

Marketing Diagnostic

Business and marketplace dynamics, and the opportunities that will drive growth ahead.

Prepared for Harbor & Pine Coffee Roasters

What this is. And what it isn't.

The Diagnostic is the first month of working together. It reflects your business back to you, sets it against your category, and recommends where to focus first.

It is not a list of answers. Good answers depend on understanding the business first. This is where we agree on the questions worth answering, and in what order.

About this sample. Harbor & Pine is a fictional business. Every name and figure here is illustrative, created to show the structure and depth of a StrategyButler Marketing Diagnostic. A client Diagnostic is built from your questionnaire, your materials, and outside research on your category.

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A strong business with one engine doing all the work.

The first step is to understand it, not to spend more.

WHAT WE HEARD

You want online revenue up 20% next year without raising the \$355K marketing budget. Each month it costs more to win a new customer, and it isn't clear which channels are responsible.

WHAT WE SEE

Growth leans almost entirely on paid social. Subscriptions, your most valuable customers, have slowed since last year's platform change. Your cafés and wholesale accounts build trust that online marketing isn't using.

WHAT WE RECOMMEND

Three focused workstreams over the next 90 days: a channel assessment, a review of the path to subscription, and a simple measurement framework. Creative testing follows once those are in place.

\$4.8M

Annual revenue across online, cafés, and wholesale

\$355K

Annual marketing budget, held flat

47%

Share of spend in paid social

14% → 9%

First order to subscription, before and after the migration

The question we'll answer together

Where should each marketing dollar work hardest, so Harbor & Pine can grow online by 20% on the budget it already has?

What we heard.

Your goals and concerns, in your words.

Drawn from your questionnaire and our discovery call. We've kept your language where we could, because this is the brief we'll be held to.

THE GOAL

**"Grow online revenue
20% next year."**

Questionnaire, Q3

THE CONSTRAINT

**"We can't spend more on
marketing than we do
now."**

Questionnaire, Q11

THE CONCERN

**"Every month it costs
more to get a new
customer, and we don't
know which channel to
trust."**

Discovery call

THE TEAM

**"An ecommerce lead, a
part-time content
manager, and an agency
running paid social."**

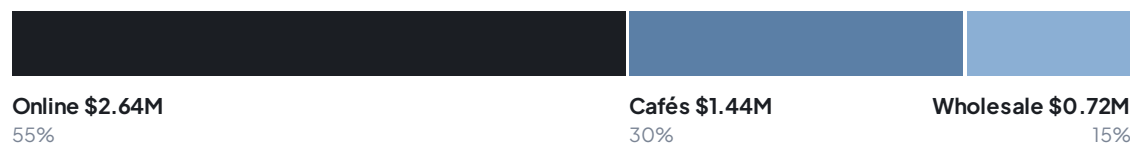
Questionnaire, Q6

What success means to you: more online customers who come back, without a bigger budget, and a clear view of which marketing actually earns its keep.

Your business today.

Three revenue streams, one carrying the growth plan.

REVENUE MIX, TRAILING 12 MONTHS (AS REPORTED)



Total \$4.8M. Online includes subscriptions and one-time orders.

WHAT'S WORKING, BY YOUR ACCOUNT

- Loyal café customers and strong local reputation.
- Email drives meaningful repeat revenue with little spend.
- Wholesale accounts put the brand in front of new buyers every day.

WHAT'S NOT, BY YOUR ACCOUNT

- **Rising acquisition cost.** Cost per new online customer has climbed each quarter this year.
- **Slowing subscriptions.** First-order-to-subscription conversion fell from about 14% to 9% after the 2025 platform migration.
- **Reports that don't agree.** Ad platforms credit more new customers than the store records.
- **Tired creative.** The same few ads have run for most of the year.

