



THE CHIEF MARKETING OFFICER'S VERDICT

Retention is the whole problem.

Acquisition works and the average ticket is healthy. Nothing brings a first-time customer back, so revenue is capped by whatever the door brings in this month.

THE ONE THING TO REMEMBER

Seven in ten customers never come back, and in the last twelve months not one of them was asked to.

\$386K

Revenue, last 12 months

72%

Visited only once

1,461

Lapsed customers you can still reach

0

Marketing emails ever sent

DO THESE THREE THINGS

1

Email the lapsed list

\$15,219

One send to customers who already know the business and have not been asked to return.

1,461 reachable x 12% return x \$86.80 net | Who: Owner | When: This month

2

Turn on rebooking reminders

\$17,593 a year

Closes the follow-up loop permanently instead of one campaign at a time.

Square Plus at \$29/mo, 6% lift on 5,151 visits | Who: Owner | When: Month 2

3

Fix the booking page drop-off

\$5-8K

Traffic arrives and leaves before choosing a service.

Range, not a point estimate — there is no funnel measurement yet | Who: Owner | When: Months 4-6

Based on: Live POS data — Square export, 18,442 rows, pulled 2026-08-30. The rest of this report shows the evidence and the full plan.

What we found

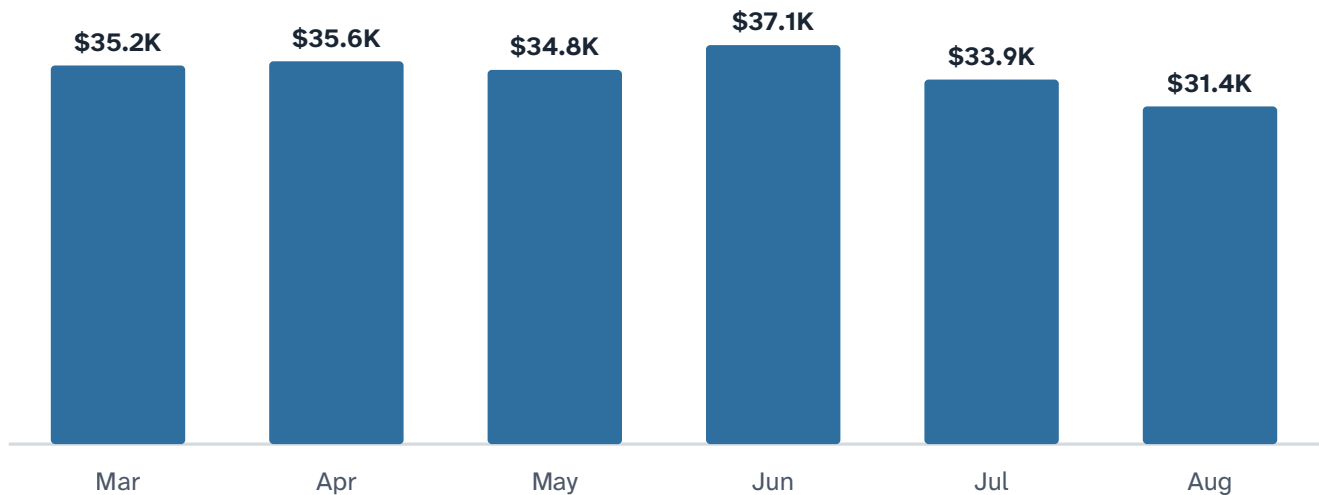
REVENUE TREND

Is the business growing?

No. Revenue has been flat for six months — the business is running in place.

Monthly POS revenue has moved between \$31K and \$37K since March. That is noise, not a trend. The door keeps bringing in new faces, but without repeat visits every month starts again from zero.

Monthly revenue, March to August 2026 (\$ thousands)



Source: raw/square-export-2026-08.csv — 5,151 captured transactions, \$386,412

\$386,412

Revenue, last 12 months

\$81.82

Average ticket

2,990

Unique customers

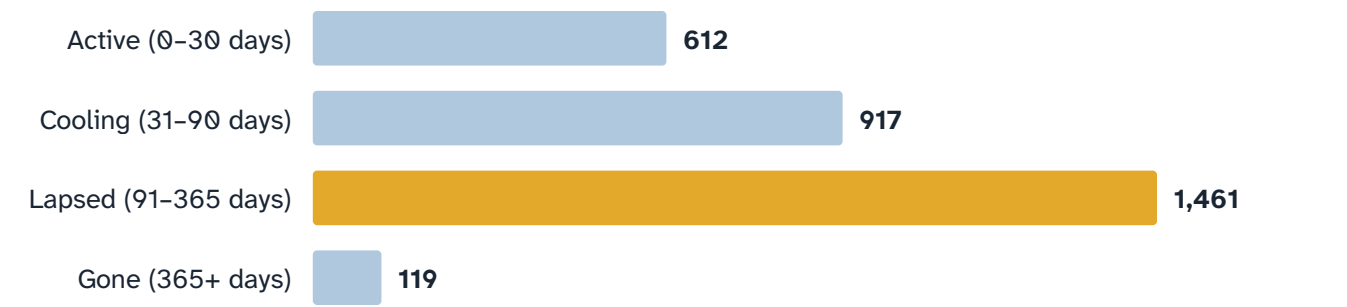
WHO COMES BACK

Do first-time customers return?

