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.