



# Metrics That Matter: A No-BS Guide to Data-Driven Productivity

**Joseph Fung**  
**CEO**  
**Uvaro**



# SAAS NORTH

@ SAAS NORTH



# Metrics That Matter

## A No-BS Guide to Data-Driven Productivity

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Joseph Fung

CEO / Founder / Investor

[joseph@uvaro.com](mailto:joseph@uvaro.com)

519-616-1377



## What are we not going to do today?

- Discuss North Star Metrics ([see Nick Black](#))
- Review Popular Industry Metrics ([see SaaSCan](#))
- Review Specific Platforms ([see Exhibitors](#))



## What are we going to do today?

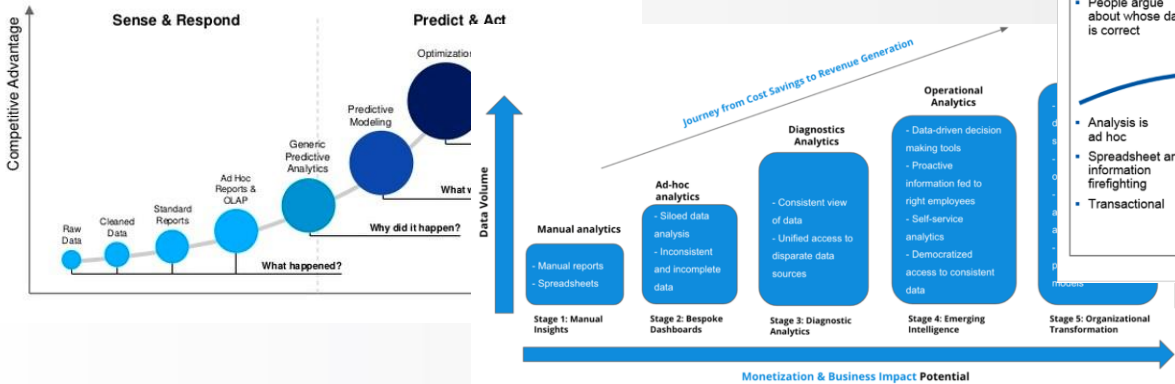
- Learn some stuff about operationalizing data
- Consider where our teams need to level up
- Dispel some myths about data & analytics
- See some examples we can ~~rip off~~ be inspired by





Level 0	Level 1	Level 2	Level 3	Level 4
Standalone Analytics	Bolt-On Analytics	Inline Analytics	Infused Analytics	Genius Analytics

Level 1 Basic	Level 2 Opportunistic	Level 3 Systematic	Level 4 Differentiating	Level 5 Transformational
<ul style="list-style-type: none"> <li>Data is not exploited, it is used</li> <li>D&amp;A is managed in silos</li> <li>People argue about whose data is correct</li> </ul>	<ul style="list-style-type: none"> <li>IT attempts to formalize information availability requirements</li> <li>Progress is hampered by culture; inconsistent incentives</li> </ul>	<ul style="list-style-type: none"> <li>Different content types are still treated differently</li> <li>Strategy and vision formed (five pages)</li> <li>Agile emerges</li> <li>Exogenous data sources are readily integrated</li> <li>Business executives become D&amp;A champions</li> </ul>	<ul style="list-style-type: none"> <li>Executives champion and communicate best practices</li> <li>Business-led/ driven, with CDO</li> <li>D&amp;A is an indispensable fuel for performance and innovation, and linked across programs</li> <li>Program mgmt.. mentality for ongoing synergy</li> <li>Link to outcome and data used for ROI</li> </ul>	<ul style="list-style-type: none"> <li>D&amp;A is central to business strategy</li> <li>Data value influences investments</li> <li>Strategy and execution aligned and continually improved</li> <li>Outside-in perspective</li> <li>CDO sits on board</li> </ul>





