

LESSON 13

Where did they leak out?

销售漏斗 · 六个计数与五个比率

Textbook §3.4, §3.4.1 and Fig 3-2, read against §3.1.1 and Fig 3-1 · a 90-minute bilingual lesson

90 minutes
一课时

English first, Chinese support
英文在前 · 中文在后

Lessons 10, 12
前置知识

2026 – 2027 Semester 1
2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

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“One rate hides five leaks. A funnel is a list of counts before it is a percentage.”

一句话先记住：一个比率藏着五种流失；漏斗先是一串计数，然后才是百分比。

12 min

Warm-up: one thousand, twenty

案例开场：一千人，二十单

One rate, five different leaks.

34 min

Six counts and the arithmetic

六个计数与算术

Layer rates, drop-offs, overall rate.

26 min

Diagnose first, then forecast

先诊断，再预测

Two uses of one report, in that order.

18 min

Case, task and close

案例、任务与收束

Fix the checkout before buying traffic.

Every part of this lesson answers one question: which layer leaked, and what is one point of improvement worth there?

本课每个环节都在回答一个问题：哪一层漏了，那一个百分点在这里值多少？

01

Draw the sales funnel and name the six measurable stages from impression through repurchase.

画出销售漏斗，并说出从曝光到复购的六个可测阶段。

02

Compute layer rates, drop-off rates and the overall rate from one set of counts, and check the arithmetic.

用一组计数计算各层转化率、流失率与整体转化率，并核对算式。

03

Use the funnel report for two purposes: diagnosing the stuck layer and forecasting orders from traffic.

把漏斗报告用于两个目的：诊断卡点与由流量预测订单。

04

Separate the seller funnel from the five buyer stages, and explain why the funnel is not a linear law.

区分卖家漏斗与买家决策五阶段，并解释漏斗为何不是线性定律。

Each objective maps to §3.4, §3.4.1, Fig 3-2 or §3.1.1.

BEFORE THIS LESSON · 前置知识 (第 10、12 课)

- Consumer decision stages and trust evidence (Lesson 10).
消费者决策五阶段与信任证据 (第 10 课)。
- Traffic, content and livestream conversion (Lesson 12).
流量、内容与直播转化 (第 12 课)。
- You can describe a buyer and a channel; this lesson counts what each handover costs.
你已能描述买家与渠道; 本课计数每次交接丢了多少人。

The buyer side asks what to say next. The seller side asks how many stayed.

WHAT THIS LESSON DOES · 本课作用

- Break sales into six counts and five ratios.
把销量拆成六个计数与五个比率。
- Turn a bad month into one diagnosed, forecastable leak.
让一个难看的月份变成一处可诊断、可预测的漏水点。
- Keep the funnel separate from the buyer decision stages.
把漏斗与买家决策阶段分开。

A click cannot tell you the buyer is considering. It can only tell you a visit happened.

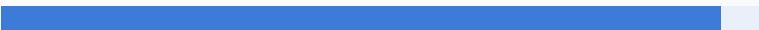
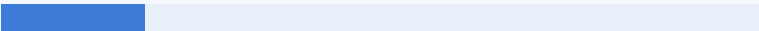
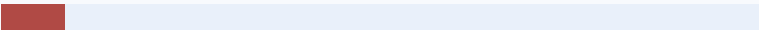
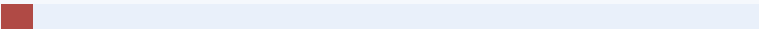
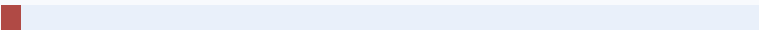
Lesson 10 modelled the buyer's mind; Lesson 13 builds the seller's dashboard. They can be placed side by side, not merged.

第 10 课建模买家的脑; 第 13 课搭卖家的仪表盘。两者可以对照, 不能合并。

Overall conversion is 2%. The team argues about whether 2% is good.

整体转化率 2%，团队在争论这个数字好不好。

THE NUMBER HIDES FIVE DIFFERENT LEAKS · 这个数字藏着五种不同的流失

01	Never clicked 从没点	800 of 1,000 left at once 一千人里有八百人当场离开	
02	Clicked, no cart 点了没加购	110 of 200 did not add 二百次点击里有一百一十次没加购	
03	Cart, no order 加购后放弃	50 of 90 walked away 九十次加购里有五十次放弃	
04	Ordered, not paid 下单后没付	20 of 40 failed to settle 四十单里有二十单没有支付成功	
05	Paid, never returned 付过一次再没回来	16 of 20 bought only once 二十位买家里十六位只买了一次	

Each leak has its own denominator and its own possible repair. One rate cannot rank them.

