## B2C Cohort Analysis Why So Critical?

## Danny Cohen

General Partner, Viola Ventures


## Key Points to think About in the Analysis

- Compare to gross profit
- What happens to users that churned and came back?
- Leave at original cohort -> Higher LTV
- Move to new cohort -> Lower CAC
- If came back through CAC -> Must be in new cohort
- \% is good as it relates to users
- \$ is important in cases where it is not subscription (Commerce, UBP)
- Tables not graphs



## E-Commerce Example (1)

|  | New Customers | Total Orders | Orders/ Customer | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Jan | 1,808 | 2,670 | 1.48 | \$147,656 | \$7,924 | \$3,365 | \$3,035 | \$3,672 | \$3,927 | \$3,012 | \$1,864 | \$1,191 | \$257 | \$465 | \$603 |
| Feb | 3,141 | 4,418 | 1.41 |  | \$253,821 | \$9,615 | \$4,720 | \$7,191 | \$4,937 | \$4,231 | \$1,816 | \$1,338 | \$428 | \$342 | \$548 |
| Mar | 3,037 | 4,451 | 1.47 |  |  | \$241,168 | \$9,195 | \$8,149 | \$6,687 | \$4,949 | \$2,684 | \$2,137 | \$1,042 | \$849 | \$498 |
| Apr | 3,136 | 4,914 | 1.57 |  |  |  | \$216,164 | \$19,932 | \$9,020 | \$8,928 | \$3,155 | \$1,720 | \$551 | \$281 | \$796 |
| May | 10,692 | 14,935 | 1.40 |  |  |  |  | \$710,099 | \$36,546 | \$24,427 | \$10,519 | \$4,689 | \$2,429 | \$1,622 | \$1,285 |
| Jun | 8,432 | 11,438 | 1.36 |  |  |  |  |  | \$627,259 | \$40,639 | \$11,588 | \$6,413 | \$1,713 | \$1,229 | \$1,463 |
| Jul | 9,264 | 12,541 | 1.35 |  |  |  |  |  |  | \$661,405 | \$28,142 | \$9,222 | \$4,115 | \$2,011 | \$2,011 |
| Aug | 4,099 | 5,497 | 1.34 |  |  |  |  |  |  |  | \$298,807 | \$14,038 | \$3,219 | \$1,341 | \$1,010 |
| Sep | 1,940 | 2,528 | 1.30 |  |  |  |  |  |  |  |  | \$145,665 | \$5,513 | \$1,357 | \$1,363 |
| Oct | 966 | 1,289 | 1.33 |  |  |  |  |  |  |  |  |  | \$74,229 | \$2,551 | \$1,095 |
| Nov | 622 | 811 | 1.30 |  |  |  |  |  |  |  |  |  |  | \$46,669 | \$1,954 |
| Dec | 606 | 837 | 1.38 |  |  |  |  |  |  |  |  |  |  |  | \$43,330 |

