

Inflow Customer Roadmap Workshop

*A 3-hour working session for independent cannabis retailers.
Leave with a 90-day action roadmap in hand.*

SAM VANDERVEER

Principal, The Growth Collective · 20+ years cannabis retail

SESSION OVERVIEW

- 01 Customer Journey Mapping
- 02 Category Gap Analysis
- 03 Pricing Optimization
- 04 90-Day Action Roadmap
- 05 Peer Discussion

How We'll Work Today

This is a working session, not a lecture. You'll leave with real outputs for your actual store.

Format

3 hrs

Three 50-minute modules with a short break between each. Workbook captures every exercise — bring your numbers if you have them.

Group Size

~10

Up to 10 operators. The learning is peer-to-peer as much as it is facilitated. Your peers' experience is part of the curriculum.

The Output

90d

You leave with a prioritized 90-day roadmap specific to your store — not a generic plan, your plan.

The Rule

⊕

Everything discussed in this room stays in this room. Be honest about your numbers. You can only improve what you're willing to look at.

The Canadian Cannabis Retail Reality

Understanding the environment you're operating in — before we talk about how to win in it.

3,700+

licensed stores
across Canada (2025)

C\$5.2B

in retail sales
FY 2023/24

-13%

typical per-store
revenue year-over-year

top 25%

stores do \$4K+/day
avg independent ~\$3K

- More stores competing for the same dollars — per-store revenue is declining in most provinces.
- The gap between top-quartile and bottom-quartile stores is widening. The middle is getting squeezed out.
- Independents that win are doing so on customer experience, category intelligence, and community — not price.
- Today's session is about diagnosing where you are and building a practical plan to close the gap.

01

MODULE ONE · 50 MINUTES

Customer Journey Mapping

Who is your customer, when do they show up, and what happens from the moment they walk in to the moment they leave — and come back.

The Inflow Framework

Five stages every customer moves through. Your job is to optimize each one — most stores only think about stage two.

01

Awareness

How do they find out you exist? Walk-by, referral, search, social, signage. Most independents rely entirely on foot traffic.

02

Entry

First impression: exterior, signage, windows, door. Do they feel welcome or does it feel like a dispensary trying to hide?

03

Discovery

The first 90 seconds inside. Layout, staff greeting, menu presentation. This is where most stores lose the sale they don't know they lost.

04

Purchase

Basket size, upsell, cross-sell, payment friction. Your average transaction is your most controllable revenue lever.

05

Return

Loyalty, follow-up, reputation. A customer who comes back 4x is worth 4x a one-time visitor. Most stores do almost nothing here.

★ Today's session focuses on stages 3, 4, and 5 — the highest-leverage areas for an established independent.

Map Your Customer

In your workbook (p.4): answer the following about your top customer segment before we discuss as a group.

Who is your #1 customer?

Age, gender, occasion, frequency — describe them in one sentence.

What do you wish they bought?

Higher-margin category, larger basket — what's the gap?

When do they shop?

What days, what times? Is there a pattern you've never acted on?

Why do they come back?

Or don't? When did you last ask a customer this question?

What do they buy first?

The first SKU in their basket tells you everything about their intent.

What would make them bring a friend?

Referral is free. What would need to be true for this to happen?

Rate Your Journey: Where Are You Leaking?

Score each stage honestly 1–5. Low scores are opportunities. High scores are assets to protect.

Stage	What Good Looks Like	What to Measure	Score (1–5)
Awareness	People know you exist in your trade area	Referrals, walk-by, online reviews, social presence	<input type="text"/>
Entry Experience	Your exterior and entrance create a positive first impression	Signage, windows, cleanliness, lighting, welcome	<input type="text"/>
Discovery	Customers find what they want quickly, with helpful guidance	Layout, menu, budtender greeting, product knowledge	<input type="text"/>
Basket Size	Customers buy more than one item on most visits	Avg transaction \$, upsell rate, cross-category conversion	<input type="text"/>
Return Rate	Customers come back — and bring others	Loyalty sign-up, repeat visit %, referral, review generation	<input type="text"/>

02

MODULE TWO · 50 MINUTES

Category Gap Analysis

What your shelves are saying to your customers — and what they're not saying that they should be.

How Canadian Retail Revenue Splits

These are national benchmarks. Where you differ — higher or lower — is a signal, not a problem.

44%



Dried Flower

Still dominant but declining as formats diversify

16%



Vapes / Extracts

Strong margin opportunity; loyalty-building category

3%



Beverages

Small but growing — high visibility, limited SKU load

22%



Pre-Rolls

Fastest-growing category — infused pre-rolls driving premium basket

9%



Edibles

Stable; gateway category for new and occasional consumers

6%



Topicals / Other

Niche but important for wellness positioning

Your Category Mix vs. The Market

In your workbook (p.8): estimate your revenue split by category, then identify your gaps.

