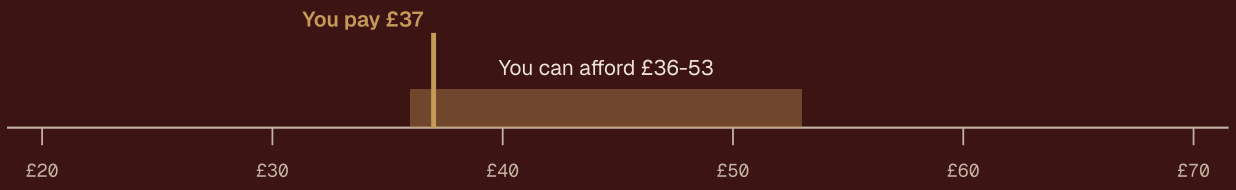
Prepared for [redacted] · [redacted] · [redacted]

Your verdict

Right at the limit.

You pay £37 for a customer who leaves you £36-53 after product costs.



You pay	£37	per new customer from ads
You can afford	£36-53	£89 customer worth at a 40-60% margin
Left after ads	-£1.40 to £16.40	per customer, before any other cost
Your goal	3x	monthly revenue by the end of 2027

What you told us is stopping you

- Can't find ads that win
- Costs keep going up
- Margins are too thin

What your numbers say

- A customer brings in 2.4 times what they cost before product costs, and 0.96 to 1.44 times after. A common rule of thumb is 3 times.
- Ads take at least 50% of monthly revenue, and 100% or more at the low end of your revenue band.
- Below a 41.6% margin, every new customer at £37 loses money.

The one thing holding you back

What a customer is worth to you. At £89, there is no room to pay for growth.

Better ads move the £37 a little. A customer worth more moves everything on the next pages.
Fix first: raise what a customer is worth before you raise spend.

This verdict is as accurate as the numbers you gave us. We haven't seen your ad account. The form's revenue and spend bands are read in pounds, the currency you chose.

Five routes to 3x, and which are open

You bring in £50,000-100,000 a month. Three times that is £150,000-300,000, so the gap is £100,000-200,000 a month. At £37 each, £50,000+ of ad spend buys at least 1,351 new customers a month. Revenue can only grow in the five ways below.

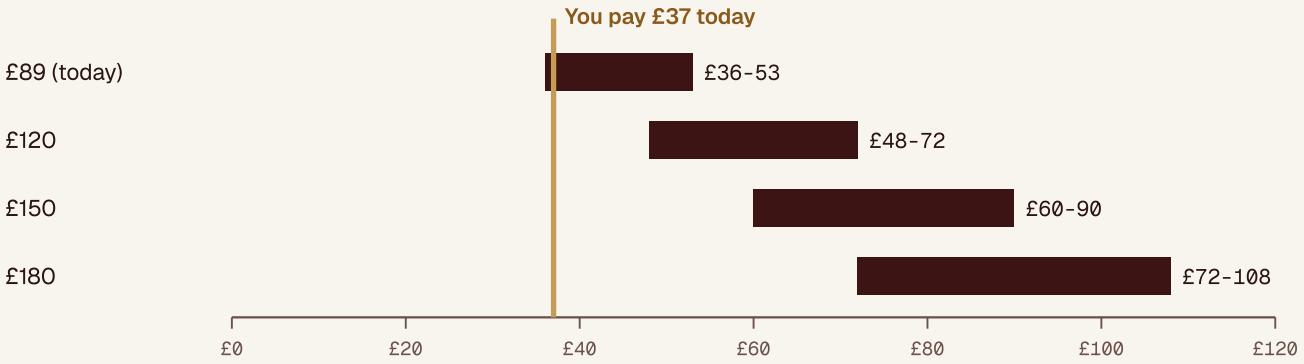
1	**More customers at today's cost** Scale ad spend	3x the customers is 4,054 a month and at least £150,000 of spend. Costs rise as spend grows. If £37 becomes £44.40, you need a 49.9% margin just to break even on each customer.	**Blocked for now**
2	**Cheaper customers** Better conversion on the site and in the ads	Every £1 off the cost per customer is worth £1,351 a month at today's volume. To reach the 3-times rule of thumb on cost alone, a customer would have to cost £11.87-17.80.	**Open, limited**
3	**Each customer worth more** Bigger orders, second orders	What you can afford rises with what a customer is worth. See the chart on the next page.	**Open, biggest effect**
4	**More margin per sale** Price, product cost, shipping	Every 10 points of margin adds £8.90 to what you can afford per customer. At £37 you break even at a 41.6% margin.	**Open**
5	**Customers who don't come from ads** Email, repeat buyers, search, retail	A sale with no ad click has no £37 attached. Today ads take 50% or more of revenue, so this route is close to empty.	**Open, slow**