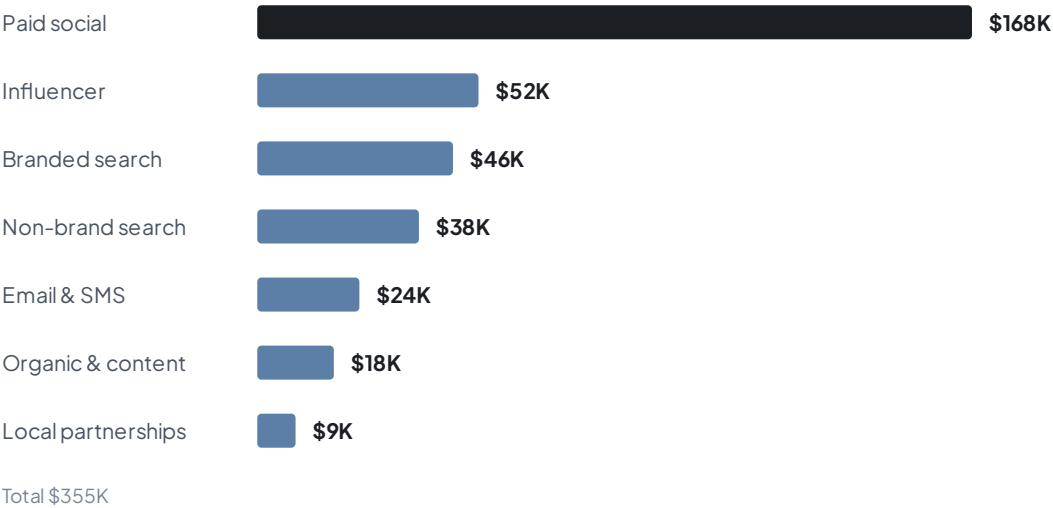
WHAT WE DON'T KNOW YET

How much each channel truly contributes, why subscription conversion fell, and how many online buyers first met the brand in a café or grocery aisle. These shape the course of action.

Your marketing today.

Nearly half the budget sits in one channel.

MARKETING SPEND BY CHANNEL, TRAILING 12 MONTHS (FROM YOUR SPEND LOG)



HOW IT'S RUN

Paid social is managed by an outside agency. Search, email, and content are handled in-house. Influencer work is booked post by post. Local partnerships happen when the cafés have capacity.

WHAT THE NUMBERS SUGGEST

About \$7.40 in online revenue per marketing dollar. **About \$60** blended cost per new online customer, by your reporting, up each quarter.

HOW IT'S MEASURED

Each platform reports its own results. There is no single view that reconciles platform claims with store orders, so channel performance is hard to compare and budget decisions rely on instinct.

The specialty coffee landscape.

Four forces shaping how you compete online.

01

Subscriptions are crowded.

National roasters and coffee marketplaces lead with subscription offers and discounts, so a subscription alone no longer sets a brand apart.

02

Demand is seasonal.

Gifting concentrates sales in the holiday quarter. Brands that plan for it early capture first-time buyers who can be converted later.

03

Freshness and origin sell.

Roast dates, sourcing, and the people behind the coffee are the reasons buyers give for choosing small roasters over larger ones.

04

Paid social is costlier.

More brands bid for the same coffee audiences. Without fresh creative, cost per customer tends to rise over time.

What it means for Harbor & Pine: the brand's real-world presence and freshness story are advantages that larger online competitors can't easily copy. The category rewards using them.

The competitive set.

Who you're up against, and how they show up.

COMPETITOR	POSITIONING	WHERE THEY SHOW UP	SPENDING SIGNALS	SUBSCRIPTION OFFER
Harbor & Pine You	Small-batch, roasted to order, local cafés	Paid social, search, email, cafés, grocery	\$355K a year, about half on paid social	Flexible delivery, no discount
Northline Coffee Co. National roaster	Consistent quality at scale	Paid social, streaming audio, retail	Heavy: 140+ active social ads	15% off every order
Ridgeback Roasters Regional specialty	Origin stories and rare lots	Instagram, newsletter, podcasts	Moderate: about 30 active ads	Rotating single origins
Daybreak Club Subscription marketplace	Discover new roasters monthly	Paid social, influencer, affiliates	Heavy: promotional bundles	First bag free
Common Table Local café group	Neighborhood coffee culture	Cafés, events, local press	Light: mostly organic	None online