每种流失都有自己的分母和可能的修法；一个比率没法给它们排序。

Which leak do you repair first, and how do you know that one is the cheapest to fix?

KEY POINTS · 学习重点

- A funnel is a string of counts, not a conversion rate; each layer has its own denominator.
漏斗是一串计数，不是一个转化率；每层有自己的分母。
- One percentage point is worth different amounts at different layers; compare by money, not by points.
一个百分点在不同层的价值不同，诊断要比较钱，而不只是比率。
- The report supports diagnosis and forecasting, but the model is not linear and does not measure profit.
漏斗报告支持诊断与预测，但模型不是线性的，也不衡量利润。

COMMON DIFFICULTIES · 可能的难点

- Declaring the product is bad from one overall rate, without locating the leaking layer.
只报一个整体转化率就断言商品不行，没有定位漏在哪一层。
- Comparing a single layer rate with a generic benchmark instead of with your own baseline and segments.
拿单层比率与通用基准比较，而不是与自己的基线、分群比较。
- Assuming buyers walk through in order, ignoring that they loop, compare across devices and return days later.
假定买家按漏斗线性走完，忽略他们会循环、跨设备比较、过几天再回来。

THE ONE-LINE RULE

Locate the layer first. Only then ask what one point of improvement there is worth in orders and money.



Marketing arranged in time order: wide at the top, narrowing because leads are eliminated or decide not to buy.

Reading 读法 读法	What the textbook means 教材的意思 意思	Consequence 结论 结论
The funnel records actions 漏斗记录动作	It focuses on the actions of the seller or marketer, not on how the buyer feels. 它聚焦卖家或营销人采取的动作，不是买家的内心状态。	So it can be counted 因此可以被计数
The funnel shows numbers and conversion 漏斗显示数量与转化	It presents how many prospects sit at each stage and how many move forward. 它呈现潜在顾客在管道各阶段的数量与转化。	So it can be forecast 因此可以被预测
The shape is a simplification	Buyers skip stages, loop back, or enter mid-way through a search	It is a scoreboard
Keep contact at every stage and move leads down the funnel: that is the aim named in the textbook, not a promise. 教材的目标是“在每个阶段保持接触、把线索带到漏斗底部”，这是目的，不是承诺。		

TWO DETAILS THAT MATTER LATER · 后面要用到的两个细节

- Stages are marketing stages; the counts you will use are dashboard events. They correspond, and they are not the same object.
教材阶段是营销阶段，待会儿要用的六个计数是仪表盘事件；两者可以对应，但不是同一个对象。

Textbook stage 教材阶段 教材阶段	Countable event 可计数事件 可计数事件	Why it is kept separate 为什么分开记 为什么分开
Awareness 认知 认知	Impressions 曝光 曝光	Every rate below is read against this number. 下面每个比率都以它为分母。
Interest 兴趣 兴趣	Clicks (visits) 点击（访问） 点击	A visit can be counted; interest itself cannot. 访问可以计数，兴趣不能。
Consideration 考虑 考虑	Carts or inquiries 加购或询盘 加购或询盘	B2B uses inquiries where carts do not exist. B2B 与高考虑品类用询盘代替加购。
Intent 意向 意向	Orders placed 下单 下单	An order still has to settle before it is a sale. 下单之后还要完成支付才算销售。
Evaluation 评估 评估	Payments 支付 支付	Failure, cash on delivery and regret lose buyers here. 支付失败、货到付款与反悔都在这里丢人。
Purchase 购买 购买	Repurchases 复购 复购	It measures retention, placed after the purchase. 它衡量留存，位于购买之后。
The split 分开的地方 分开的地方	Why the textbook logic demands it 为什么必须分开 为什么	Risk if merged 合并的风险 合并的风险
Order versus payment 下单与支付分开	Payment failure, cash on delivery and risk review lose buyers after the order exists. 支付失败、货到付款与风控审核会在下单后继续流失。	Otherwise the loss is invisible 否则这段流失看不见
Repurchase versus order 复购与下单分开	Retention and acquisition answer different questions. 留存与获客回答的是不同问题。	Otherwise retention is counted as new sales 否则留存会被当成新销售

Layer conversion rate

单层转化率

Next layer ÷ this layer

下一层 ÷ 本层

It locates the leaking layer.

它定位漏水发生在哪一层。

Drop-off rate

流失率

1 – layer conversion rate

一减本层转化率

Layer rate and drop-off add to 100%.