## Data Maturity Model





## Data Maturity Model

	Level 1	Level 2	Level 3	Level 4
SYSTEMS	<p>Manual Metrics</p> <ul style="list-style-type: none"><li>● Spreadsheets</li><li>● CRM</li><li>● Billing Platform</li><li>● Google Analytics</li></ul>	<p>Complex Reporting</p> <ul style="list-style-type: none"><li>● Product Analytics</li><li>● Attribution Monitoring</li><li>● Dashboarding</li><li>● Anomaly Alerts</li></ul>	<p>Integrated Analytics</p> <ul style="list-style-type: none"><li>● Data Warehouse</li><li>● ETL (Data Connectors)</li><li>● Self-Service BI</li><li>● Automated Reports</li></ul>	<p>Predictive Analytics</p> <ul style="list-style-type: none"><li>● Shared FP&amp;A Model</li><li>● External Data Sources</li><li>● Data QA &amp; Testing</li></ul>
PEOPLE	<ul style="list-style-type: none"><li>● Founders &amp; generalists</li><li>● App "Power Users"</li><li>● "Pivot Table" skills</li></ul>	<ul style="list-style-type: none"><li>● Eng/Mktg/PM</li><li>● Board/Investors</li><li>● Sys-Admin / Rev-Ops</li><li>● "System thinking" skills</li></ul>	<ul style="list-style-type: none"><li>● Business Analyst</li><li>● SQL skills</li><li>● Communications &amp; Leadership skills</li></ul>	<ul style="list-style-type: none"><li>● Data Engineering</li><li>● Department-specific Business Analysts</li><li>● Financial Literacy</li></ul>
PROCESSES	<ul style="list-style-type: none"><li>● Monthly Reports</li><li>● Modelling</li><li>● Pitch Decks</li><li>● Investor Reporting</li></ul>	<ul style="list-style-type: none"><li>● North Star Metrics</li><li>● OKRs</li><li>● Business Review (QBR)</li><li>● Budgeting</li></ul>	<ul style="list-style-type: none"><li>● Weekly Scorecards</li><li>● Dept &amp; Team Metrics</li><li>● GRC/Audit/Data Maint</li><li>● Budget vs. Actuals</li></ul>	<ul style="list-style-type: none"><li>● Reforecasting</li><li>● In-House Training</li><li>● Predictive Recruiting</li><li>● Data partnerships</li></ul>

