: BELOW / ON / ABOVE / UNKNOWN

Was a planned event delayed? Did spend or customer mix change? Establish context before judging the number.

NAME THE GAP BEFORE THE PLAY.

WHAT IS MISSING AGAINST PLAN?

NEW CUSTOMERS BEHIND Underspend, weak efficiency, or customer mix?	**RETURNING REVENUE BEHIND** Cohort size, purchase timing, or repeat demand?
BOTH BEHIND Shared constraints, event timing, or demand?	**BOTH ON OR ABOVE PLAN** Where can we accelerate within guardrails?

> Revenue and customer count gaps can differ. Diagnose both before calling the play.

BEHIND PLAN DOES NOT MEAN "SPEND MORE."

Check the conditions before calling the play.

ACQUISITION ECONOMICS

CAC and acquisition revenue efficiency. What does the next customer cost at the next budget increment?

CONTRIBUTION & PAYBACK

What is left after variable costs, and when does it return?

CASH & CAPACITY

Can we fund, produce, and fulfill the growth?

YOUR FIRST HUDDLE.

Our current season is _____.

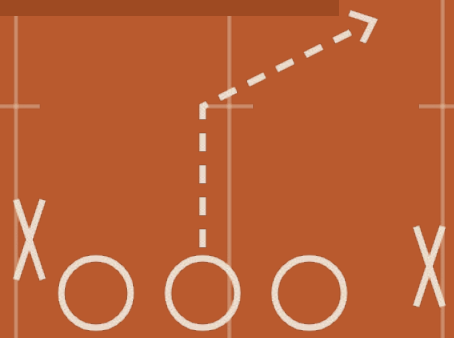
The gap or opportunity is _____.

Our lead priority for the next 90 days: _____.

> Name the evidence, a lead metric, and an owner. Refine as we test each lens.

IS THIS A SEASON TO ACQUIRE?

Test the spending-power lens: are new customers the best use of our next dollar?



BEFORE WE BACK UP THE TRUCK.

Before we decide how hard to acquire, we need to understand what the next customer will cost, and what that customer is worth to this business.

01

READ THE EXPECTATION

What should our spend produce in this season?

02

FIND THE CONSTRAINT

Underspend, efficiency, or customer mix?

03

CHECK THE ECONOMICS

CAC, contribution, payback, and cash.

04

CALL THE PLAY

Push, hold, or pull back, with a trigger to change.

SAME CUSTOMER. DIFFERENT OUTCOMES.

Keep the denominator consistent: same period, ad spend scope, and net first order definition.

NCAC

`Ad spend ÷ new customers`

What did each new customer cost?

ACONS

`Ad spend ÷ new customer revenue`

What share of new revenue went to ads?

aMER

`New customer revenue ÷ ad spend`

How much new revenue did each ad dollar produce?