## E-Commerce Example (2)

|  |  |  |  |  | 2019 Revenue |  |  |  |  |  |  | 2020 Revenue |  |  |  |  |  |  |  |  |  |  |  | 2021 Revenue |  |  |  |  |  |  | Toees | cila | Markouing | coss | $\begin{aligned} & \text { Mancaring } \\ & \text { Spens } \\ & \text { cocs } \end{aligned}$ | по |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Nom | Toul | Oiner | Jun | Jul | aug | SEP | ост | Nov | dec | JAN | feb | mar | APR | mar | Jun | JuL | aug | sEP | ост | nov | dec | Jan | feb | mar | APR | may | Jun | JuL |  |  |  |  |  |  |
| 2019 | jun | 159 | ${ }^{365}$ | 24 | same | too | she | \$500 | stan | :mm | 50es | tues | ses | sees | \%sm | tsm | sem | 5500 | tsom | tom | ${ }^{\text {sess }}$ | sen | $\pm 0$ | sm | ${ }^{\text {tn }}$ | $s$ sor | 5\% | tmo | :*\% | * | tose | to | tuss | 5408 | tant | mox |
|  | JuL | ${ }^{25}$ | ${ }_{716}$ | 26 |  | saem | 45001 | 5223 | ton | 500 | \$1000 | tms | $t$ tro | ¢ 4 ws | tra | 5 sess | seo | s2es | 508 | sten | ${ }^{52 \%}$ | sen | sass | tseo | sts | 5004 | 53 | $t \mathrm{sme}$ | $4{ }^{4 \times}$ | * | szive | ${ }^{507}$ | stres | scam | susco | mox |
|  | aug | ${ }^{652}$ | 1656 | 19 |  |  | t7006 | tors | \$20es | tun | ${ }^{1200}$ | ${ }_{5}$ wass | ${ }^{\text {s } 2007}$ | turn | ${ }^{\text {22006 }}$ | $t^{\text {vener }}$ | :38 | ${ }^{\text {suass}}$ | 50n | tose | ${ }^{\text {sme }}$ | 50 | ser | 508 | +m | seo | sue | ${ }^{\text {m }}$ m | sar | :20 | thees | sem | tment | ${ }_{\text {trase }}$ | ten,30 | cox |
|  | sep | ${ }^{68}$ | 1242 | 18 |  |  |  | 5 nom | \$2086 | s,4ee | 5mo | stom | twe | \$008 | spu | sum | tras | stoen | ${ }_{\text {seas }}$ | ${ }_{580}$ | tra | 5700 | t78 | 500 | ${ }^{54 x}$ | ssar | tziz | ) | $5 \times 8$ | 52x | \% 50.008 | ${ }_{5 c}$ | tacso | \$0,00 | tames | mx |
|  | ост | ${ }^{32}$ | 695 | 22 |  |  |  |  | $t$ mere | \$2000 | sou | \$000 | 500 | swos | s,000 | sen | som | tsom | ${ }_{548}$ | tm | ${ }^{\text {rma }}$ | 530 | sku | teem | :08 | sme | tos | 500 | tsoc | sm | \$20,20 | sa | t200ss | \$7,om | tzr30 | $\operatorname{maxs}^{\text {max }}$ |
|  | Nov | 520 | 1223 | 24 |  |  |  |  |  | sugat | tames | \$2,008 | \$245 | \$2ex | tema | $t$ twr | swe | tver | suo | tuex | tuet | tuen | tupe | \% 5 | stace | sens | tuse | ${ }^{500}$ | tues | tam | temeat | se | \$2008 | 5 mem | tmene | mox |
|  | dec | 45 | 174 | 25 |  |  |  |  |  |  | 50m | 50000 | \$2094 | tsmom | \$2,e8 | s2rm | $s$ suss | \$1985 | tion | 500 | tro | sun | sur | 500 | 5208 | 5xo | ses | ${ }_{50 \mathrm{~m}}^{5}$ | 500 | $5 \times 8$ | tush | :* | trues | 51000 | tsaen | vox |
| 2020 | ${ }^{\text {Jan }}$ | ${ }_{508}$ | ${ }^{220}$ | 24 |  |  |  |  |  |  |  | : $\mathrm{p}, 8 \mathrm{ce}$ | $)_{\text {tra }}$ | 53,20 |  | \$2en | \$2006 | suam | suen | stose | 51 | sume | ${ }^{500}$ | $5 m$ | 585 | somes | ten | tuse | ten | 5 | teene | se | 5 tmex | 5318 | tx,08s | vax |
|  | $\mathrm{FEB}^{\text {er }}$ | ${ }_{452}$ | ${ }^{199}$ | ${ }^{27}$ |  |  |  |  |  |  |  |  | \% 5 ,020 | s,ome | \$3,91 | \$soen | \$5308 | \$2ees | \$2,048 | \$2201 | 54001 | 52.30 | sum | 540x | sun | 500 | tno | slan | \$2000 | tms | \$0, cen | : $=$ | smers | 5 smas | 5 mame | sas. |
|  | mar | 705 | 1500 | 21 |  |  |  |  |  |  |  |  |  | :xas | samed | tames | 52 ces | tsos | 52,08 | 500 | \$400 | \$200 | stox | 5:54 | \$2,0e0 | $5 m$ | tso | shas | 584 | \$nem | semers | 524 | $58 \times 70$ | stan | tsmom | mox |