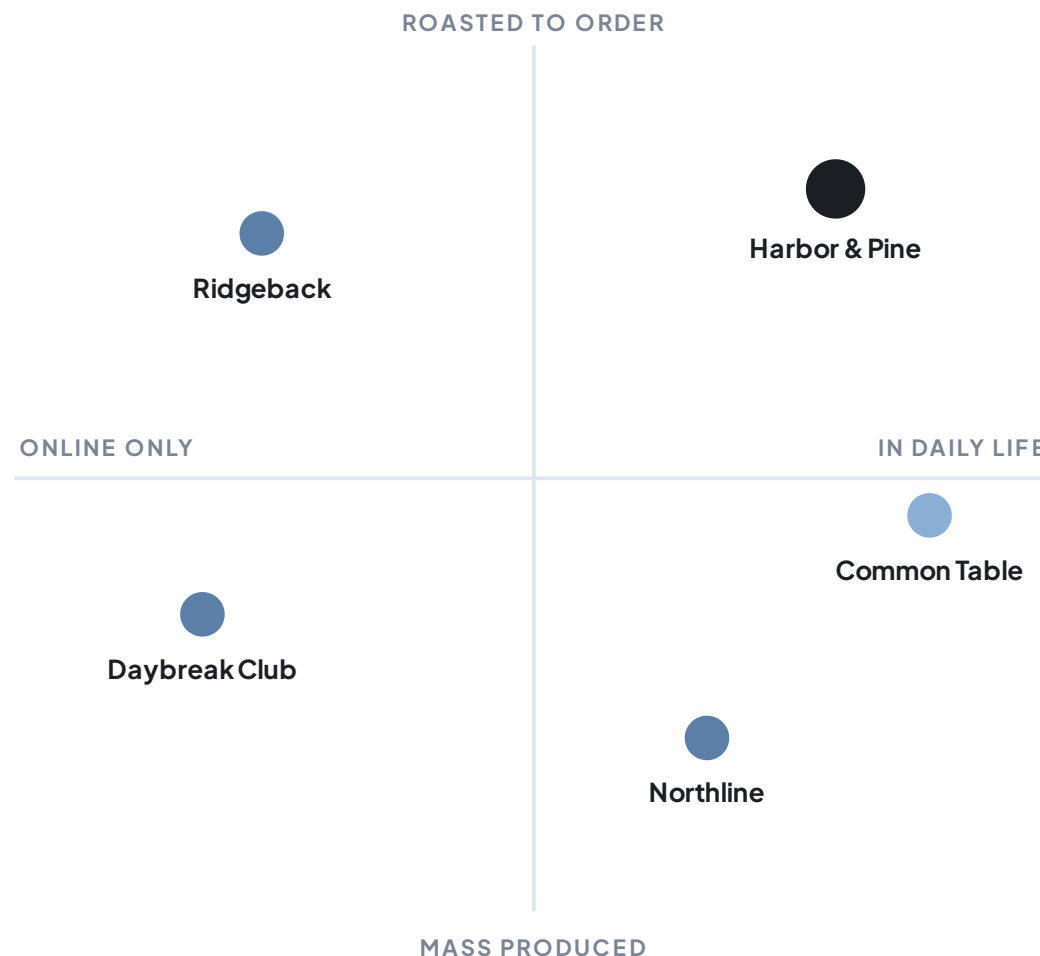
Competitors are fictional. In a client Diagnostic, spending signals come from public ad libraries, search visibility tools, and site reviews.

Where you stand apart.

Local trust, made-to-order freshness.

Most online competitors win on scale or discounts. Harbor & Pine is the only brand in the set that is both roasted to order and present in buyers' daily lives through cafés and grocery shelves.

That position is valuable but underused online. Your ads and site talk about coffee. They rarely mention the cafés, the roast dates, or the people behind them.



Placement is a qualitative read of each brand's offer and presence.

Early insights.

What we see, and what we'd need to confirm it.

#	WHAT WE SEE	WHY IT MATTERS	WHAT WOULD CONFIRM IT	CONFIDENCE
1	Acquisition is carrying the growth plan alone.	When one channel does most of the work, its rising costs set the ceiling on growth.	Channel-level results reconciled against store orders.	HIGH
2	The subscription engine may have stalled.	Subscribers are worth several times a one-time buyer. A five-point drop in conversion is likely the most expensive problem in the business.	A walk-through of the post-purchase journey before and after the migration.	HIGH
3	Platform reports likely overlap.	Platforms credit about 6,500 new customers; the store recorded about 5,900. Budget decisions may rest on inflated numbers.	A one-time reconciliation, then one agreed source of truth.	MEDIUM
4	Cafés and wholesale are an untapped advantage.	Real-world presence builds the trust online competitors pay to create.	A short survey of new online buyers: where did you first hear of us?	EARLY READ

Aligning priorities.

Where we agree, and what's still open.

WHERE WE AGREE

- Growth should come from better use of the current budget, not more of it.
- Retaining and converting existing buyers matters as much as finding new ones.
- Decisions need one trusted view of performance, not five platform reports.
- The brand's freshness and local roots should show up in its marketing.

OPEN QUESTIONS TO RESOLVE TOGETHER

- How much agency time is tied to paid social volume, and is it flexible?
- Can the ecommerce lead own a weekly reporting routine?
- Is there appetite to test a regional pause in branded search?
- How much café staff time can support local partnerships in the holiday quarter?

Our approach: answer the biggest unknowns first, in the order that unlocks the next decision. Every workstream that follows is shaped by these agreements.

The recommended course of action.