THE BRIDGE

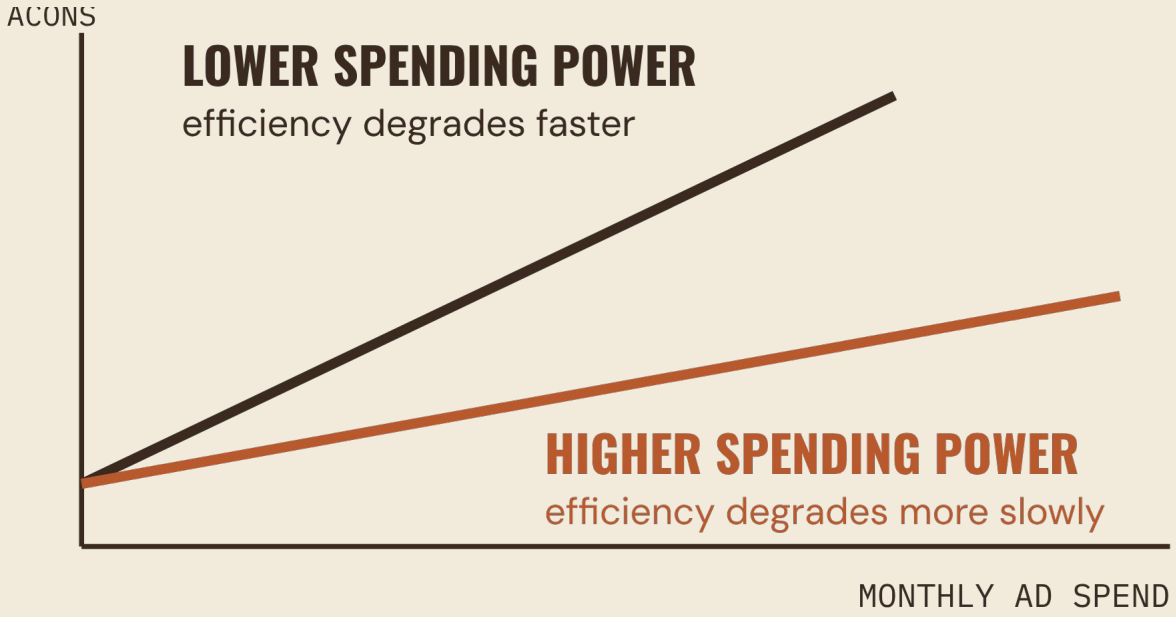
`CAC = net first order AOV × ACONS`

ACONS is not CAC. Lower CAC is not automatically better if customer value differs.

THE SCOREBOARD CHECK

AOV tells us revenue per customer. Contribution margin tells us how much we can spend without losing money.

HOW MUCH SPEND CAN THIS MONTH ABSORB?



THE FIT

$$ACONS = c + m \times spend$$

c is the month's baseline efficiency. m is the slope: how fast efficiency worsens as spend climbs.

SPENDING POWER

$$0.01 \div m$$

Dollars of extra monthly spend it takes to make ACONS one point worse. Flatter line, more power.

USE THIS MONTH'S HISTORY

Fit spend vs efficiency; remove one off distortions.

STAY IN THE SUPPORTED RANGE

Flag budgets outside observed spend.

WATCH POWER OVER TIME

Is this month's curve flatter or steeper?

CHOOSE THE SPEND. BUILD YOUR MONTH.

Choose the outcome first. Approve the monthly plan next. Read actuals every day. Three inputs from your own month's history; worked example shown.

PLANNED AD SPEND

$100,000

NET FIRST ORDER AOV

$50

HISTORICAL SPEND RANGE

$100K to $300K

WHAT $100,000 SHOULD PRODUCE THIS MONTH.

Scenario, not forecast. Every number below follows from the inputs on the previous slide.

MODELED ACONS

0.50

Fitted from your spend history

MODELED aMER

2.0×

1 ÷ ACONS

MODELED NEW REVENUE

$200,000

spend ÷ ACONS

EXPECTED NEW CUSTOMERS

4,000

revenue ÷ AOV. A modeled expectation, not people.

IMPLIED CAC

$25

AOV × ACONS

SPENDING POWER

$10,000

per +1pp of ACONS

RANGE CHECK: $100,000 SITS INSIDE $100,000 TO $300,000. SUPPORTED.

IS OUR SPENDING POWER CHANGING?

Use the same definitions and comparable windows to see whether the month's capacity to scale is holding or moving.

MONTH	POWER ($ PER +1PP)	SPEND, PLAN → ACTUAL	NEW REVENUE, PLAN → ACTUAL	CAC, PLAN → ACTUAL
MONTH A	_____	_____ → _____	_____ → _____	_____ → _____
MONTH B	_____	_____ → _____	_____ → _____	_____ → _____
MONTH C	_____	_____ → _____	_____ → _____	_____ → _____

LESS SPEND?

The constraint is deployment. Check whether volume is simply underdeployed.

WORSE CAC?

The constraint is efficiency. Check creative, AOV, and customer mix.

LESS POWER?

The constraint is capacity to scale. Revisit the curve before adding budget.