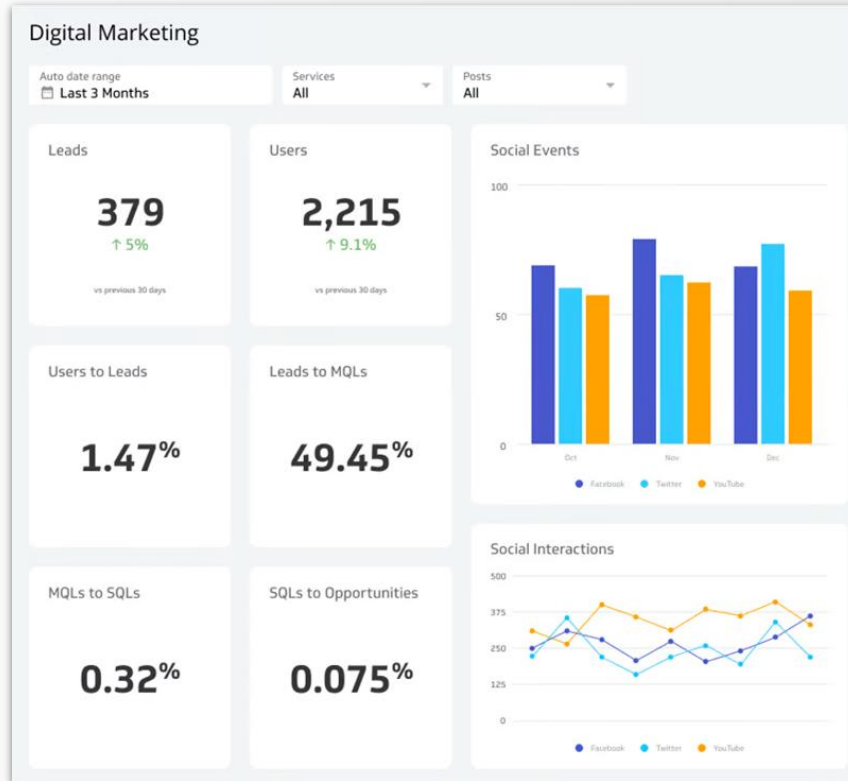
## Data Maturity Model

*Where are you?*

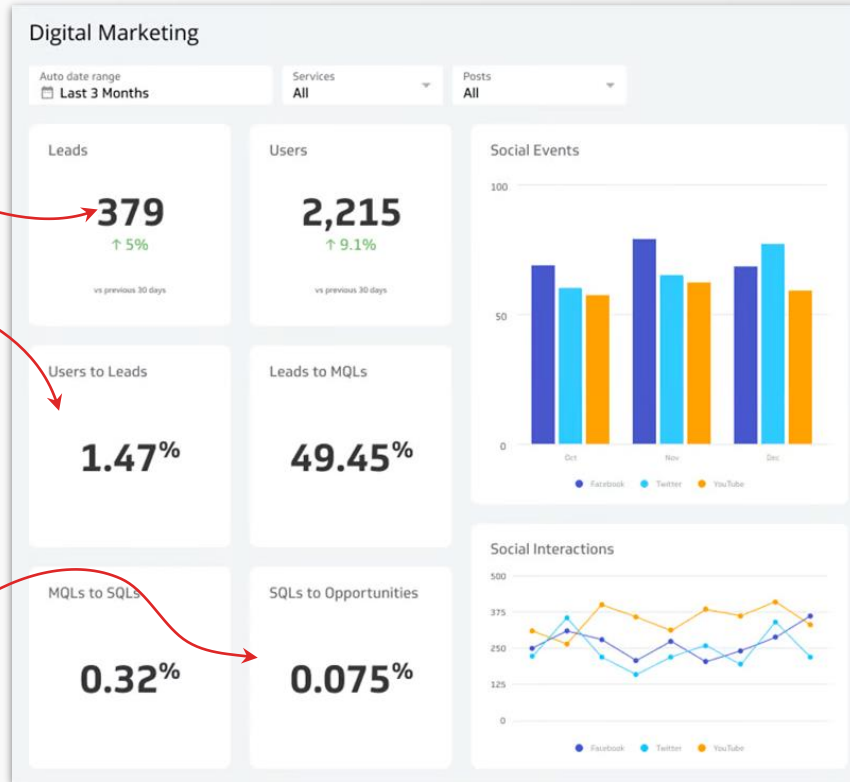
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Let's imagine you have this dashboard



Let's imagine you have this dashboard



Yay!  
Leads are up

But math  
says 1.7%?

Why are  
opportunities so  
low?!

Answers that just cause confusion:

"Users haven't flowed through the full funnel yet"

"We had a stale lead blitz so re-worked extra SQLs than usual - they showed up in previous reports"

*Protip: You don't have time for this*

## Keep your metrics simple

Metric	Value
Leads	10,000
MQLs	2,000
Leads to MQLs	20%
SQLs	500
MQLs to SQLs	25%

These metrics always work for each of:

1. Calendars (weekly, monthly, etc)
2. Comparisons (vs. previous period)
3. Rolling time (Last 30 days, etc)

*Protip: This makes goal-setting much easier*





Let's imagine you have this OKR

### Sales manager

o Kickstart sales process activity indicator improvements

10%

KR Increase calls per salesperson to 6300 per quarter

3716 calls

KR Achieve at least 315 demo calls per salesperson per quarter

291 calls

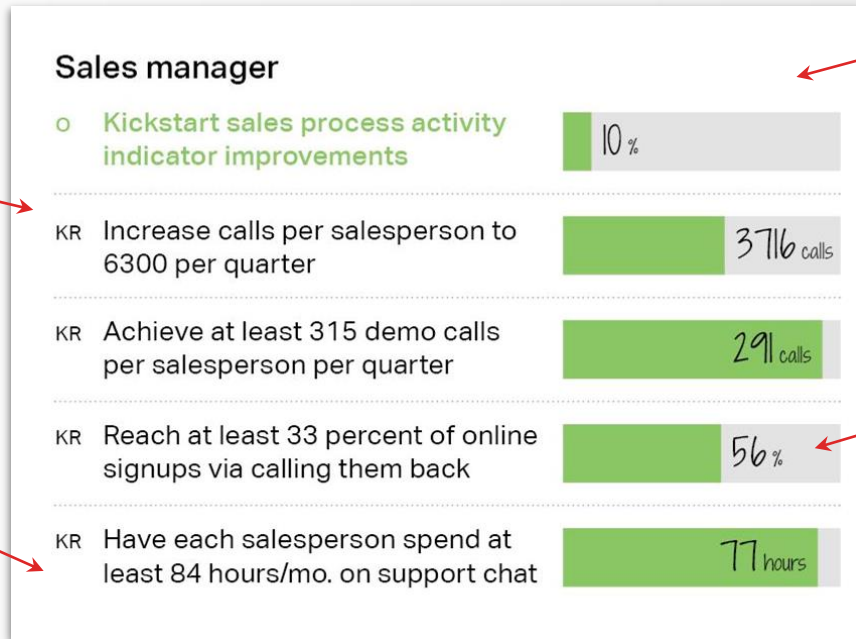
KR Reach at least 33 percent of online signups via calling them back

56%

KR Have each salesperson spend at least 84 hours/mo. on support chat

77 hours

Let's imagine you have this OKR



*Not actionable monthly or weekly*

*HR system is updated manually (aka never)*

*They keep chat open all day...how do to count hrs?*