|  | APR | 750 | 2231 | 3.0 |  |  |  |  |  |  |  |  |  |  | Stams | snoen |  | saser | 5xam | $5 \times \infty$ |  | ${ }_{5 s \text { cen }}$ | \$2, ${ }^{2}$ | \$200 | ${ }_{5}$ coses | 52,85 | surs | \$22n | \$1200 |  | ${ }^{\text {souem }}$ | ${ }^{517}$ | \$4.002 | 5 tmeas | 58 mos | sw |
|  | may | 1935 | 4084 | 21 |  |  |  |  |  |  |  |  |  |  |  | tomex | 51.4 .50 | sasss | \$5.08 | 54,5x | 54xe | 5amm | $4 \times 88$ | 5s,om | s2,03 | \$2ess | \$2,70 | 56se | sumo | 5000 | 4 tures | * | txom | ${ }_{5 \text { tax }}$ | taves | em |
|  | jun | ${ }^{792}$ | 2087 | ${ }^{27}$ |  |  |  |  |  |  |  |  |  |  |  |  | $t \mathrm{sem}$ | 5780 | 54073 |  | S2,08 | smes | \$2,es | 520038 | spes | stus | 52.200 | \$2273 | 5100 | ${ }_{\text {tros }}$ | stemers | ta | traces | 50,000 | sment | mem |
|  | Jut | ${ }^{1095}$ | 2398 | 22 |  |  |  |  |  |  |  |  |  |  |  |  |  | tmame | \$500 | ssom | s,002 | 8,200 | \$24e | \$2, m | scow | 5208 | \$2, 21 | \$2,20 | \$2.xe | som | sours | ** | ${ }_{578 \times 2}$ | smex | 59 mm | $\operatorname{sox}$ |
|  | aug | ${ }^{733}$ | 1912 | 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5 tagar | tros | $5 \times \pi$ | \%s,on | ssen | \%uss | \$2,30 | 52,3\% | twes | \$2003 | \$0, | tom | 5 semse | ${ }^{58}$ | 5 men | trom | tsues | ${ }^{\text {sax }}$ |
|  | sep | 541 | 1415 | 2.6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | st,4s | 5408 | \$220x | Smeo | \$2,20 | \$2000 | sune | \$s,we | stone | sten | ${ }_{\text {str }}$ | ${ }_{5 \times \text { cose }}$ | ${ }^{\text {ser }}$ | $t$ tamea | 510,000 | tseen | max |
|  | осt | 550 | 139 | 21 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | t2003 | sume | \$2,20 | s2,73 | \$2,7m | $\pm$ tels | \$2008 | stess | :x1 |  | \$40,206 | sm | tzues | ${ }^{\text {a }}$ neam | tssoes | nex |
|  | nov | 600 | \%07 | ${ }^{28}$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | tuens | 54087 | 54,90 | suso | ssmeo | steer | \$1,20 | scer | ten | trese | : | trues | su,5es | 545808 | $\sin ^{3}$ |
|  | dec | 605 | ${ }^{142}$ | 19 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $t$ meme | sweo | 52080 | 54ex | suro |  |  | ${ }_{\text {sme }}$ | \%e,re | : 0 | sreo | t4,we | tacese | $\operatorname{mox}^{\text {max }}$ |
| 2021 | Jan | 455 | 994 | 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | smast | ssacem | \$2,06 | t20ar | ${ }^{\text {somem }}$ | \$2002 | ${ }^{\text {440] }}$ | stars | se | tmon | socen | 5 max | ${ }^{\text {mask }}$ |
|  | Feb | ${ }^{396}$ | 959 | 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 50,30 | s.ess | tzent | tuen | swer | $t$ | 5xw | som | 5 mem | ${ }^{\text {tazr }}$ | tanco | ${ }_{\text {nex }}$ |
|  | mar | 390 | ${ }^{988}$ | 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | szra | stes | 53.85 | tues | \$00 | 50,00 | 580 | tsoens | saxs | 50,084 | \%ox |
|  | APR | ${ }^{514}$ | ${ }^{965}$ | 2.3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | tanese | 5xsen | t200 | ${ }_{\text {tex }}$ | \$50es | tro | taman | szes | \%s, 8 | $\cdots$ |
|  | may | ${ }^{33} 4$ | ${ }_{693}$ | 21 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | sron | 52,0x | $\pm$ +m | $\pm$ t2, 20 | tro | trast | 560\% | ta,34 | $\cdots$ |