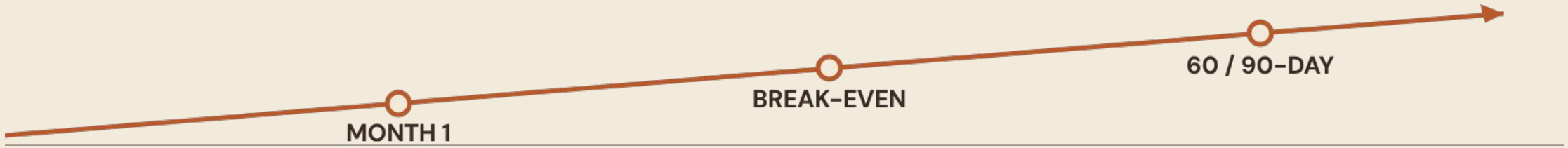
Compare completed months, or the same elapsed days. Never MTD actuals against a full-month target.

Your history, your model. Power is a fitted monthly measure; compare only comparable windows.

THREE PLAYS.
THREE FINANCIAL OUTCOMES.

DECISION CURVE,
NOT A FORECAST.

CAC / CUSTOMER ACQUISITION COST



MONTH 1 CONTRIBUTION

Optimize total month one contribution. Keep average economics positive. No reliance on future repeats. Highest efficiency, lowest volume.

FIRST ORDER BREAK-EVEN

Allowable CAC equals first order pre media contribution. More acquisition room, all returning revenue is upside, no first order cushion.

60/90-DAY PAYBACK

Higher CAC needs credible repeat contribution and cash to wait. Test repeat rate, frequency, value, margin, and timing.

Schematic choices on average cohort economics, not optimum budgets. Same three rows as the options table.

WHAT CAC CAN YOUR BUSINESS SUPPORT?

One period and scope. Enter contribution after variable costs, not revenue. Same $50 AOV customer as the spend worksheet.

YOUR INPUTS

Net first order AOV	$50
Pre media variable margin	60%
Pre media contribution per customer	**$30**
Month 1 contribution target per customer	$5
Additional 60/90-day repeat contribution per original customer	$15
60/90-day contribution target per customer	$10

Pre media = net revenue less COGS, fulfillment, fees, and other variable costs, before ads.

CAC CAPS

CEILINGS, NOT OPTIMUM SPEND

MONTH 1 CAC CEILING

$30 - $5 (contribution - month 1 target)

$25

FIRST ORDER BREAK-EVEN CAC

$30 (pre media contribution per customer)

$30

60/90-DAY CAC CEILING

$30 + $15 - $10 (contribution + repeat - target)

$35

Revenue LTV is not spending room. Use contribution after costs. These are ceilings, not optimum spend levels; cash and capacity still apply.

READ THE DAY. CALL THE PLAY.

START **New customer revenue or customer count is behind the elapsed day plan.**

PATH 01 / UNDERDEPLOYED

SPEND BELOW PLAN + ECONOMICS WITHIN LIMITS

Check deployment and capacity. Consider a staged increase; set a stop trigger.

PATH 02 / INEFFICIENT

SPEND ON PLAN + CAC ABOVE LIMIT

Diagnose offer, creative, conversion, AOV, and customer mix before adding spend.

PATH 03 / CONSTRAINED

CASH OR PAYBACK OUTSIDE LIMITS

Hold or pull back, even if the curve suggests more volume.

DAILY

Spend, new revenue, customers, CAC, AOV, contribution vs event aware targets.

WEEKLY

Revisit curve assumptions and the chosen play.

MONTHLY

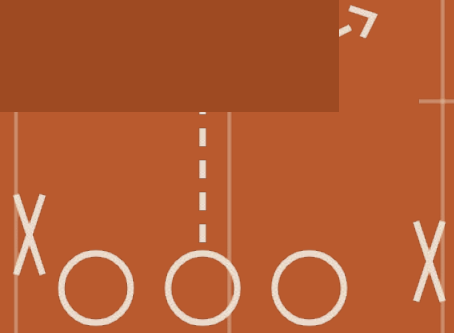
Reconcile outcomes and update next month's plan.

PUSH, HOLD, OR PULL BACK. NAME THE OWNER AND THE TRIGGER.

Illustrative branches, not exhaustive. Diagnose cumulative same period gaps; no automatic spend prescription.