转化率与流失率相加为该层的 100%。

Overall conversion rate

整体转化率

Bottom ÷ top of the funnel

漏斗底 ÷ 漏斗顶

It summarises the chain, and hides the leaks.

它概括整条链路，也把漏水藏起来。

CHECK THE CHAIN · 核对算式

$$0.05 \times 0.20 \times 0.40 \times 0.75 = 0.0030$$

$$30 \div 10,000 = 0.30\% \quad \cdot \quad \text{through repurchase } 6 \div 10,000 = 0.06\%$$

乘积必须与首尾相除的结果一致；不一致就是分母写错了。

Rate 比率 比率	It answers 它回答 回答	Rule 使用规则 规则
Single layer 单层比率	How many moved from this layer to the next? 本层到下一层走了多少人？	Compare with your own baseline 与自己的基线比
Overall 整体比率	How many survived the whole chain? 整条链路剩多少人？	Never use it to locate a leak 不能用来定位漏水
Cohort 同期群比率	How did one group behave over time? 同一组顾客随时间表现如何？	Compare groups that entered together 比较同期进入的群体

EXAMPLE 1 · THE TEN-THOUSAND CHAIN

One million? No: ten thousand impressions

一万次曝光的链路

曝光	Impressions	10,000	100%
点击	Clicks	500	5%
加购	Carts	100	1%
下单	Orders	40	0.4%
支付	Payments	30	0.3%
复购	Repurchases	6	0.06%

$$0.05 \times 0.20 \times 0.40 \times 0.75 = 0.30\%$$

Concept: layer rates multiply into the overall rate.

用到的概念：单层比率相乘得到整体比率。

The shares in brackets are shares of impressions, not layer conversion rates.

EXAMPLE 2 · ONE POINT IS NOT ONE POINT

A percentage point not equivalent

一个百分点并不等价

Move 改动 改动	Immediate effect 直接效果 直接效果	Orders 订单 订单
Click rate +1 point 点击率 +1 个百分点	+100 clicks 多 100 次点击	about +6 paid orders 约多 6 单支付
Payment rate +1 point 支付率 +1 个百分点 The top layer loses far more people, and is usually the most expensive place to buy an extra order.	+0.3% of 40 orders 40 单的百分之零点三	about +0.4 of an order 约多 0.4 单

Concept: translate one point into orders and money.

用到的概念：把一个百分点折算成订单与钱。

Compare cost per extra order, not the size of the percentage. A small denominator makes points swing wildly.

Compare extra orders per dollar at each layer; the biggest leak is rarely the cheapest repair.

按每增加一单的成本在各层之间比较；漏得最多的那一层往往不是最便宜的修法。

USE ONE: DIAGNOSE · 用途一：诊断

- Ask which layer loses the most people in absolute terms.
问哪一层流失的绝对人数最多。
- Ask which layer is worst against its own baseline, not against a benchmark.
问哪一层相对自己的基线最差，而不是相对通用基准。
- Then price one point of improvement at each layer.
再把每个%。一个百分点的改进折算成钱。

USE TWO: FORECAST · 用途二：预测

- Paid orders = traffic × click rate × cart rate × order rate × payment rate.
已支付订单 = 流量 × 点击率 × 加购率 × 下单率 × 支付率。
- Forecasting gives a basis for stock, staff and ad budget.
预测为库存、人力与广告预算提供依据。
- Using only one half means using half of the tool.
只用其中一个用途，等于只用半个工具。

THE ORDER MATTERS · 顺序很重要

- Diagnose before scaling: more traffic only multiplies a downstream leak.
先诊断再放量：多买流量只会成倍放大下游的漏水。
- A beautiful top with a broken checkout says stop spending and repair the leak.
顶部漂亮、结算崩掉，说的是别花钱、先修漏水。

After an intervention, compare the changed layer with a control group, not with last month's overall rate.

干预之后用对照组比较变化层，而不是与上个月的整体比率比。

Two ways to reach forty-five orders

达到四十五单的两条路

Baseline 基准	10,000 impressions → 30 paid orders 1 万次曝光带来 30 单支付	Attach a basket value and the orders become money. 乘上客单价，订单才变成钱。
Path A: buy traffic 路径 A: 买流量	15,000 impressions at unchanged rates 比率不变，曝光加到 1.5 万	45 orders cost one third more media; nothing downstream improves. 45 单多花三分之一媒体费，下游一点没变。
Path B: lift the layers 路径 B: 抬比率	Four steps each up 10% relative 四个转化步骤各相对提升 10%	1.1 to the fourth power is about 1.46: 30 orders become about 44. 1.1 的四次方约 1.46：30 单变成约 44 单。