Customer worth on the form is what a customer spends over time, not one order. So customers a month can't be worked out exactly from revenue, and the numbers on this page and the next are ranges built from your answers.

Two mixes that multiply to 3x

No single route gets there. These two mixes do, and both start with customer worth.

If a customer were worth more, this is what you could afford to pay for one (40-60% margin)



From £120 of customer worth, the range covers £37 at every margin in your band.

Mix A

2 x 1.5 = 3x

Customers from ads, a month	1,351 to 2,703
Customer worth	£89 to £133.50
You could then afford	£53-80

Mix B, with 30% of sales coming without ads

1.5 x 1.4 x 1.43 = 3x

Customers from ads, a month	1,351 to 2,027
Customer worth	£89 to £124.60
You could then afford	£50-75

1

Lift the limit

Routes 3 and 4. Raise what a customer is worth and what you keep from each sale. Scaling before this loses money faster.

2

Make customers cheaper

Route 2. With more room per customer, every saving on cost turns into profit you can spend on growth.

3

Scale

Route 1, with route 5 built alongside. Spend grows only while the cost per customer stays inside what you can afford.

The ten findings that follow are the evidence for which routes are open. Findings 1 to 3 are about the limit. Findings 4 to 7 are about the website. Findings 8 to 10 are about the ads and the markets.

The limit

01 From your answers **Key to your verdict**

Ads take at least half of your revenue

- Ad spend in the last 30 days: £50,000+. Monthly revenue: £50,000-100,000.
- That puts ads at 50% of revenue in the best case and 100% or more in the worst.
- After product costs and ads, at £50,000 of spend, the month ends between -£30,000 and £10,000. That is before staff, tools and everything else.
- At the top of your revenue band and the middle of your margin band, the result is £0.

Rule of thumb
Ads are paid out of gross margin. Yours is 40-60% of revenue, and ads alone take 50% or more.

Where to start
Write down last month's revenue, minus product costs, minus ad spend, as one number. Every decision about scaling starts from it.

02 From your answers and your website **Key to your verdict**

A customer worth £89 is roughly one order

- One pillow sells for £49.99. The two-pillow bundle, marked most popular, sells for £79.99.
- Your customer worth of £89 is 1.11 times the bundle price, or £9.01 more than one bundle order.
- On those numbers, very few customers buy a second time.

Rule of thumb
For low-priced products, the share of customers who buy again decides whether paid ads can scale.

Where to start
Count how many of your customers from three months ago have placed a second order. That one percentage is the most important number in this report.

03 From your website

There are second purchases to sell, and no sign of how they are offered

- The store lists 8 products. Next to the pillow there is a replacement pillowcase at £19.99, a knee pillow at £19.99, a seat cushion at £39.99 and a body pillow at £59.99.
- An email marketing tool (Klaviyo) is installed on the site.
- From outside we can't see what a customer is sent after the first order.

Rule of thumb
A second order has no ad cost attached, so it goes straight to what a customer is worth.

Where to start
Read every message a new customer receives in the 30 days after buying, in order, as if you were the customer.

Price and proof

04 From your website **Key to your verdict**

Everything is half price, all the time

- 8 of 8 products are listed at half their regular price or less. The pillow is £49.99 against £99.99 (50% off). The bundle is £79.99 against £199.98 (60% off), or £39.99 a pillow.
- The offer timer on the pillow page starts again from 15:00 each time the page loads. We loaded it 2 times.
- You told us margins are too thin. The sale price is the real price, and the margin is set by it.

Rule of thumb
A discount that never ends is the price. It also leaves nothing to offer when a real sale comes.

Where to start
Work out your margin at £49.99 and at £39.99 a pillow, and decide which price the business is built on.