You don't need exact numbers — directional estimates are enough to find the gaps. We'll use the national benchmarks on the previous slide as a reference.

Category	Your est. mix %	Market benchmark	Gap (+/-)	Opportunity or threat?
Dried Flower	_____	44%	_____	_____
Pre-Rolls	_____	22%	_____	_____
Vapes / Extracts	_____	16%	_____	_____
Edibles	_____	9%	_____	_____
Beverages	_____	3%	_____	_____
Topicals / Other	_____	6%	_____	_____

The 80/20 Rule in Cannabis Retail

In most stores, 20% of SKUs generate 80% of revenue. The question is whether you know which 20%.

80%

of revenue from
~20% of SKUs

30–40%

of shelf space
occupied by slow movers

15–20%

margin improvement
from active rationalization

Dead Stock is Dead Margin

Every slow-moving SKU is capital tied up on your shelf. It's not just lost — it's blocking the space a high-velocity product could occupy.

Your Top 10 SKUs Are Your Brand

The products customers associate with your store should be intentional. If you don't manage it, your vendors manage it for you.

Category Leaders vs. Long Tail

You need depth in your hero categories and discipline in the long tail. Not every LP needs representation on every shelf.

03

MODULE THREE · 50 MINUTES

Pricing Optimization & Revenue Architecture

Margin is not just what you charge — it's what you keep. Most independents are leaving money on the table at every price point.

The Three-Tier Pricing Model

Every strong retail operation uses a deliberate three-tier structure. Most independents have one tier — competitive.

Tier 1

Value

Entry-price products that get customers in the door and compete with the illicit market. Low margin, high velocity. You need these — but they should not lead your floor.

Examples:

28g bags, economy flower, value pre-roll packs

Role: Acquisition — get them in the door

Tier 2

Core

Your bread and butter. Mid-price products that represent your store's character. Strong margin, strong velocity. This is where most revenue should live.

Examples:

Premium 3.5g flower, branded vapes, mid-tier pre-rolls

Role: Revenue engine — protect and optimize

Tier 3

Premium

Aspirational SKUs that elevate your brand and drive disproportionate margin. Low velocity is fine — the margin and positioning justify the shelf space.

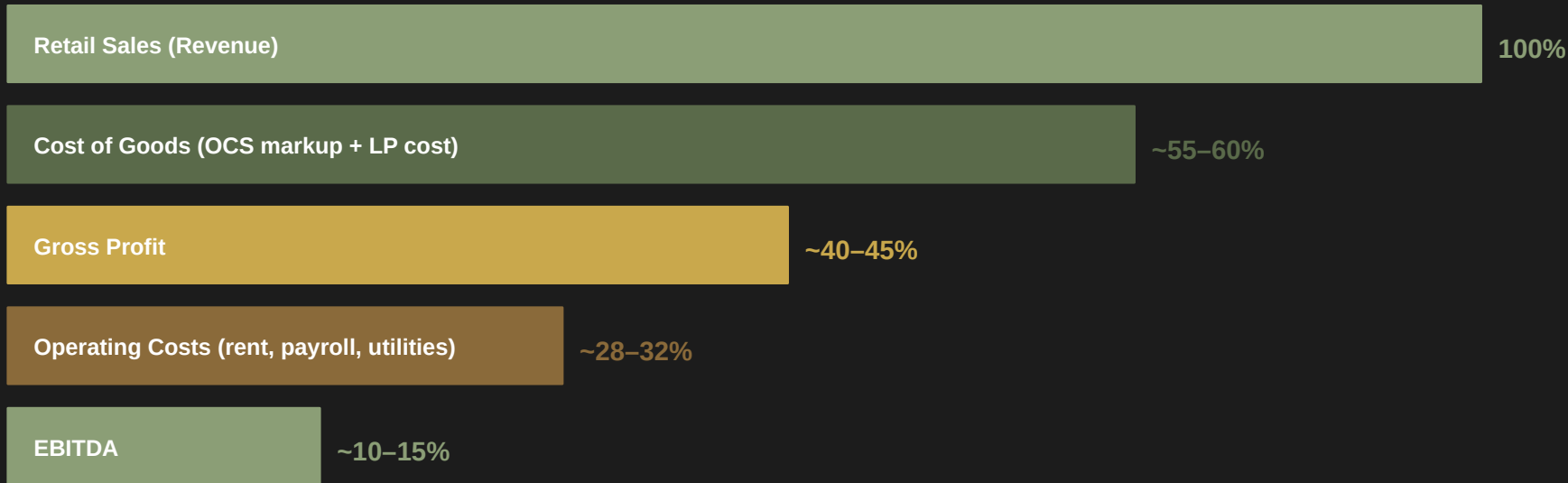
Examples:

Craft flower, infused pre-rolls, artisan edibles

Role: Margin and brand — anchor your identity

Where Your Margin Actually Goes

The average independent runs 8–15% EBITDA. Understanding the cost waterfall is the first step to improving it.