## Comments

- Note $2^{\text {nd }}$ example includes the ratio of net revenue / CAC (Marketing + PR) + COGS
- Note the high ROI and constant contribution from cohorts -> Ability to spend more


## App Subscription Example

|  | New Paid Customers | $\begin{array}{\|c\|} \hline \begin{array}{c} \text { Average Sub } \\ \text { Price } \end{array} \\ \hline \end{array}$ |  | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Jan | 800 | \$ | 5.00 | \$ 4,000 | \$ 3,400 | \$ 3,060 | \$ 2,142 | \$ 1,714 | \$ 857 | \$ 771 | \$ 694 | \$ 555 | \$ 389 | \$ 369 | \$ | 332 |
| Feb | 900 | \$ | 5.50 |  | \$ 4,950 | \$ 4,455 | \$ 3,119 | \$ 2,495 | \$ 1,247 | \$ 1,123 | \$ 1,010 | \$ 808 | \$ 566 | \$ 538 | \$ | 484 |
| Mar | 1,000 | \$ | 5.40 |  |  | \$ 5,400 | \$ 3,780 | \$ 3,024 | \$ 1,512 | \$ 1,361 | \$ 1,225 | \$ 980 | \$ 686 | \$ 652 | \$ | 586 |
| Apr | 1,000 | \$ | 6.00 |  |  |  | \$ 6,000 | \$ 4,800 | \$ 2,400 | \$ 2,160 | \$ 1,944 | \$ 1,555 | \$ 1,089 | \$ 1,034 | \$ | 931 |
| May | 1,200 | \$ | 6.20 |  |  |  |  | \$ 7,440 | \$ 3,720 | \$ 3,348 | \$ 3,013 | \$ 2,411 | \$ 1,687 | \$ 1,603 | \$ | 1,443 |
| Jun | 1,000 | \$ | 5.80 |  |  |  |  |  | \$ 5,800 | \$ 5,220 | \$ 4,698 | \$ 3,758 | \$ 2,631 | \$ 2,499 | \$ | 2,249 |
| Jul | 800 | \$ | 5.70 |  |  |  |  |  |  | \$ 4,560 | \$ 4,104 | \$ 3,283 | \$ 2,298 | \$ 2,183 | \$ | 1,965 |
| Aug | 800 | \$ | 6.30 |  |  |  |  |  |  |  | \$ 5,040 | \$ 4,032 | \$ 2,822 | \$ 2,681 | \$ | 2,413 |
| Sep | 1,000 | \$ | 6.40 |  |  |  |  |  |  |  |  | \$ 6,400 | \$ 4,480 | \$ 4,256 | \$ | 3,830 |
| Oct | 1100 | \$ | 6.10 |  |  |  |  |  |  |  |  |  | \$ 6,710 | \$ 6,375 | \$ | 5,737 |
| Nov | 1200 | \$ | 6.00 |  |  |  |  |  |  |  |  |  |  | \$ 7,200 | \$ | 6,480 |
| Dec | 1500 | \$ | 6.20 |  |  |  |  |  |  |  |  |  |  |  |  | 9,300 |

## Comments

- Average subscription changes based on blend of monthly/quarterly/yearly
- Usually, every month there is a drop. I took random churn numbers in this example
- Do note that I did not show the "Free" users vs. "paid" users. They should be presented as well.
- Late conversions should be allocated to their original cohort.


