



TOOLKIT 3: STOP GUESSING, START MEASURING-WORKED EXAMPLE

THE PROBLEM: Most owners don't track key numbers weekly, so they miss early warnings when sales, cash, or margins start to slip.

THE PAYOFF: In under 10 minutes a week, this tool shows you where the business is heading — and what to fix before problems grow.

HOW TO USE (WEEKLY):

- 1) Record your three baseline measures:
- 2) Weekly Sales / Revenue: Add up all invoices or sales for the week.
- 3) Gross Margin %: (Sales Direct Costs) ÷ Sales × 100.
- 4) Cash Buffer (weeks): Total cash ÷ Average weekly expenses.
- 5) Choose at least 2 industry-specific metrics from the appendix that fit your business.
- 6) Enter this week and last week's numbers, calculate the variance, and note any insights.

WORKED EXAMPLE — HOSPITALITY CAFE

Metric	This Week	Last Week	Variance	Notes
Weekly Sales /	\$18,000	\$16,500	+\$1,500	Strong weekend trading
Gross Margin %	62%	58%	+4%	Food costs controlled
Cash Buffer (weeks)	3.2	3.0	+0.2	Better balance this week
Table Turnover Rate	3.4x	3.1x	+0.3	More customers per table
Average Spend per Guest	\$28 .50	\$27 .80	+\$0 .70	Coffee upsell working

WHAT THIS MEANS / NEXT MOVES:

- If Sales, Margin, or Cash are trending down, act quickly.
- If industry metrics show improvement, double down on what's working.
- Use this dashboard as your early warning system each week.





TOOLKIT 3: STOP GUESSING, START MEASURING

HOW TO USE (WEEKLY):

- Record Sales, Margin, and Cash Buffer weekly.
- Choose 2–3 industry-specific metrics from the appendix.
- Enter this week and last week's numbers, calculate the variance, and note actions.

Metric	This Week	Last Week	Variance	Notes
Weekly				
Gross				
Cash Buffer				
[Industry Metric #1]				
[Industry Metric #2]				

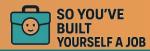
WHAT THIS MEANS / NEXT MOVES:

Spot trends quickly and act before they become bigger problems.

Keep repeating weekly until you see sustained improvements.







APPENDIX — INDUSTRY-SPECIFIC METRICS

Category / Sector	Key Metrics
Trades, People & Home Services	 Jobs completed per week – Number of jobs finished. Average job value – Typical revenue per job. Labour utilisation % – Staff time spent on productive work. Quote-to-win ratio – % of quotes converting to jobs. Debtors outstanding – Money owed by clients.
Professional Services	 Billable hours % – % of hours billed to clients. Average fee per client – Typical revenue per client. New client enquiries – Leads coming in. Debtors outstanding – Client invoices unpaid. Work in progress (WIP) – Value of unbilled client work.
Tech / SaaS	 Monthly recurring revenue (MRR) – Monthly subscription income. Customer churn % – % of subscribers lost each month. Average revenue per user (ARPU) – Monthly income per customer. Customer acquisition cost (CAC) – Cost to win a new customer. Pipeline leads – Prospects who may convert.
Creative, Media & Marketing	 Project hours vs budget – Actual vs budgeted time. Average project fee – Typical income per project. Utilisation % – Share of staff time billed to clients. Pipeline value – \$ value of upcoming projects.



	 Debtors outstanding – Client invoices unpaid.
Health & Allied Health	 Patient appointments per week Number of visits. Average fee per appointment – Income per patient. Cancellation % / No-shows – Missed bookings. Practitioner utilisation % – % of time with patients. Debtors outstanding – Insurer or patient bills owed.
Manufacturing & Production	 Units produced per week – Output volume. Rejects / quality % – Proportion failing quality. Downtime hours – Lost production time. Input cost per unit – Materials per unit. Gross margin % – Profit after direct costs.
Transport & Logistics	 Jobs / deliveries completed – Number fulfilled. Kilometres per vehicle – Distance travelled. Fuel cost per km – Fuel spend per km. On-time delivery % – % delivered on schedule. Debtors outstanding – Customer bills owed.
Retail & Ecommerce	 Sales per week – Weekly revenue. Average transaction value – Typical spend per customer. Gross margin % – Profit after stock costs. Stock turnover – Days stock held before selling. Supplier terms – Days you have to pay suppliers.



Hospitality, Tourism & Events	 Weekly covers / guest nights – Customers served or rooms sold. Average spend per head – Spend per diner or guest. Gross margin on F&B – Profit after food and drink costs. Staff cost % of sales – Wages as % of sales. Occupancy % / booking rate – Seats, rooms, or tickets sold.
Agriculture & Farming	 Units sold – Livestock or produce sold. Yield per hectare / per head – Productivity per acre or animal. Input costs per unit – Feed, fertiliser, or care cost per unit. Market price variance – Fluctuation in selling prices. Cash buffer / season prep – Reserves for seasonal downturns.
Finance, Insurance & Real Estate	 Loans / policies / sales closed per week – Deals finalised. Average commission per deal – Income per deal. Pipeline value – \$ value of deals in play. Debtors outstanding – Client payments owed. Compliance % – Renewals and lodgements done on time.
Arts & Not-for-Profit	 Ticket sales / attendance per week – Audience size. Average donation / gift size – Typical donor contribution. Donor retention % – Donors who give again. Event gross margin % – Profit after event costs. Campaign ROI – Return on fundraising campaigns.
Education & Training	 Enrolments per week / intake – Students joining.



	 Average revenue per student – Typical income per enrolment. Completion / attendance % – Students who finish or attend consistently. Staff utilisation % – Share of time spent teaching. Lead-to-enrolment conversion % – Enquiries converting to enrolments.
Property & Construction Development	 Projects in progress – Jobs underway. Average project margin % – Profit margin per project. Variance vs budget – % over or under budget. Pipeline value – Value of tenders or EOI in play. Work in progress (WIP \$) – Value of unbilled work underway.