*No calling system, so has to be logged manually*

## Instead, define goals from your model

	A	B	C	D	E	F	
1		January	February	March	April	May	June
2	MQLs	120	132	145	160	176	
3	Activities per MQL	10	10	10	15	15	
4	Total Activities	1,200	1,320	1,452	2,396	2,635	
5	Daily Activity Capacity per Rep	20	20	20	60	60	
6	Reps Required	3	3	4	2	2	
7							
8	MQL to Opportunity Rate	25%	25%	25%	25%	25%	
9	Opportunities	30	33	36	40	44	
10	Close Rate	25%	25%	25%	25%	25%	
11	Closed Deals	7.5	8.3	9.1	10.0	11.0	
12							
13	Opportunities per Rep	10	10	10	20	20	
14	Closed Deals per Rep	3	3	3	5	5	
15							

Example Goal: "Increase Daily Rep Activity from 20 to 60 by end of March"

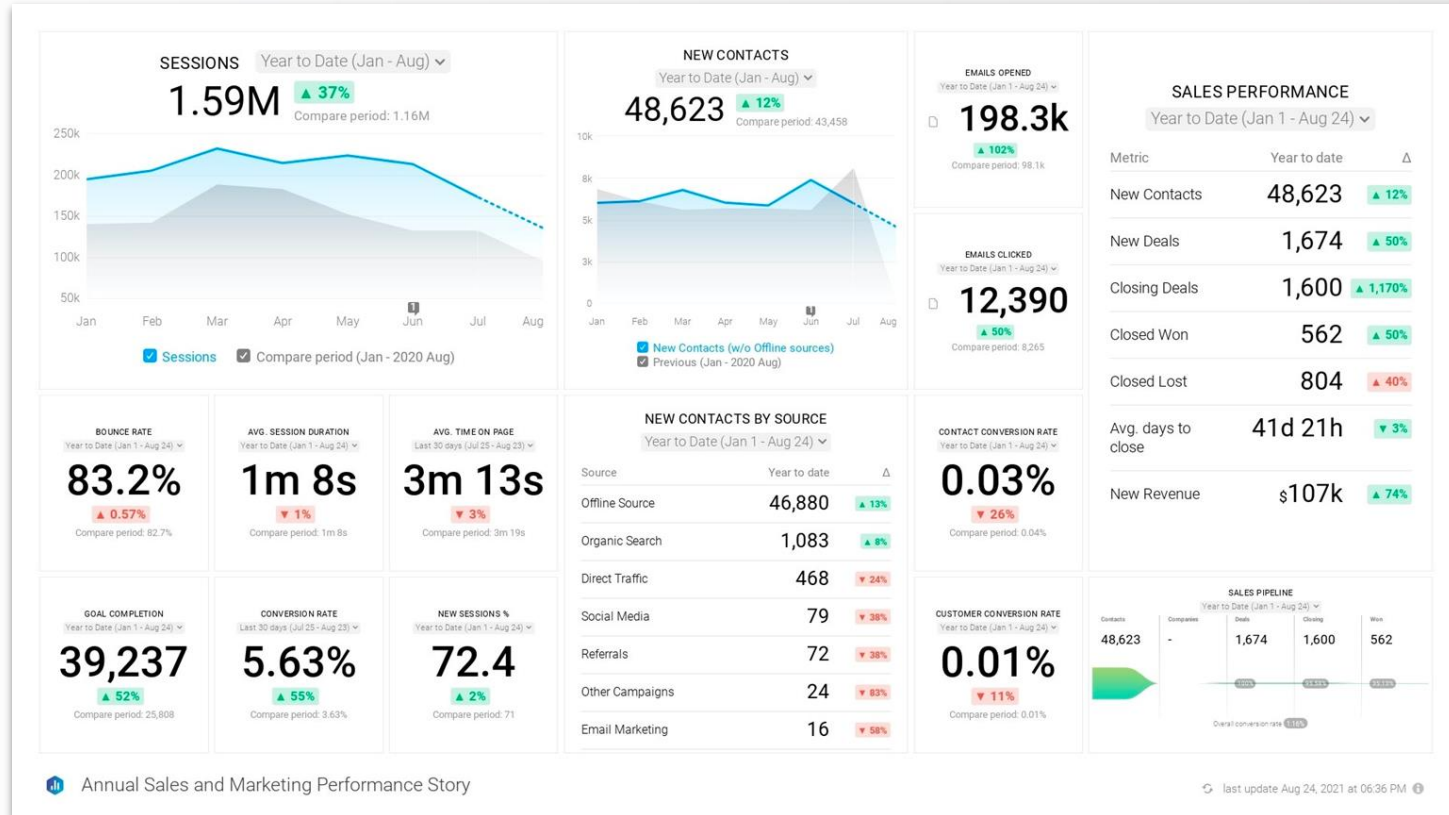
Why this works:

1. Ensures alignment at all levels
2. Measurable in a standardized way
3. Prevents distractions of pet projects

*Remember: Your model communicates your strategy*



# Everyone focuses on this...but what does it mean?



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# Instead, roll out scorecards. Start top-down

## Senior Leadership Scorecard

KPI (Weekly)	Owner	Target	Week 1	Week 2	Week 3	Week 4
MQLs	Marketing	28	30	22	41	10
Activities per MQL	Sales	10	9.5	9.2	7.4	8.2
Daily Activities per Rep	Sales	20	16	13	22	16
MQL to Opportunity	Sales	25%	20%	9%	27%	30%
New Opportunities	Sales	7.0	6	2	11	3

## Sales Team Scorecard

KPI (Weekly)	Owner	Target	Week 1	Week 2	Week 3	Week 4
Activities	Rep 1	20	16	2	25	17
Activities	Rep 2	20	13	22	21	11
Activities	Rep 3	20	20	15	19	19

Why this works:

1. Brings instant focus
2. Simple to update
3. Your model likely already has the most important metrics
4. If it doesn't, it should

*Protip: Measure everything, but review the minimum required.*







There's more we don't know, than what we do

What apps will we be using?

Where will we advertise next?

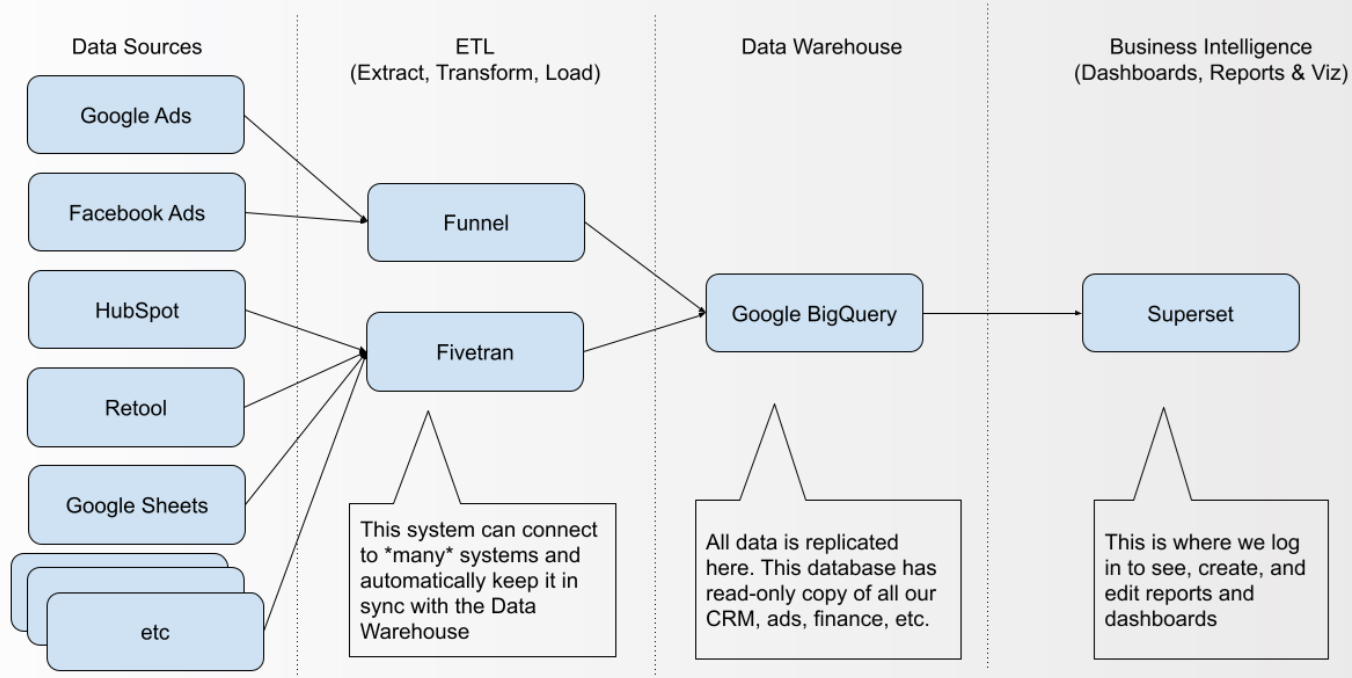
Should we sell through a channel?

What data will our investors ask for?

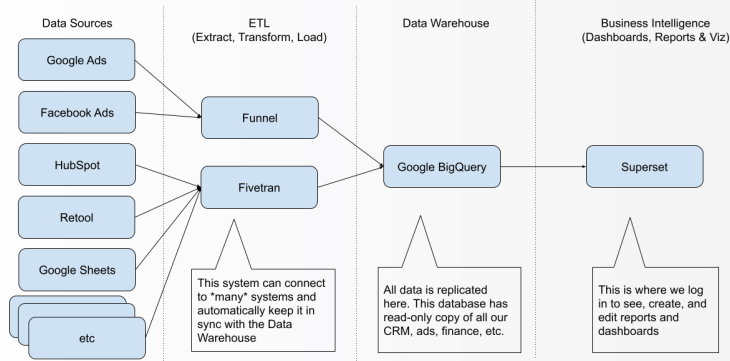
How much will we raise?

# Focus on learning before maturing

*Example tech stack from a Series-A Startup*



# Some simple guidelines to get started




- ~~1. Pick your business software~~
2. Pick your Storage tool based on costs
3. Pick your ETL tool based on pre-existing connectors and transaction cost. Avoid customization & transforms
4. Pick a BI tool that lets you experiment with your current team




We all write job descriptions that look like this

## (Canada) Associate Marketing Manager

 ★★★★★ 97 reviews


Fixed term contract

[Apply on company site](#) 

**Job** Company

A successful candidate will have excellent written and oral communication skills, data driven analyses and insights, strong interpersonal skills, deep curiosity about how things work, and a passion for building excellent value propositions and communication plans.

**Key Responsibilities:**

- Support the Demand leaders' campaign strategy to execute and maintain high-impact multi-touch campaigns and events that inspire consumers and drive engagement
- Coordinating marketing campaigns, collaborating with an agency to facilitate creative strategies, appropriate channel mix, manage budgets, analyzing campaign performance and ensuring effective communication between  and the agency.
- Responsible for consuming and leveraging Portfolio narratives to produce audience-centric

"...data driven analyses and insights..."

"...analyzing campaign performance..."

