

## 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 %:  $(\text{Sales} - \text{Direct Costs}) \div \text{Sales} \times 100$ .
- 4) Cash Buffer (weeks):  $\text{Total cash} \div \text{Average weekly expenses}$ .
- 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	<ul style="list-style-type: none"> <li>Jobs completed per week – Number of jobs finished.</li> <li>Average job value – Typical revenue per job.</li> <li>Labour utilisation % – Staff time spent on productive work.</li> <li>Quote-to-win ratio – % of quotes converting to jobs.</li> <li>Debtors outstanding – Money owed by clients.</li> </ul>
Professional Services	<ul style="list-style-type: none"> <li>Billable hours % – % of hours billed to clients.</li> <li>Average fee per client – Typical revenue per client.</li> <li>New client enquiries – Leads coming in.</li> <li>Debtors outstanding – Client invoices unpaid.</li> <li>Work in progress (WIP) – Value of unbilled client work.</li> </ul>
Tech / SaaS	<ul style="list-style-type: none"> <li>Monthly recurring revenue (MRR) – Monthly subscription income.</li> <li>Customer churn % – % of subscribers lost each month.</li> <li>Average revenue per user (ARPU) – Monthly income per customer.</li> <li>Customer acquisition cost (CAC) – Cost to win a new customer.</li> <li>Pipeline leads – Prospects who may convert.</li> </ul>
Creative, Media & Marketing	<ul style="list-style-type: none"> <li>Project hours vs budget – Actual vs budgeted time.</li> <li>Average project fee – Typical income per project.</li> <li>Utilisation % – Share of staff time billed to clients.</li> <li>Pipeline value – \$ value of upcoming projects.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Debtors outstanding – Client invoices unpaid.</li> </ul>
Health & Allied Health	<ul style="list-style-type: none"> <li>▪ Patient appointments per week – Number of visits.</li> <li>▪ Average fee per appointment – Income per patient.</li> <li>▪ Cancellation % / No-shows – Missed bookings.</li> <li>▪ Practitioner utilisation % – % of time with patients.</li> <li>▪ Debtors outstanding – Insurer or patient bills owed.</li> </ul>
Manufacturing & Production	<ul style="list-style-type: none"> <li>▪ Units produced per week – Output volume.</li> <li>▪ Rejects / quality % – Proportion failing quality.</li> <li>▪ Downtime hours – Lost production time.</li> <li>▪ Input cost per unit – Materials per unit.</li> <li>▪ Gross margin % – Profit after direct costs.</li> </ul>
Transport & Logistics	<ul style="list-style-type: none"> <li>▪ Jobs / deliveries completed – Number fulfilled.</li> <li>▪ Kilometres per vehicle – Distance travelled.</li> <li>▪ Fuel cost per km – Fuel spend per km.</li> <li>▪ On-time delivery % – % delivered on schedule.</li> <li>▪ Debtors outstanding – Customer bills owed.</li> </ul>
Retail & Ecommerce	<ul style="list-style-type: none"> <li>▪ Sales per week – Weekly revenue.</li> <li>▪ Average transaction value – Typical spend per customer.</li> <li>▪ Gross margin % – Profit after stock costs.</li> <li>▪ Stock turnover – Days stock held before selling.</li> <li>▪ Supplier terms – Days you have to pay suppliers.</li> </ul>



Hospitality, Tourism & Events	<ul style="list-style-type: none"> <li>▪ Weekly covers / guest nights – Customers served or rooms sold.</li> <li>▪ Average spend per head – Spend per diner or guest.</li> <li>▪ Gross margin on F&amp;B – Profit after food and drink costs.</li> <li>▪ Staff cost % of sales – Wages as % of sales.</li> <li>▪ Occupancy % / booking rate – Seats, rooms, or tickets sold.</li> </ul>
Agriculture & Farming	<ul style="list-style-type: none"> <li>▪ Units sold – Livestock or produce sold.</li> <li>▪ Yield per hectare / per head – Productivity per acre or animal.</li> <li>▪ Input costs per unit – Feed, fertiliser, or care cost per unit.</li> <li>▪ Market price variance – Fluctuation in selling prices.</li> <li>▪ Cash buffer / season prep – Reserves for seasonal downturns.</li> </ul>
Finance, Insurance & Real Estate	<ul style="list-style-type: none"> <li>▪ Loans / policies / sales closed per week – Deals finalised.</li> <li>▪ Average commission per deal – Income per deal.</li> <li>▪ Pipeline value – \$ value of deals in play.</li> <li>▪ Debtors outstanding – Client payments owed.</li> <li>▪ Compliance % – Renewals and lodgements done on time.</li> </ul>
Arts & Not-for-Profit	<ul style="list-style-type: none"> <li>▪ Ticket sales / attendance per week – Audience size.</li> <li>▪ Average donation / gift size – Typical donor contribution.</li> <li>▪ Donor retention % – Donors who give again.</li> <li>▪ Event gross margin % – Profit after event costs.</li> <li>▪ Campaign ROI – Return on fundraising campaigns.</li> </ul>
Education & Training	<ul style="list-style-type: none"> <li>▪ Enrolments per week / intake – Students joining.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Average revenue per student – Typical income per enrolment.</li> <li>▪ Completion / attendance % – Students who finish or attend consistently.</li> <li>▪ Staff utilisation % – Share of time spent teaching.</li> <li>▪ Lead-to-enrolment conversion % – Enquiries converting to enrolments.</li> </ul>
Property & Construction Development	<ul style="list-style-type: none"> <li>▪ Projects in progress – Jobs underway.</li> <li>▪ Average project margin % – Profit margin per project.</li> <li>▪ Variance vs budget – % over or under budget. Pipeline value – Value of tenders or EOI in play.</li> <li>▪ Work in progress (WIP \$) – Value of unbilled work underway.</li> </ul>