DOES OUR PLAN HAVE ENOUGH RETURNING REVENUE TO SUPPORT MORE SPEND?

Build the baseline. Check contribution and timing. Then decide how hard to acquire.



BUILD THE BASELINE. EARN THE RIGHT TO SPEND.

Understand what existing customers are likely to bring back, before you lean harder into acquiring new ones.

A baseline is a planning lens, not a guarantee, and not permission to spend on revenue alone.

01 / LOOK BACK

HISTORY

What did prior customer cohorts bring back?

02 / SET EXPECTATIONS

BASELINE

What can we reasonably expect this month?

03 / MAKE THE CALL

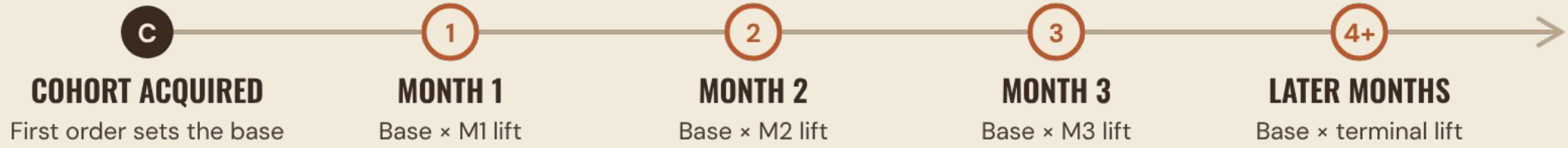
DECISION

What does that support in our acquisition plan?

More returning revenue can support more acquisition, if contribution and payback hold up and cash on hand is available.

WHAT COMES BACK, AND WHEN?

Based on the customers we acquired each month, how much revenue should come back in future months? The original first order revenue is the fixed starting base.



COUNT ACTIVE RETURNING BUYERS.

Not names on an email list. A growing active file predicts revenue growth; a shrinking one signals trouble no matter how large the list looks.

THE DENOMINATOR NEVER MOVES.

Every lift is measured against the cohort's original first order revenue, so cohorts of different sizes compare cleanly.

LTV LIFT. SIMPLE MATH. CLEAR TIMING.

A monthly lift is a revenue ratio: what one original customer cohort brings back in a specific month.

$100,000 × 2% = $2,000

MONTH 3 ONLY

Original first order revenue × month 3 lift = returning revenue in month 3.

MONTHLY LIFT = cohort returning revenue in that month ÷ original first order revenue.

Fixed denominator. Revenue ratio, not repeat-customer rate, margin, or cumulative LTV.