"...implementing our marketing data and analytics strategy..."

"...maintaining reports and dashboards..."

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Imagine a job posting that looked like this:

Associate Marketing Manager

Your mission: Produce social campaigns that increase monthly MQLs by 100% over the next year, while keeping our Cost-per-MQL within 25% of current performance.

*Protip: This applies to all roles, even executives!*

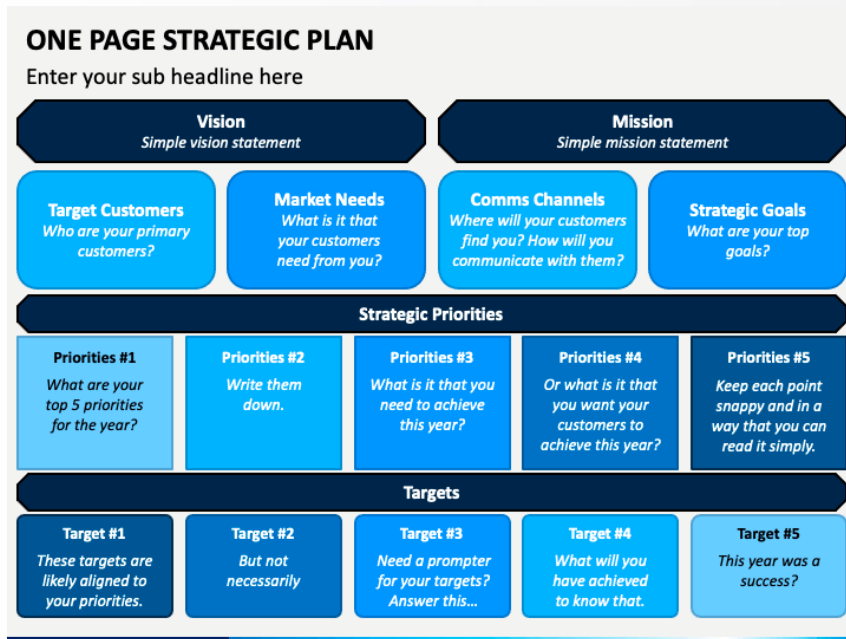


Leaders want to communicate strategy...

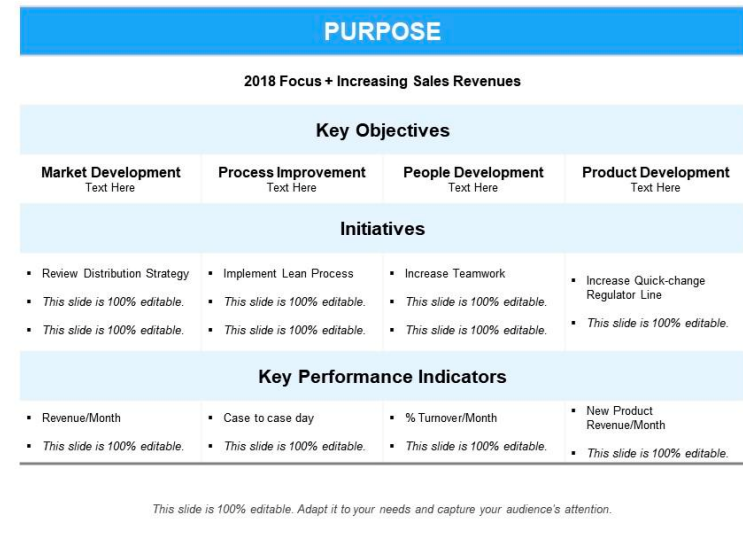




But canvases and playbooks give us examples like this



### One Page Strategy Plan with Purpose & Initiatives



Designed to be shared across your entire company

## FOREVER

### CORE VALUES

Value 1

Value 2

Value 3

Value 4

### IDEAL CUSTOMER

Key characteristics that identify your ideal customers. Typically including things like Budget/Revenue/ Size, Industry, Geography, Market or Compliance, and Product or Service Limitations

### PRODUCT

Brief description of your product, ideally in the form of a positioning statement the highlights your key differentiators or value drivers.

### VISION

Lorem ipsum dolor sit amet, consectetur adipiscing elit.