Assumption 假设	How to state it 怎么写	Warning 提醒
Rates hold 比率不变	Write which rates you assume stable, and test high and low scenarios. 写明假定哪些比率稳定，并用高低两情景做压力测试。	A point forecast without assumptions is decoration 没有假设的点预测只是装饰
Sample is big enough 样本足够大	Four of fifty is noise; fifty of five thousand is a signal. 五十里面的四个是噪声；五千里面的五十是信号。	Check the denominator before quoting a rate 引用比率前先查分母
Reversals are outside 反转不计入	Returns and cancellations mean a paid order is not final revenue. 退货与取消意味着已支付订单不是最终收入。	Close the report only after the return window 过了退货窗口再结报告

They loop

买家会循环

Click, leave, compare on another device, read reviews, return days later.

点击、离开、换设备比较、看评价、过几天再回来。

They enter mid-way

有人从中层进入

A shared link or a creator mention drops the buyer straight into a product page.

分享链接或达人推荐让买家直接进入商品页。

Repeat skips the top

复购绕过顶部

A returning customer never sees the top of your funnel again.

回头客不会再经过你的漏斗顶部。

Returns reverse payment

退货反转支付

A cancellation can undo revenue after the report has closed.

退货与取消会在报告关闭后反转金额。

Model 模型 模型	It describes 它描述什么 描述	It answers 它回答什么 回答
Sales funnel 销售漏斗	Six countable seller-side events and their conversion 卖家侧六个可数事件及其转化	How many we lost at each handover 每次交接丢了多少人
Decision stages 决策五阶段	Need, search, evaluation, purchase, post-purchase 需求、搜索、评估、购买、购后	What the buyer asks at each moment 买家此刻在问什么
B2B reality B2B 现实	Longer cycles, several people involved, purchase without a cart 周期更长、多人参与、可能没有加购	Why one model rarely fits both 为什么一套模型难同时适用

Stage counts cannot show that a buyer is considering. They show that a visit happened.

阶段计数不表示买家“正在考虑”，只表示发生了一次访问。

Logistics cost

物流成本

Not in any layer rate

Commission

佣金

Taken after the sale, absent here

Discounts

折扣

Lower revenue, same order count

Gross margin

毛利

The report stops at the payment event

Product quality

产品质量

Returns arrive after the window

Demand itself

需求本身

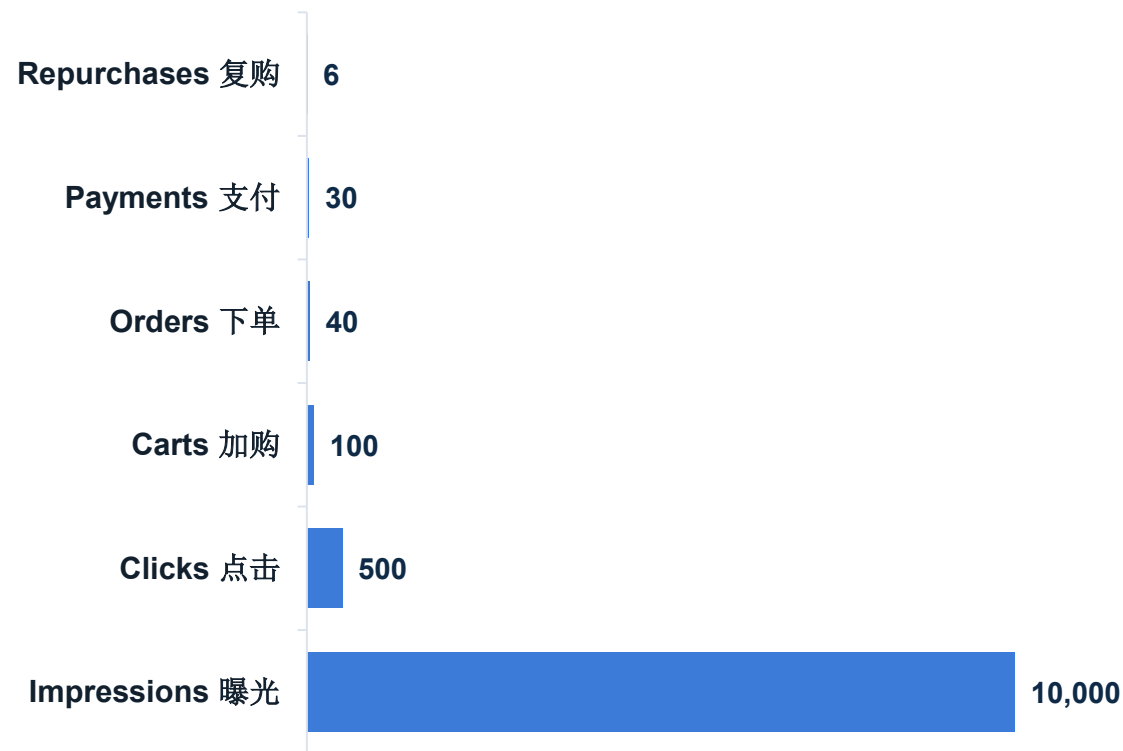
No tool creates demand that is not there