## SMB Example

|  | $\begin{array}{r} \text { New } \\ \text { Customers } \end{array}$ | Ian-21 | Feb-211 | Mar-21 | Ant-21 | Mav-21 | \|un-21 | \|ul-21 | Aug 21 | Sen-21 | Oct-21 | Nov-21 | Dec.21 | \|an-22 | Total | Marketing Spend | CAC | ROI |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Jan-21 | 8 | \$718 | \$634 | \$645 | \$763 | \$1,001 | \$1,085 | \$792 | \$765 | \$771 | \$792 | \$709 | \$706 | \$584 | \$9,965 | \$13,727 | \$1,716 | 72.59\% |
| Feb-21 | 25 |  | \$1,688 | \$1,389 | \$1,226 | \$1,675 | \$1,905 | \$1,697 | \$1,693 | \$1,845 | \$1,765 | \$1,723 | \$1,842 | \$1,785 | \$20,233 | \$24,319 | \$973 | 83.20\% |
| Mar-21 | 26 |  |  | \$4,273 | \$2,844 | \$1,528 | \$2,415 | \$1,388 | \$1,258 | \$2,092 | \$1,904 | \$1,297 | \$1,290 | \$1,339 | \$21,628 | \$38,920 | \$1,497 | 55.57\% |
| Apr-21 | 20 |  |  |  | \$2,192 | \$1,735 | \$2,023 | \$1,767 | \$1,503 | \$1,370 | \$1,985 | \$1,649 | \$1,635 | \$1,552 | \$17,411 | \$33,419 | \$1,671 | 52.10\% |
| May-21 | 15 |  |  |  |  | \$3,126 | \$2,178 | \$1,988 | \$2,400 | \$2,405 | \$2,413 | \$1,766 | \$1,759 | \$1,545 | \$19,580 | \$29,120 | \$1,941 | 67.24\% |
| Iun-21 | 17 |  |  |  |  |  | \$2,337 | \$1,688 | \$1,632 | \$1,867 | \$1,821 | \$1,423 | \$1,183 | \$1,062 | \$13,013 | \$9,942 | \$585 | 130.89\% |
| Jul-21 | 24 |  |  |  |  |  |  | \$3,514 | \$3,053 | \$2,660 | \$2,962 | \$3,030 | \$2,891 | \$2,909 | \$21,019 | \$15,081 | \$628 | 139.37\% |
| Aug-21 | 17 |  |  |  |  |  |  |  | \$2,114 | \$2,074 | \$2,583 | \$2,417 | \$2,205 | \$2,222 | \$13,615 | \$14,739 | \$867 | 92.37\% |
| Sep-21 | 15 |  |  |  |  |  |  |  |  | \$1,867 | \$1,795 | \$1,669 | \$1,697 | \$1,717 | \$8,745 | \$15,715 | \$1,048 | 55.65\% |
| Oct-21 | 8 |  |  |  |  |  |  |  |  |  | \$2,503 | \$1,512 | \$1,334 | \$1,260 | \$6,609 | \$17,521 | \$2,190 | 37.72\% |
| Nov-21 | 10 |  |  |  |  |  |  |  |  |  |  | \$1,883 | \$1,107 | \$1,809 | \$4,799 | \$19,662 | \$1,966 | 24.41\% |
| Dec-21 | 11 |  |  |  |  |  |  |  |  |  |  |  | \$2,361 | \$2,103 | \$4,464 | \$24,040 | \$2,185 | 18.57\% |
| $\begin{aligned} & \text { Grand } \\ & \text { Total } \\ & \hline \end{aligned}$ |  | \$718 | \$2,322 | \$6,307 | \$7,025 | \$9,065 | \$11,943 | \$12,834 | \$14,418 | \$16,951 | \$20,523 | \$19,078 | \$20,010 | \$19,887 | \$161,081 |  | \$1,439 |  |

Contact us:
Dannyc@viola.vc


