Five numbers that move the business.

The five metrics a 1 to 50 team needs to run growth weekly. Each one gets a definition, a unit, a cadence, and a next move.

Five numbers. Not twenty. Each one with a fixed unit, a review cadence, and a written decision for when it moves the wrong way. Print this card, stick it above the desk, and use it Monday morning before opening email.

[INSIDE]

[01 / 05]

Stage-by-stage conversion rate

[DEFINITION]

Share of deals moving from one pipeline stage to the next, measured per stage over the same period.

[UNIT · CADENCE]

percentage

· CADENCE

Weekly, Monday

[IF IT MOVES WRONG]

Find the stage with the worst drop. Tighten the rule that gets a deal out of that stage, or fix the follow-up that should be firing there.

[WHY IT MATTERS]

Stage conversion turns the pipeline into something you can act on. You know exactly which stage is leaking deals, not just that something is. Without this number, working the pipeline is working blind.

[COMMON FAILURE]

Computing one end-to-end rate (lead to closed-won) instead of measuring each jump. You lose the signal of the specific bottleneck.

[EXAMPLE]

100 leads, 32 qualified (32%), 32 to 12 proposals (38%), 12 to 5 wins (42%). The sharpest drop is the first jump. That is the stage to start with.

[MONDAY LOG]

Print, hand-write every Monday, decide in fifteen minutes.

MONDAY	VALUE	DECISION
Monday 1		
Monday 2		
Monday 3		
Monday 4		

[02 / 05]

Average deal size

[DEFINITION]

Mean closed-won revenue per deal, taken across all deals won in the period.

[UNIT · CADENCE]

currency

· CADENCE

Weekly, Monday

[IF IT MOVES WRONG]

If it dropped, audit the last 10 won deals for discounting, scope shrinkage, or a smaller-customer mix. Patch the pattern.

[WHY IT MATTERS]

Average deal size sets how many deals you need to hit the year. It is the other half of the revenue equation, paired with volume. If it slips without you noticing, you try to grow by running faster on a treadmill that is slowing down.

[COMMON FAILURE]

Averaging deals of very different shapes together. One enterprise deal dilutes the pattern for your typical customer.

[EXAMPLE]

18 deals closed in May, $76,000 in revenue. Average deal: $4,200. For a $500k year, you need 120 deals like that one.

[MONDAY LOG]

Print, hand-write every Monday, decide in fifteen minutes.

MONDAY	VALUE	DECISION
Monday 1		
Monday 2		
Monday 3		
Monday 4		

[03 / 05]

Sales cycle length

[DEFINITION]

Median days from a lead being created to the same deal closing won or lost.

[UNIT · CADENCE]

days

· CADENCE

Weekly, Monday

[IF IT MOVES WRONG]

Find the stage adding the most days. Set a response SLA there, or move stalled deals to lost so the median tells the truth.

[WHY IT MATTERS]

Sales cycle length predicts when what enters today will close. It connects today's pipeline to revenue three months out. Without it, reading the pipeline is reading a horoscope.

[COMMON FAILURE]

Using the mean instead of the median. One six-month outlier inflates the mean and hides the team's normal behavior.

[EXAMPLE]

Last-quarter median: 38 days. If you are now at 52, one stage is adding two weeks. That stage is the one to investigate.

[MONDAY LOG]

Print, hand-write every Monday, decide in fifteen minutes.

MONDAY	VALUE	DECISION
Monday 1		
Monday 2		
Monday 3		
Monday 4		

[04 / 05]

Customer acquisition cost

[DEFINITION]

Sales and marketing spend in the period divided by new customers won in the same period.

[UNIT · CADENCE]

currency per customer

· CADENCE

Weekly, Monday (rolling 4 weeks)

[IF IT MOVES WRONG]

Cut the worst-performing channel first. Move that budget to the channel that brought your last three closed-won deals.

[WHY IT MATTERS]

CAC measures whether what you spend to acquire customers is sustainable. Below your average deal size, the business grows; above it, you fund growth from your own cash without realizing.

[COMMON FAILURE]

Forgetting to include the sales team's salaries in the calculation. CAC without payroll is fictional CAC.

[EXAMPLE]

May: $12,000 across marketing and sales, 6 new customers. CAC: $2,000 per customer. With a $4,200 average deal, you are healthy. If it rose, you would catch the turn before it caught you.

[MONDAY LOG]

Print, hand-write every Monday, decide in fifteen minutes.

MONDAY	VALUE	DECISION
Monday 1		
Monday 2		
Monday 3		
Monday 4		

[05 / 05]

Churn rate

[DEFINITION]

Customers lost in the period divided by customers at the start, tracked as a percentage and as an absolute count.

[UNIT · CADENCE]

percentage and count

· CADENCE

Weekly, Monday (month-end view)

[IF IT MOVES WRONG]

Call the last three customers who churned. Ask one direct question. Fix what their answers have in common.

[WHY IT MATTERS]

Churn counts what leaks out the back. Acquiring faster than the leak is working hours on a bathtub with a hole. It is the metric that separates real growth from apparent growth.

[COMMON FAILURE]

Looking only at the percentage when the base is small. With 20 customers, a single cancellation shifts the percentage radically. The absolute count is the real signal.

[EXAMPLE]

80 customers at month start, 3 lost in May. Monthly churn: 3.75%. Annualized: 36%. The question that matters: why did those three leave.

[MONDAY LOG]

Print, hand-write every Monday, decide in fifteen minutes.

MONDAY	VALUE	DECISION
Monday 1		
Monday 2		
Monday 3		
Monday 4		