THE SENTENCE TO REMEMBER · 要记住的一句话

- A funnel report is a process report, not a financial statement.
漏斗报告是过程报告，不是财务报表。
- It can look healthy while the business loses money, because it never subtracts logistics, commission, discount or margin.
它可以看起来很健康而生意在亏钱，因为它从不扣物流、佣金、折扣与毛利。
- Use it to decide where to look; then open the ledger before deciding what to do.
用它决定该看哪里；决定做什么之前，先打开账本。

Process tells you where to look. The ledger tells you whether acting there is worth it.

过程告诉你该看哪里；账本告诉你在那里动手是否值得。



人数 · 本课教学算例，非真实店铺数据

HOW TO READ IT · 怎样读这张图

- Bars are drawn by count, so the last three lie almost flat on the axis. That shape is the funnel.
柱子按人数绘制，后三根几乎贴地；这正是漏斗的形状。
- In charts of this kind the bracket is a share of impressions, not the layer conversion rate.
同类图里括号是占曝光比例，不是逐层转化率。
- Read numbers, not bar length.
要读数字，不要读柱长。

Stage 阶段	Count 人数	What it points to 指向什么
Impressions 曝光	10,000 100%	The denominator every later line needs 后面每一行的分母
Clicks 点击	500 5%	First real leak: creative and targeting 第一处真实漏水：素材与定向
Payments 支付	30 0.3%	Funnel bottom before retention 留存之前的漏斗底
Repurchases 复购	6 0.06%	Retention, counted after purchase 购后计数的留存

01 Fixed definitions and window

固定事件定义与归因窗口

If the event definition or the attribution window moves, a month-to-month comparison says nothing.

事件定义或归因窗口一变，跨月比较就没有意义。

02 Segment before concluding

先看分群再下结论

Split by channel, device and new versus returning; the overall rate can rise while every segment falls.

按渠道、设备、新老客分群：整体率可能上升而每个分群都在恶化。

03 Check the denominator

检查分母

Two of four is noise. Ask how many people the percentage actually covers before quoting it.

四个人里的两个是噪声；引用百分比前先问它覆盖多少人。

04 Wait for the return window

等过退货窗口

Returns and cancellations mean a paid order only becomes revenue once the window has closed.

退货与取消意味着已支付订单要过了退货窗口才算收入。

THE DISCIPLINE · 测量纪律

- Hold the definition fixed, segment the numbers, and only then compare with your own past.
固定定义、分群之后，再与自己的过去比较。
- A funnel can be a perfectly credible scoreboard and still prove nothing about cause.
漏斗可以是一块完全可信的记分牌，却仍然证明不了因果。

BACKGROUND AND TIME · 背景与时间

- A fictional accessories seller with a 60 dollar basket reviews one month of funnel data.
虚构的配饰卖家，客单价 60 美元，复盘一个月的漏斗数据。
- All counts and rates are teaching simulations, not a real shop.
所有计数与比率均为教学模拟，不是真实店铺。

THE PROBLEM · 面临的问题

- Overall conversion is 0.0475%, and the team wants to buy more traffic.
整体转化率 0.0475%，团队想加买流量。
- Operations suspects the checkout instead.
运营负责人怀疑是结算环节的问题。
- The question is which layer to fix first, and what fixing it is worth.
问题是先修哪一层，修好值多少钱。

WHAT THE TEAM DID WITH EVIDENCE · 有证据的做法

- Record every layer count and compute five rates.
记录每一层计数，算出五个比率。
- Check shipping display, local payment methods and recovery of failed payments.
检查运费展示、本地支付方式与失败支付挽回。
- Set internal targets of 48% cart-to-order and 90% payment, plus a 24-hour cart reminder.
设定加购到下单 48%、支付 90% 的内部目标，并增加 24 小时弃购提醒。

The targets are internal aims set by this case, not industry benchmarks. That distinction decides how you quote them.