Key levers: reduce COGS through LP negotiation · reduce payroll through scheduling discipline · reduce rent through lease renegotiation at renewal

Your Pricing Architecture Audit

In your workbook (p.12): map your current pricing tiers and identify where you have gaps or imbalances.

What is your average transaction value?

If you don't know, estimate. What would you want it to be?

What do your best customers buy?

High-frequency customers drive the most revenue. What's in their basket?

Do you have products at all three tiers?

Value / Core / Premium — or are you over-indexed in one tier?

Where are you price-matching instead of building value?

Competing on price is a race to the bottom. Where can you differentiate instead?

What is your highest-margin product?

Does it have sufficient shelf presence and staff recommendation rate?

What promo mechanics do you use?

Discounting, bundles, loyalty multipliers — what's working and what's just eroding margin?

The \$5 Opportunity: Building Larger Baskets

Increasing your average basket by \$5 on every transaction is more powerful than finding 5% more customers.

The Math: \$5 Basket Increase on 60 Daily Transactions

\$5 × 60 transactions × 365 days

= **\$109,500 additional revenue**

At 15% EBITDA margin

→ **\$16,425 more EBITDA per year**

At 3× exit multiple

→ **\$49,275 more enterprise value**

Pair & Suggest

Train every budtender on your top 5 natural pairings. A simple script: 'Customers who buy that usually grab this.'

Bundle Pricing

3-pack pre-rolls at a slight discount over 3 singles. Drives volume, increases basket, perceived value is higher.

Loyalty Multiplier

Double points on your margin-rich category this week. Drives trial and upsell without eroding ticket.

Staff Picks

A labeled 'staff pick' shelf creates conversation and permission to recommend — especially effective in premium.

04

OUTPUT · 30 MINUTES

Your 90-Day Action Roadmap

Everything you've diagnosed today becomes a prioritized action plan. Three phases, one store, ninety days.

The 90-Day Structure

Three phases, each with a different focus. Not everything can happen at once — sequencing matters.

01

Days 1–30

Diagnose & Quick Wins

- Complete your category gap analysis
- Identify your top 3 SKU gaps to fill
- Run a one-week basket-size challenge with staff
- Set baseline metrics: avg txn, return rate, top SKUs
- Fix your single biggest journey friction point

02

Days 31–60

Build & Optimize

- Implement three-tier pricing architecture
- Launch or revamp loyalty program
- Introduce staff recommendation protocol
- Negotiate one LP promotional program
- Review and tighten your promotional calendar

03

Days 61–90

Embed & Measure

- Review: did avg basket move?
- Assess category shift against your targets
- Staff training refresh based on what you learned
- Document what's working as standing SOPs
- Plan your next 90-day cycle

Build Your Roadmap

In your workbook (p.16): choose your top 3 actions per phase based on what you've learned today.

Days 1–30 Diagnose & Quick Wins

Action 1:

Owner: _____ By: _____

Action 2:

Owner: _____ By: _____

Action 3:

Owner: _____ By: _____

Days 31–60 Build & Optimize

Action 1:

Owner: _____ By: _____

Action 2:

Owner: _____ By: _____

Action 3:

Owner: _____ By: _____

Days 61–90 Embed & Measure

Action 1:

Owner: _____ By: _____

Action 2:

Owner: _____ By: _____

Action 3:

Owner: _____ By: _____

What Comes Next

Your roadmap is in your hands. Here's how to make sure it doesn't stay in the workbook.

01 Commit to one action this week

Pick the single most important action from your Day 1–30 list and commit to doing it before Friday.

02 Share your roadmap with your team

Your staff are the ones who execute. They need to know what you're changing and why — or it won't stick.

03 Track your baseline numbers now

Before you change anything, capture your current avg transaction, top 10 SKUs, and return rate. You need a before.

04 Book a 30-day check-in

Accountability accelerates execution. Whether it's with Sam or a peer from today's session — schedule the review.

CONTINUE THE CONVERSATION

Discovery Call Complimentary

Health Check From \$999

Ongoing Advisory Scope-based

sam@fullbloomadvisory.com

416-561-0921

thegrowthcollective.ca