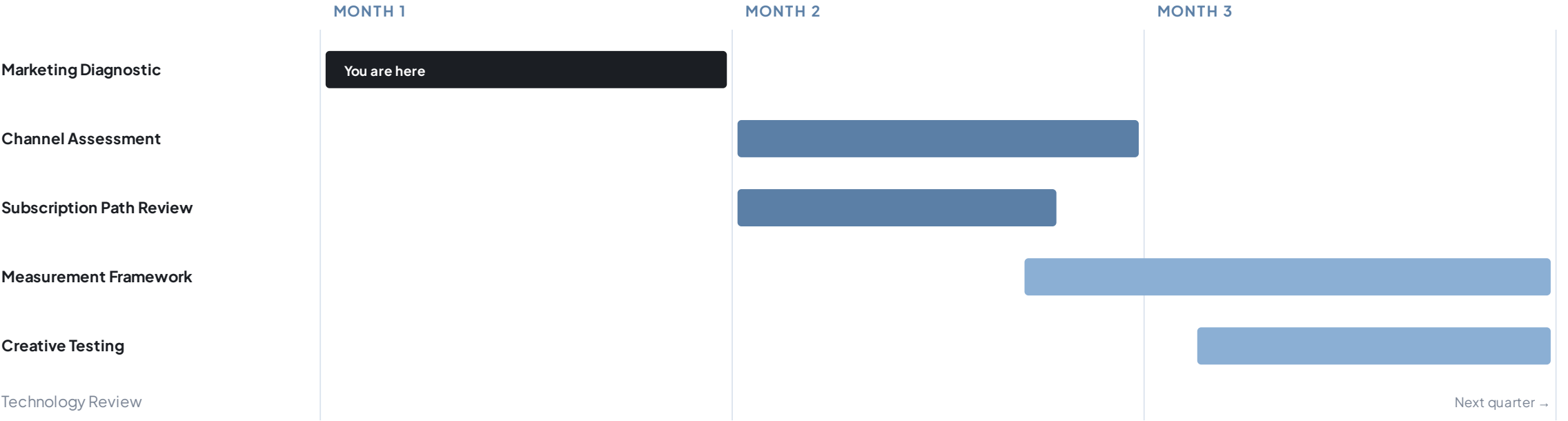
Five workstreams, in priority order.

#	WORKSTREAM	WHY NOW	WHAT IT ANSWERS	TIMING
1	Channel Assessment & Optimization	Half the budget sits in one channel whose costs are rising.	What each channel truly contributes, and where to shift spend.	MONTH 2
2	Subscription Path Review	The most valuable customers are converting less often.	What changed after the migration, and how to restore it.	MONTH 2
3	Measurement Framework	Platform reports disagree, so budget decisions rely on instinct.	Which few numbers your team tracks, from which source, and who owns them.	MONTH 3
4	Creative Exploration & Testing	The same ads have run for most of a year.	Which messages, such as freshness or local roots, earn attention at lower cost.	MONTH 3-4
5	Marketing Technology Review	The 2025 migration may have broken more than one flow.	Whether your platforms are set up to support the plan.	NEXT QUARTER

Each workstream is delivered as its own piece of work, scoped and agreed before it begins. Order reflects expected impact and what each answer unlocks next.

The first 90 days.

Each step unlocks the next.



MONTH 1 · ALIGN

Agree the picture of the business, the category, and the order of work.

MONTH 2 · DIAGNOSE

Find where spend works hardest and why subscriptions slowed.

MONTH 3 · SET UP TO SCALE

Put one trusted view of performance in place and start testing new creative.

How we'll both know it's working.

Decisions made, not dashboards built.

END OF MONTH 2

Every channel has a clear role.

We agree what each channel is for, which to grow, hold, or reduce, and why subscription conversion fell.

END OF MONTH 3

One trusted view of performance.

Your team tracks a short list of agreed measures from one source, and shares them for review each month.

END OF THE QUARTER

The first test has been read.

A creative test has run long enough to show which message to scale, and the next quarter's priorities are set.

DRAFT MEASURES TO CONFIRM IN THE MEASUREMENT FRAMEWORK

MEASURE	BASELINE, AS REPORTED	SOURCE OF TRUTH	OWNER ON YOUR TEAM
Blended cost per new online customer	About \$60	Store orders + spend log	Ecommerce lead
First order to subscription	9%	Subscription platform	Ecommerce lead
Online revenue per marketing dollar	About \$7.40	Store orders + spend log	Ecommerce lead

Who owns what: your team keeps the numbers; StrategyButler reviews them with you and recommends what continues, what changes, and what stops.

Next steps.

- 1 **Confirm priorities.** Agree the course of action and its order, or adjust it together.
- 2 **Share access.** Store order export, ad account read access, email platform reports, and the spend log.
- 3 **Begin month 2.** The Channel Assessment and Subscription Path Review start in parallel.

SOURCES

- Client questionnaire and discovery call
- Spend log and revenue summary provided by Harbor & Pine
- Public ad libraries and competitor websites
- Category reading and search interest trends

ASSUMPTIONS

- Figures are as reported by the client and have not yet been audited.
- Competitor observations reflect a point in time.
- Timing assumes access is shared within two weeks.

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This sample uses a fictional business and illustrative data. It does not describe any real company or client.