Measure marketing beyond clicks and downloads.

Use the established measurement article as context, then agree the definitions and costs in this working companion. The model keeps incomplete scopes and missing denominators visible. It supports a decision about the next period without turning a click or download into a qualified opportunity.

Your working output.

Agreed lifecycle definitions, scoped cost metrics and review decisions with evidence limits.

Use the companion tool.

Agree lifecycle and cost definitions before calculating

Use one currency and a documented matched scope

Blank, invalid or zero-denominator outcomes return n.a.

Keep lead-level personal information in approved private systems, not this public template

Version 1.0. Sources checked 2026-10-28. Open-access planning guidance. Verify your own inputs and professional requirements.

Make the decision with your team.

Agree what each stage means.

An inquiry is a recorded request for contact within the scope you define. Define qualification around service fit, market, need and the firm's ability to help, then give consultation, proposal, win and retained engagement their own entry rules and accountable owners. A booked call alone need not meet your opportunity criteria.

Choose a scope that can support the calculation.

Record the period, cohort definition, source and observation cutoff in a way that lets the team follow a group of inquiries long enough to understand its progression to proposal or win. Compare similarly mature cohorts and retain a way to explain open opportunities rather than calling them losses prematurely.

Keep diagnostic and commercial evidence distinct.

Use search and engagement signals to decide what to investigate, keeping an accepted contact submission and subsequent qualification as separate records whose meaning depends on the firm's follow-up evidence. Use the available platform definition rather than relabeling every response a lead or every lead a client.

Source: Avoid sending personally identifiable information to Analytics

Make the decision with your team.

Define each cost metric by its numerator and denominator.

Media-only cost per inquiry is media spend divided by inquiries in the defined scope. Media-only cost per qualified inquiry uses the same spend and the matched qualified count. All-in marketing cost includes the marketing categories you explicitly entered and confirmed complete, divided by the matching inquiry or qualified count.

Use return measures only when their inputs exist.

Return on ad spend uses revenue attributed to advertising divided by media spend. It is not a margin-based return. A margin-based marketing return needs its stated contribution basis, included marketing costs and reliable matching scope. Revenue, gross margin and cost are different inputs.

Turn the review into a small set of decisions.

Use Review decisions to record the observation, source, interpretation, uncertainty and next action, and an issue with poor-fit inquiries might lead to a clearer service brief. Slow follow-up needs an owner. An immature cohort may need more time before a financial conclusion is sensible.

Work through an example.

Illustrative example: test the arithmetic without inventing a result.

The synthetic matched-scope fixture contains media spend of 4,000, other included marketing costs of 3,000, 40 inquiries, 10 qualified inquiries and two acquired clients, solely to test the arithmetic. These are test values only. They are not Growth Friday results, a client record or industry benchmarks.

The arithmetic gives media-only cost per inquiry of 100, media-only cost per qualified inquiry of 400, all-in marketing cost per inquiry of 175, all-in marketing cost per qualified inquiry of 700 and marketing-only cost per acquired client of 3,500. No currency is implied until the user states it consistently.

Adapt the review to the buying process.

A consultancy can compare cohorts using the period when a suitable opportunity was created, then observe proposals and wins through a stated cutoff. Record how a buying committee and repeated contacts are deduplicated, and a longer open period is a reason to preserve maturity context, not to manufacture a faster sales cycle.

A legal practice can define an appropriate matter inquiry with an authorized reviewer and keep private case detail out of marketing reporting. For architecture, define the difference between an early conversation, a qualified project and a retained engagement around actual operations and project timing so the labels remain useful in the review.

Define the decision.

Blank working page. Record only information approved for this planning file. Add a source or an unknown status where evidence is missing.

Stage

Entry rule

Evidence source

Owner

Exclusions

Record the next action.

Blank working page. Record only information approved for this planning file. Add a source or an unknown status where evidence is missing.

Observation

Source and period

Interpretation

Uncertainty

Next decision

Use, review and keep the context.

Use the workbook with private, matched inputs.

Agree Lifecycle definitions first. Record cost categories and their basis in Cost register, then enter the matched aggregate inputs in Metrics. Complete Cohort outcomes and Review decisions without copying lead-level personal information into a shared public file. Pale input cells are editable and calculated result cells are kept separate.

The fictional example is a test fixture on its own sheet. The working model starts blank. Recalculate after entering inputs and inspect any unavailable result before using a number in a leadership report. A workbook can help keep the arithmetic honest, while the firm remains responsible for the evidence and the decisions.

Sources.

Avoid sending personally identifiable information to Analytics

https://support.google.com/analytics/answer/6366371?hl=en

Current HTML guide and related reading.

https://www.growthfriday.com/blog/measuring-marketing-for-professional-service-firms-with-long-sales-cycles

Recommendations are planning guidance. Platform documents describe their own surfaces. Fictional examples are not results, tests or benchmarks. Review source changes and professional requirements before use.