

RETAIL, CONSUMER & SERVICES

Revenue growth without margin growth

Understand what returns, fulfilment and customer service do to the economics of an apparently successful sale.

THE EXECUTIVE FINDING

A channel can grow sales while weakening contribution. Evaluate the completed customer journey, including returns and service, before rewarding acquisition volume.

THREE DECISIONS FOR LEADERSHIP

- 01 Build a contribution bridge for one mature customer cohort.
- 02 Identify return causes that can be prevented through better information or fulfilment.
- 03 Test changes against service quality and repeat contact, not margin alone.

THE TRADE-OFF TO EXAMINE

Cost-to-serve analysis can encourage simplistic treatment of customers with complex needs. Use it to improve the process, not to penalize legitimate service requests. Some channels also create benefits elsewhere that require a broader measurement window.

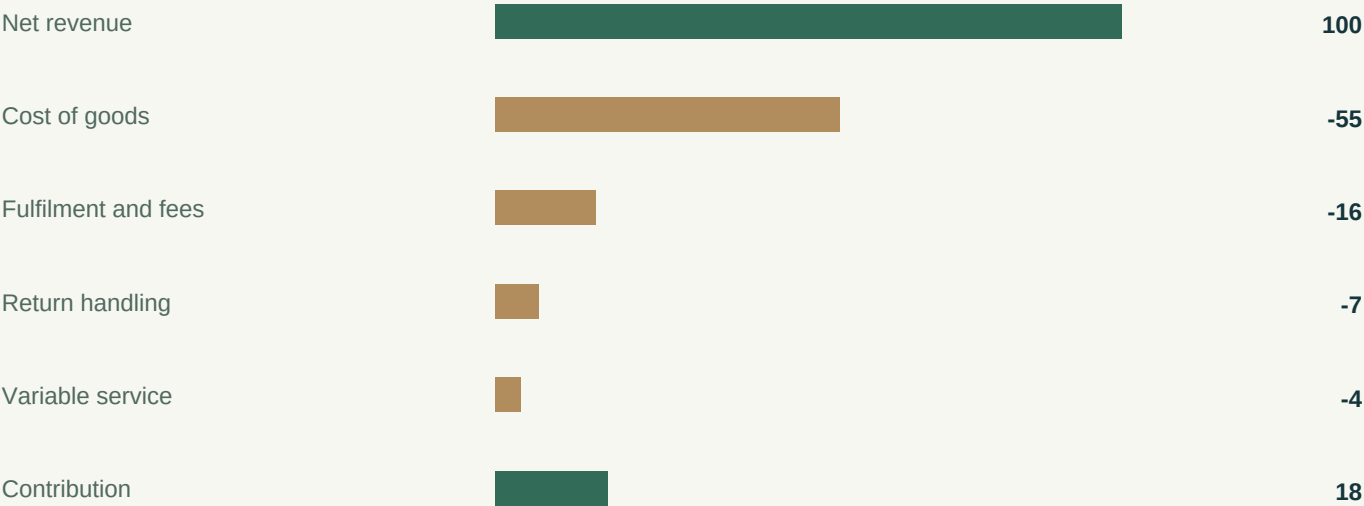
HOW GENELLIPSE CAN HELP

Genellipse can connect order, product, fulfilment and service events with GeneData, analyse cohort economics with GeneAnalytics and support issue classification through Cortex AI. GeneCRM can connect approved relationship context. The initial deliverable would be a reconciled margin view and a targeted improvement with measurable customer and financial outcomes.

THE ANALYSIS IN ONE VIEW

Illustrative contribution bridge

units per 100 net revenue | Synthetic example



100 - 55 - 16 - 7 - 4 = 18 before fixed overhead.

Synthetic margin bridge. Net revenue already reflects refunds; return handling represents additional processing cost. No industry average is implied.

INTERPRETATION

In this example, a three-unit increase in fulfilment cost and a two-unit increase in return handling reduce contribution from 18 to 13. Revenue can remain unchanged while contribution falls by five units. A proposed intervention should explain which cost it changes, what new expense it introduces and whether it affects customer retention or accessibility.

SOURCES AND METHOD

Original Genellipse analysis informed by the primary sources below. Examples are synthetic, not customer results, forecasts or industry benchmarks. Sources reviewed 14 October 2026.

GS1 - Global Traceability Standard

Read the complete report and its assumptions at genellipse.com/insights

Discuss your priorities: info@genellipse.com