### MISSION

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed interdum sapien ut lectus rutrum lacinia.

### BHAG

Lorem ipsum \$XY dolor sit amet, consectetur adipiscing elit.

This is the inspirational stuff

## 3 YEAR

### 2025 TARGETS

KPI #1	#
KPI #2	#
KPI #3	#
KPI #4	#
KPI #5	#

### 2023-2025 CHESS MOVES

- Initiative #1 (Owner)
- Initiative #2 (Owner)
- Initiative #3 (Owner)
- Initiative #4 (Owner)

## 1 YEAR

### 2023 TARGETS

KPI #1	#
KPI #2	#
KPI #3	#
KPI #4	#
KPI #5	#

### 2023 CHESS MOVES

- Initiative #1 (Owner)
- Initiative #2 (Owner)
- Initiative #3 (Owner)
- Initiative #4 (Owner)

More distant initiatives act as a strategic roadmap

KPIs pulled from your model

## QUARTERLY

### Q4 2023 TARGETS

KPI #1	#
KPI #2	#
KPI #3	#
KPI #4	#
KPI #5	#

### Q4 2023 CHESS MOVES

- Initiative #1 (Owner)
- Initiative #2 (Owner)
- Initiative #3 (Owner)
- Initiative #4 (Owner)

Only the most critical initiatives

ProTip: If you need OKRs, base them on the initiatives

# FOUNDATIONAL

### CORE VALUES

- Honesty & Empathy
- Diversity & Solidarity
- Play & Responsibility
- Push

### VISION

Fulfilling careers for the world's professionals, from their first job to last.

### MISSION

Deliver the tools, skills, and professional community that people need to thrive in their careers.

### BHAG

Create and Lead the Career Success Category

### CAREER SUCCESS

**Experiencing financial health and work you enjoy, while feeling fulfilled in your peer community and life choices**

### IDEAL CUSTOMER

Canada and US individuals, 18-35 yrs old, earning \$18K-\$50K annually, with at least some college education.

Seeking a new job, in tech, in a customer-facing role.

Has functional technical skills, business-fluent English, and sustained access to a computer and internet.

### PRODUCT

We sell a membership that includes online training, job matching, coaching, and a members-only network.

Our product flywheel demos our unique insights:

- Career Success is a repeating cycle
- Community is at the core
- Members have personal journeys and use different features at different times

# 3 YEAR

### 2025 TARGETS

Member Customers	
ARR	
Revenue CAGR	
Profit Margin	
Sponsored Members	
*Career Success* Backlinks	
*Career Success* Searches	
Earning Potential Increase for Equity-Seeking Members	

### 2023-2025 CHESS MOVES

- 
- 
- 
- 

# 1 YEAR

### 2023 TARGETS

Member Customers (YE)	
ARR (YE)	
Monthly Churn (Annual Avg)	
Unloaded CAC (Dec)	
Loaded CAC (Dec)	
Gross Margin (Annual)	
NPS (Annual)	
Equity-Seeking Members	
Earning Potential Increase	

### 2023 CHESS MOVES

- 
- 
- 
- 
- Re-design go-to-market to use lead and deal scoring at core (Greg)
- Level-up billing/collections processes & systems (Jenna)

# QUARTERLY

### Q2 2023 TARGETS

Member Customers	
ARR	
Strategic Partner ARR	
Monthly Assisted→Billable	
New Deals on Subscriptions	
New Members	
MQL→Deal Rate	
Unloaded CAC	
Loaded CAC	

### Q2 2023 CHESS MOVES

- Replace DSA with ASA (Jenna)
- 
- 
- 
- 
- 
- Re-align marketing and sales to updated ICP (Toya + Greg)

## What did we cover?

### 7 counter-intuitive rules for data-driven businesses

1. Don't mistake scale for maturity
2. Ignore cohorts
3. OKRs stifle data-driven growth
4. You need to track fewer metrics
5. It's better to start cheap
6. Delegate KPIs, not analysis
7. KPIs communicate strategy

Data is hard. Be kind to yourself

*"Be good to yourself when, nobody else will" - Journey*

Reach out if I can ever be helpful

joseph@uvaro.com | 519-616-1377

*LinkedIn*



*Slides*