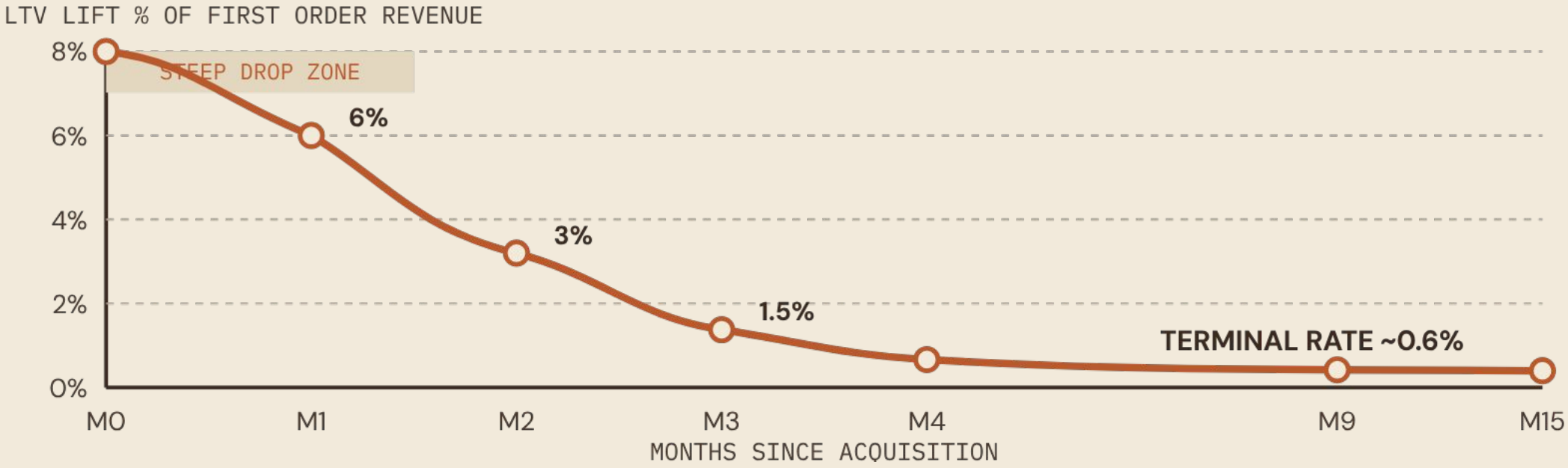
THE TIMING RULE

In month 3, not across all three months. For a 3-month total, add the lifts for months 1, 2, and 3.

THE DECISION RULE

Retention revenue can support confidence; contribution, payback, cash, and timing still decide whether spend can increase.

SHARP EARLY DECAY. STABLE TERMINAL RATE.



READ THE SHAPE. Highest right after acquisition, then a long, low, stable tail.

VALIDATE IT. Check cohort age labels and the tail against your data. Subscription cadence differs.

WHEN IT LOOKS WRONG. Shape right, level off: rescale. Shape wrong: retune decay and terminal rate.

Illustrative curve, redrawn in deck style from the CTC retention model

THREE LEVERS. ONE RETURNING REVENUE PLAN.

01

NATURAL RETURN

Refill, replenish, rebuy.

Who is due to come back now?

02

LIFECYCLE ACTIVATION

Welcome, post-purchase, education, reminders, win-back.

How many campaigns, what type, and which eligible audience?

03

CALENDAR MOMENTS

Offers, launches, collabs, holidays.

Which moments historically activated these cohorts?

Use offer history to set expectations, not simply "send more email."

GUARDRAIL

Separate the historical baseline from additional campaign lift; avoid double-counting. Track contribution, not only top line revenue.

BUILD THE CALENDAR THAT SUPPORTS THE PLAN.

CAPTURE & NEW CUSTOMERS
Welcome flow, pop-ups, acquisition cohorts.

+

EMAIL / LIFECYCLE
Campaign count, cadence, type, audiences.

+

MARKETING MOMENTS
Offers and occasions, by cohort response.

+

CREATIVE + MEDIA
Assets, launch dates, daily channel spend.

RETURNING REVENUE PLAN

Cohort expectations · calendar shape · daily actuals vs plan

BASELINE VS TARGET
Is there a real monthly revenue gap?

GAP → MOMENT
What relevant reason to buy can we add?

PROOF → SPEND
Do contribution, payback, and cash support more acquisition?

One 90-day priority. Monthly expectations. Weekly adjustments. Daily reads.

Model incremental monthly revenue separately; a hot event day may only shift timing.

IS THIS A SEASON TO CRAFT A MARKETING MOMENT?

New customer growth is behind. Returning revenue looks flat. Give both a reason to buy.

ACQUISITION x RETENTION

TWO GAPS. ONE REASON TO BUY.

NEW CUSTOMERS BELOW PLAN

At our allowable CAC, more volume is not automatically the right play.

\+

RETURNING REVENUE FLAT

The baseline alone may not deliver the month we need to hit.



CRAFT A RELEVANT MARKETING MOMENT

Change the offer, product story, or occasion, not just the spend.

FIX FRICTION FIRST

Site, stock, creative. Demand into a broken funnel is wasted.

CHECK THE ECONOMICS

Incremental CAC and margin, not the blended average.

MAKE THE CALL EXPLICIT

Set an owner, a window, and a stop trigger.

A moment is an option, not a cure for every shortfall.

ONE PROMOTION. TWO CORE SIGNALS.

PAID / NEW CUSTOMERS

aMER LIFT

```
event aMER
÷ baseline aMER
```

Above 1.0× means paid got more efficient at bringing in new revenue.