本案的目标是内部设定，不是行业基准；这个区别决定你怎么引用它们。

Count 计数 计数	Number 数字 数字	Rate against the layer above 占上一层 占上一层	Reading 读法 读法
Impressions 曝光	80,000 八万	— 起点	Top of the funnel 漏斗顶
Clicks 点击	4,000 四千	5.0% 百分之五	Creative and targeting look normal 素材与定向看起来正常
Carts 加购	600 六百	15.0% 百分之十五	Weakest against its own baseline 相对基线最弱的一层
Orders 下单	240 二百四十	40.0% 百分之四十	The controllable leak 可控的漏水口
Payments 支付	192 一百九十二	80.0% 百分之八十	Then recoverable by payment fixes 可通过支付修复挽回
Repurchases 复购	38 三十八	19.8% 占已支付买家	Retention, not acquisition 留存，不是获客

TWO OVERALL RATES, TWO MEANINGS · 两个整体比率，两种含义

$$192 \div 80,000 = 0.24\%$$

$$38 \div 80,000 = 0.0475\%$$

WHY THE SECOND NUMBER IS THE DRAMATIC ONE · 为什么第二个数字更惊人

The headline rate quoted in the meeting counts repurchase, so it mixes retention into acquisition.
会议引用的那个数字含复购，把留存混进了获客。

Layer 层级 层级	Before 之前 之前	Target 目标 目标	Arithmetic 算式 算式
Cart to order 加购到下单	40.0% 百分之四十	48.0% 百分之四十八	$600 \times 0.48 = 288$ orders, against 240 before $600 \times 0.48 = 288$ 单, 此前为 240 单
Order to payment 下单到支付	80.0% 百分之八十	90.0% 百分之九十	$288 \times 0.90 = 259.2$ paid, against 192 before $288 \times 0.90 = 259.2$ 单支付, 此前为 192 单
Settled revenue 结算金额	USD 11,520 11,520 美元	USD 15,540 15,540 美元	192×60 and 259×60 at the same basket 客单价同为 60 美元
Repurchase 复购	about 20% 约两成	about 20% 约两成	The case fixed checkout, not retention 本案修的是结算, 不是留存

BEFORE · 之前

USD 11,520

192 paid orders at a 60 dollar basket
192 单支付, 客单价 60 美元

AFTER · 之后

USD 15,540

259 paid orders; about 4,020 more per month
259 单支付, 每月约多 4,020 美元

No extra traffic was bought. The whole change came from two layers that were already losing recoverable buyers.

没有增加流量; 全部变化来自两层本来就在流失可挽回买家的环节。

Why twenty per cent more traffic fails

为什么多买两成流量会更糟

Diagnosis before spending · 先诊断再花钱

THE WRONG ORDER · 错误的顺序

- Extra impressions meet exactly the same 40% and 80% layers at the bottom.
新增曝光在底部遇到完全相同的 40% 与 80%。
- You pay media cost for every extra click that fails at checkout.
每一次在结算环节失败的点击，你都要付媒体费。
- More traffic does not move the leak; it multiplies it.
更多流量不会消除漏水，只会把漏水成倍放大。

KEY NUMBERS TO CHECK · 要核对的关键数字

600 × 0.48	288 orders 288 单
288 × 0.90	259.2 paid 259.2 单支付
192 × 60	USD 11,520 11,520 美元
change	about +4,020 per month 每月约多 4,020 美元

Targets are internal aims in this case, not industry benchmarks.

READING THE RESULT · 结果怎么读

- The biggest absolute leak is at the top: 76,000 impressions never became a click.
绝对流失最大的是顶部：七万六千次曝光没有变成点击。
- The most repairable layer is cart to order at 40%, where the seller controls page, shipping display and payment method.
最可修的是加购到下单的 40%，这里卖家能改页面、运费展示与支付方式。
- Compare cost per extra order, not the size of the percentage. The answer decides where the budget goes.
要比较每增加一单的成本，而不是百分点的大小；这个答案决定预算放哪。

Fix the layer you control, then buy traffic into a funnel that keeps it.

先修你能控制的那一层，再把流量买进一个留得住它的漏斗。

01 COMMON SAYING 常见说法

The funnel is the consumer decision stages.

漏斗就是消费者决策五阶段。

WHAT TO SAY INSTEAD 修正说法

The funnel counts seller-side events; the stages describe the buyer mind.

~~They can be placed side by side, not swapped.~~
漏斗计的是卖家侧事件，五阶段描述买家心理，可以对照，不能替代。

02 COMMON SAYING 常见说法

The overall conversion rate tells you where the problem is.