05 From your website

The guarantee on the page is bigger than the one in the policy

- The pillow page promises a 90-day money-back guarantee: "simply send us an email for a full refund. No questions asked."
- The refund policy says items must be unused and in original packaging, and "We do not offer refunds for change-of-mind purchases".
- The policy lets unused items come back within 30 days, with return shipping paid by the customer.

Rule of thumb
A guarantee only lowers the risk of buying if the policy behind it says the same thing.

Where to start
Make the page and the policy match, in whichever direction you can afford.

06 From your website

The proof numbers don't line up with each other

- The site says "Loved by 100,000+ customers" and "Purchased more than 100,000+ times". The pillow shows 712 reviews, which is 0.71 reviews for every 100 of those customers.
- The pillow's product listing was created on [redacted].
- The page also carries a "#1 Best-Selling Pillow of 2026" badge, named chiropractors, and percentages from "a four-week independent customer panel" with no source shown.

Rule of thumb
Advertising rules in the UK and Australia expect claims like these to be backed by evidence, and careful buyers check.

Where to start
Keep the claims you can show a source for, and put the source next to them.

Delivery and the ads

07 From your website

Delivery times are promised in one place and missing in another

- The pillow page FAQ says orders are "dispatched same day and delivered 3-5 days after".
- The shipping policy page is not found (404).
- The refund policy treats an order as late only when it "has not arrived within 30 days of dispatch".
- The store lists 20 countries in its country selector. Nothing on the page says whether 3-5 days applies to Australia.

Rule of thumb
People decide on delivery before they decide on price, and they look for it before checkout.

Where to start
Publish one shipping page with the real delivery time for each country you advertise in.

08 From Meta's Ad Library

Every Meta ad running today started today

- We found 13 active Meta ads. All 13 started on the same day, the day we checked.
- 12 of the 13 carry Meta's "Low impression count" label.
- You told us you can't find ads that win. Nothing live has run long enough to win or lose.

Rule of thumb
A winning ad is found by leaving ads running long enough to compare them on the same footing.

Where to start
Look at how many days your ads ran this year before they were switched off, and what decided it.

09 From Meta's Ad Library

Thirteen ads, one message, one product, one page

- All 13 ads open with the same text and lead with the Black Friday sale. All 13 send people to the pillow page. 9 are images and 4 are videos.
- In Australia we sampled 117 active ads for neck pain pillows from 39 advertisers. 15 of them (13%) mention a trial or guarantee period and 10 (9%) a percentage discount.
- The largest advertiser in that sample runs 15 of its 32 ads (47%) through creators' own pages. You run 0 that way.

Rule of thumb
When every ad says the same thing, a test can only tell you which picture people prefer.

Where to start
List what your 13 ads have in common, then what the biggest advertisers in your market do that you don't.

The markets, and where this view stops

10 From Meta's Ad Library and Google's Ads Transparency Centre

No Meta ads found in the UK, one of your two main markets

- All 13 active Meta ads were found in Australia. The same searches in the UK found 0.
- Google's Ads Transparency Centre lists 13 ads for your website: 8 in the UK and 5 in Australia.
- The site prices in pounds by default. In Australia the pillow is $89.99 AUD against $179.99 AUD.

Rule of thumb
Each country has its own cost per customer. One blended number hides which market pays and which doesn't.

Where to start
Split last month's £50,000+ by country and by channel, and work out the cost per customer for each.

What this audit can't see

Whether £37 is right. It is your number, and Meta, Google and your store often count sales differently.

Which campaigns and ads sit above and below that average.

Where the £50,000+ went: by country, by channel, by product.

How many customers come back, and what they are sent after the first order.

Not covered in this free audit

Ad-by-ad results: which ads to keep and which to switch off

A tracking check inside Events Manager

New creative directions and angles

A 90-day plan with spend steps

These come with our paid audits: serafinity.com/pricing

How we read the data. Your numbers come from the form you filled in on [redacted] and were not checked against any account. The website, Meta's Ad Library and Google's Ads Transparency Centre were checked on the same day. Meta ads were found by searching the Ad Library for the brand and product name in all countries, then in the UK and Australia. The market sample is the first 117 active ads Meta showed in Australia for "neck pain pillow", in order of impressions. Product prices and the listing date come from the store's public product feed.

Findings are based on the numbers you gave us and on public data. Results aren't guaranteed. We don't run ad accounts, so nothing here is written to win yours.