Not proof of profit. Check customer count and CAC.

EMAIL / RETURNING CUSTOMERS

RETURNING MIX

```
event returning share
÷ normal returning share
```

Above 1.0× means the existing base showed up more than usual.

Not proof of growth. Check absolute returning revenue.

THE MOMENT IS MORE THAN THE EVENT DAY.

01 / BEFORE

BUILD INTENT

Creative, email, eligible audiences. Set the baseline, inventory, offer, and budget.

02 / DURING

READ THE RESPONSE

Watch paid CAC and returning cohort response. Fund what works inside margin and cash.

03 / AFTER

TEST THE ECHO

Track the next 4 weeks and the 90 days. Did buyers return, or did we pull them forward?

"Have you ever ran a promotion that won the weekend, and borrowed the next four weeks?"

PULL FORWARD IS A POSSIBLE EFFECT, NOT INEVITABLE OR IDENTICAL FOR EACH BRAND.

THE OFFER DESIGNS WHAT HAPPENS NEXT.

01 OFFER STRUCTURE
Bundle, threshold, or buy-more-save-more.

02 PRODUCT / GIFT
What are we putting in the customer's hands?

03 INCENTIVE / DISCOUNT
What reason, and how deep is the concession?

04 QUANTITY / ELIGIBILITY
How many units or gifts? Which cohorts qualify?

More units now can mean fewer refills later.

Deeper discount can mean more sales but less contribution.

These are tradeoffs, not bad plays. Choose them for the 90-day objective.

WHICH OFFERS BROUGHT CUSTOMERS BACK?

Returning revenue vs a comparable full-month baseline: by what percent, and from whom?

HISTORICAL OFFER	Δ %	COHORT(S)
Buy more, save more	____%	_____
20% off / 50% off	____%	_____
New product drop	____%	_____
Collaboration	____%	_____
Free gift with purchase	____%	_____
Inventory liquidation	____%	_____

WHO CAME BACK?

Newer customers

Established buyers

Lapsed customers

Use cohort response and contribution to plan spend.

Δ% = (month returning revenue − baseline) ÷ baseline × 100

30 / 60 / 90 - It just repeats 4 times.

EVENT UPLIFT, OCT 1 TO 3

+$20K

The weekend doubled: $20K became $40K.

–

POST EVENT DIP, OCT 4 TO 31

–$12K

Returning buyers who bought early, not again.

=

NET MONTH LIFT

+$8K

What the moment was actually worth.



BASELINE $200,000 → REVISED $208,000

NET +4%

BUILD THE MOMENT. CALL THE PLAY.

01 CALL YOUR SHOT

New customers, returning revenue, or both?

02 DESIGN THE PLAY

Offer + audience + product + discount + quantity.

03 PLAN THE FULL WINDOW

Before, during, the next 4 weeks, and the rest of the 90 days.

04 DEFINE THE WIN

Net revenue and contribution, allowable CAC, repeat cadence, cash.

Your season determines the priority.
Your priority determines the next 90 days.

> Clear areas of ownership.
> One calendar referenced.
> Daily guides. Weekly plans.

FOUR PLAYS FOR YOUR NEXT 90 DAYS.

01 DIAGNOSE BEFORE YOU SPEND.

Separate the new customer gap from the returning revenue gap. Choose one lead priority.

02 ACQUIRE WITHIN YOUR ECONOMICS.

Set CAC limits from contribution, payback, and cash. Test the next budget increment, not the average.

03 BUILD THE RETURNING BASELINE.

Sum cohort contributions. Compare actual returning revenue with expectations at the same cohort age.

04 MEASURE THE WHOLE MOMENT.

Plan before, during, and after. Judge the month and the 90 days on net revenue and contribution, not a spike.

ONE PRIORITY. ONE OWNER. ONE STOP TRIGGER.

SEASONS BY SHACK

EVERY SEASON CALLS FOR A NEW REASON.

Weekly field notes on growth, lifecycle, performance, and team, so you can keep choosing the right play for your season.

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JOIN ME FOR THE NEXT SEASON.