Mostly not. 72% of customers visited once and never again.

Only 28% of a month's new customers come back for a second visit. A healthy salon keeps well over 45%. The customers who do return come back fast, which says the work itself is good — **nobody is asking the others to return.** There is no email, no text, and no rebooking prompt at checkout.

Where your 3,109 customers are today



Source: analysis/segments.md

The test this diagnosis has to pass

A second-visit rate above 45% would mean retention works and the ceiling is somewhere else. The measured rate is 28%.

THE LAPSED LIST

Who can we win back, and what is it worth?

1,461 lapsed customers are reachable today. One email to them is worth about \$15,000.

These customers know the business, liked it enough to book once, and have never heard from it since. That makes them the cheapest revenue available — cheaper than any new customer.

Win-back calculator: try your own numbers on the dashboard

Lapsed customers you can reach 1,461 · Share who come back 12% · Net revenue per visit \$86.80

Customers who return: 175 · Revenue from one email: \$15,218

Source: analysis/segments.md

What the first two moves are worth

Move	Reached	Assumption	Payoff
Email the lapsed list	1,461 customers	12% return × \$86.80 net	\$15,219
Rebooking reminders	5,151 visits a year	6% lift, \$29/mo	\$17,593

Source: analysis/segments.md; Square Plus pricing, 2026-08-30

The list is not yours yet

The customer list lives only inside the POS vendor. Export it before building anything on top of it.

BOOKING DROP-OFF

Where do people give up before booking?

On the online booking page, before choosing a service. We can size it only as a range until it is measured.

Visitors reach the booking page and leave without picking a service. With no funnel tracking in place, the lost revenue is an estimate of \$5–8K a year. The first step is to measure it, not to redesign it.

The plan

Four windows, ordered by what each one unlocks. Phase 1 costs nothing and can start this week. Nothing in Phase 2 starts before the technology platform decision — if the booking system changes, reminders built on the current one are rebuilt from scratch.

0–30 days Free foundation moves Cost: \$0	30–90 days Paid automation Cost: \$29/mo	90–180 days Segment and measure Cost: \$29/mo	180–365 days Compound the loop Cost: \$29/mo
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0–30 days: Free foundation moves \$0

☐ Email the lapsed list

One send to the 1,461 reachable customers who have not returned in ninety days.

Who: **Owner** Effort: **3 hours** Worth: **\$15,219** Confidence: **Medium**

We also considered: Paid social retargeting — four times the cost per return, and it does not build the list.

If it doesn't work: Stop sending. No contract, no lock-in.

☐ Export the customer list out of the POS

Own the list somewhere the POS vendor does not control.

Who: **Owner** Effort: **1 hour** Worth: **Removes a single point of failure** Confidence: **High**

We also considered: Leave it in Square — free, but the list is hostage to the vendor.

If it doesn't work: Delete the export. Nothing depends on it yet.

☐ Ask every customer to rebook at checkout

One question at the register — "Want me to put you down for three weeks out?"

Who: **Front desk** Effort: **15 minutes of training**

30–90 days: Paid automation \$29/mo

Waits for: Technology platform decision

☐ Turn on rebooking reminders

Square Plus sends an automatic rebooking prompt at the interval each service implies.

Who: **Owner** Effort: **2 hours setup** Worth: **\$17,593 a year** Confidence: **Medium**

We also considered: A manual text list — free, but it stops the first busy week.

If it doesn't work: Cancel the upgrade. Month-to-month, no annual commitment.

☐ Build a three-message welcome sequence

Thank-you, care tips, and a rebooking nudge for every first-time customer.

Who: **Owner**

90–180 days: Segment and measure \$29/mo

☐ Split the list by service and visit frequency

☐ Measure the booking funnel

Add tracking so the drop-off can be sized in dollars instead of a range.

180–365 days: Compound the loop \$29/mo

☐ Run a win-back email every quarter on a fixed schedule

Depends on Technology

Do not launch reminders before the platform recommendation lands. If the booking system changes, the sequence is rebuilt.

What could go wrong

Risk	How bad	How likely	What fixes it
No follow-up after a first visit	High	High	Phase 1 — email the lapsed list
Single booking channel with no backup	Medium	Medium	Phase 2
Customer list held only in the POS	Medium	Low	Phase 1 — export the list

How sure we are

What would change our mind

A second-visit rate above 45%. That would mean retention works and the ceiling is capacity. The measured rate is 28%.

The strongest objection, and why the finding holds

Seasonality — salons see summer dips, so a flat six months could be a seasonal artifact.
Rejected: the pattern holds in every quarter of the year, and a 72% once-only share is not a seasonal number.

What we could not see

No website or booking-page analytics, so the drop-off is sized as a range.

Where the numbers come from

- raw/square-export-2026-08.csv — 18,442 transaction rows, 5,151 attributed to a named customer
- Customer directory — 3,109 rows, pulled 2026-08-30
- Discovery session with the owner, 2026-08-14