整体转化率能告诉你问题在哪。

WHAT TO SAY INSTEAD 修正说法

The overall rate hides the layers. Locate the leak with layer rates and

~~drop-off rates.~~
整体率掩盖单层；要用单层比率与流失率定位漏水。

03 COMMON SAYING 常见说法

More traffic always means more sales.

流量越多，销量一定越多。

WHAT TO SAY INSTEAD 修正说法

When the downstream leaks, extra traffic multiplies the loss. Repair the

~~stuck layer before sealing.~~
下游漏水时，更多流量只会放大亏损；先修卡点再放量。

04 COMMON SAYING 常见说法

The layer with the highest drop-off is always first.

流失率最高的那一层永远优先。

WHAT TO SAY INSTEAD 修正说法

A high rate on a small denominator can be noise. Compare absolute loss,

~~controllability and cost per extra order.~~
小分母上的高比率可能是噪声；要比较绝对流失、可控性与每增加一单的成本。

05 COMMON SAYING 常见说法

The funnel is the linear path every buyer walks.

漏斗是每个买家都会走的线性顺序。

WHAT TO SAY INSTEAD 修正说法

Buyers loop, skip, change device and return days later. The funnel is a

~~scoreboard, not a law.~~
买家会循环、跳阶段、换设备、过几天回来；漏斗是记分牌，不是定律。

06 COMMON SAYING 常见说法

A healthy funnel means the business is making money.

漏斗健康就说明生意赚钱。

WHAT TO SAY INSTEAD 修正说法

The funnel measures process. It never subtracts logistics, commission,

~~discount or margin.~~
漏斗衡量过程，它从不扣物流、佣金、折扣与毛利。

Sales funnel

销售漏斗

Marketing and sales arranged by stage, narrowing downwards.
按阶段排列、逐级收窄的营销与销售过程。

Impression

曝光

One showing of an advert or product message.
广告或商品信息被展示一次。

Click-through rate

点击率

Clicks as a share of impressions.
点击次数占曝光次数的比例。

Add-to-cart

加购

The event of putting an item into the cart.
把商品加入购物车的事件。

Conversion rate

转化率

Those who move to the next stage over those at this stage.
进入下一阶段人数占本阶段人数的比例。

Drop-off rate

流失率

Those who do not move to the next stage.
未进入下一阶段人数占本阶段人数的比例。

Lead

线索

A prospect who can be followed up later.
有潜在购买可能、可被跟进的对象。

Pipeline

销售管道

The progress of leads from entry to a deal.
线索从进入到成交的推进过程。

Attribution

归因

The method of crediting a conversion to a touchpoint.
把转化记到某个触点的方法。

Repurchase rate

复购率

Customers who buy again inside a given window.
在给定窗口内再次购买的顾客占比。

Two of these ten are only useful together: conversion rate and drop-off rate add to one hundred per cent of a layer.

这十个词里有两个必须成对用：转化率与流失率相加才是该层的百分之百。

01 Pick a shop you know and estimate the six counts. Which number are you least sure of, and why?

选一家你熟悉的店铺，估算六个计数。哪个数字你最没把握？为什么？

Answer with counts and a denominator, not with an impression.

02 High carts but low payments: rank the likely causes from cheapest to most expensive to verify.

加购高、支付低：按验证成本从低到高排列可能原因。

Answer with counts and a denominator, not with an impression.

03 Your manager funds only one layer. How do you argue for it using what one point is worth in money?

老板只给一层的预算：你如何用“一个百分点值多少钱”说服他？

Answer with counts and a denominator, not with an impression.

04 When would a funnel forecast be worse than simply averaging the last three months?

什么情况下，漏斗预测会比“近三个月平均”更差？

Answer with counts and a denominator, not with an impression.

Refuse answers that quote a single percentage. Ask for the layer, the counts and the cost of the next order.

拒绝只报一个百分比的答案：要问在哪一层、计数是多少、下一单要花多少成本。

4

min

From the case counts, compute every layer rate and the overall rate.

用案例计数算出每层比率与整体率。

OUTPUT · 产出

Six rates written down.

3

min

Name the layer with the largest absolute loss and the layer that is most repairable; explain the difference.

指出绝对流失最大与最可改的一层，说明两者差别。

OUTPUT · 产出

Two layers named, with reasons.

3

min

Compute the extra paid orders from one extra point at two different layers.

在两个不同层各算 +1 个百分点带来的增量支付订单。

OUTPUT · 产出

Two different numbers.

2

min

Write one experiment for the chosen layer, with a success indicator.

为选定层写一个实验与成功指标。

OUTPUT · 产出

One testable change.

STUDENT OUTPUT · 学生产出

A complete funnel table plus one paragraph of advice naming the layer, the arithmetic and the condition.

Q1 In the worked chain, why does $30 \div 10,000$ equal $0.05 \times 0.20 \times 0.40 \times 0.75$?

在算例中，为什么 $30 \div 10,000$ 等于 $0.05 \times 0.20 \times 0.40 \times 0.75$?

Q2 In the case, which layer loses the most people, and which layer is most repairable? Say why they differ.

案例中哪一层流失人数最多、哪一层最可修？说明两者为何不同。

Q3 Why would buying 20% more traffic make the month worse before the checkout is repaired?

在结算修好之前，为什么多买 20% 流量会让这个月更糟？

Q4 One extra point on click rate is worth about six paid orders; one extra point on payment rate is worth about 0.4 of an order. What follows?

点击率 +1 个百分点约值 6 单支付，支付率 +1 个百分点约值 0.4 单：由此得出什么结论？

Q5 How do the five buyer decision stages differ from the six funnel counts?

买家决策五阶段与漏斗的六个计数有什么不同？

A correct answer always names the denominator. Without it, the same number can support opposite decisions.

正确的答案总要说分母；没有分母，同一个数字可以支持相反的决定。

THE ARGUMENT · 本课的结论

- A funnel is a chain of counts before it is a percentage; each layer has its own denominator.
漏斗先是一串计数，然后才是百分比；每层有自己的分母。
- Diagnose before forecasting, and repair the layer you control before buying more traffic.
先诊断再预测，先修自己能控制的那一层再买流量。
- The model is a scoreboard: buyers loop, enter mid-way, and returns reverse settled orders.
模型是记分牌：买家会循环、从中层进入，退货会反转已支付订单。

WHAT TO DO WITH IT · 怎么用

- Report layer rates and the overall rate together, never one alone.
同时报告单层比率与整体率，不要只报一个。
- Convert one point into orders and then into money before choosing a layer.
选层之前先把一个百分点折算成订单，再折算成钱。
- Keep the buyer stages for message design and the funnel for loss control.
决策阶段用于设计说什么，漏斗用于控制流失。

Number 数字 数字	What it describes 它描述什么 描述什么	Rule 使用规则 规则
80,000 versus 10,000 八万与一万	Two exercises, two denominators 两个算例，两个分母	Never divide across them 不可跨用相除
Layer rate 单层比率	Compares one handover 比较一次交接	Your own baseline and segments 与自己的基线和分群比

The last count of this funnel — repurchase — is the subject of Lesson 14: what makes a buyer come back.

漏斗的最后一个计数——复购——正是第 14 课的主题：什么让买家回来。

Source 来源 来源	Section 位置 位置	What it states 原文内容 内容	Used for 用途 用途
SRC-003 §3.4 — §3.4.1	Funnel defined as marketing arranged by stage, narrowing downwards; two uses of the report 漏斗定义：按阶段排列、逐级收窄；报告的两个用途	Definition, six stages, diagnose and forecast 定义、六阶段、诊断与预测	
SRC-003 Fig 3-2	The funnel figure in the textbook 教材中的漏斗图	The shape used on the chart page 图表页采用的形状	
SRC-003 §3.1.1 Fig 3-1	Consumer decision stages, for contrast only	Why the funnel is not the buyer mind 说明漏斗不是买家心理	
Number 数字 数字	Status 性质 性质	Warning 提醒 提醒	
Cart to order 48% 加购到下单 48%	Internal target set in the case 本案设定的内部目标	Not an industry benchmark 不是行业基准	
Payment rate 90% 支付率 90%	Internal target set in the case 本案设定的内部目标	Not an industry benchmark 不是行业基准	
Monthly +4,020 每月约多 4,020 美元	259 × 60 – 192 × 60, message cost excluded 259 × 60 – 192 × 60, 未计消息成本	Write the exclusion when quoting 引用时写明未计什么	

Internal targets and teaching simulations must be labelled as such every time they are quoted.

内部目标与教学模拟每次被引用时必须写明性质。

LESSON 13 · THE SALES FUNNEL

Count it, then repair it.

先计数，再修。

NEXT: LESSON 14 · 下一课

Customer retention: what makes the last count move.

顾客留存：最后一个计数由什么决定。

跨境电商概论 · Cross-border Ecommerce · Guilin Tourism University

授课教师 宋友开 · 2026—2027 学年第一学期

“A funnel is a chain of counts. Fix the layer you own before buying traffic from somewhere else.”

收束一句话：漏斗是一串计数；在花钱买别人的流量之前，先修你能控制的那一层。