



FREE GUIDE FOR BUSINESS OWNERS

The Top 7 Numbers Every CEO Should Know

Know exactly how your business is doing in under an hour a month. Seven numbers. Plain English. No finance degree required.

Revenue is vanity. Profit is sanity. Cash in your bank account is the holy grail.

The rule that holds all seven numbers together

7 numbers that actually run a business

I learned my numbers the hard way

I have spent more than a decade in business. I built two marketing agencies and exited both. I led sales teams doing millions a month. I have coached hundreds of owners into businesses that finally work. And I earned every one of those lessons the hard way, usually by getting it wrong first.

For a long stretch, I ran on feel. I knew roughly what was coming in. I had almost no idea what was going out, or what I was actually keeping. Some months I felt rich. Some months I panicked. The numbers were the same both times. I just could not see them.

When I finally learned to read them, everything changed. I planned instead of panicked. I made wiser decisions. I led my business instead of chasing it.

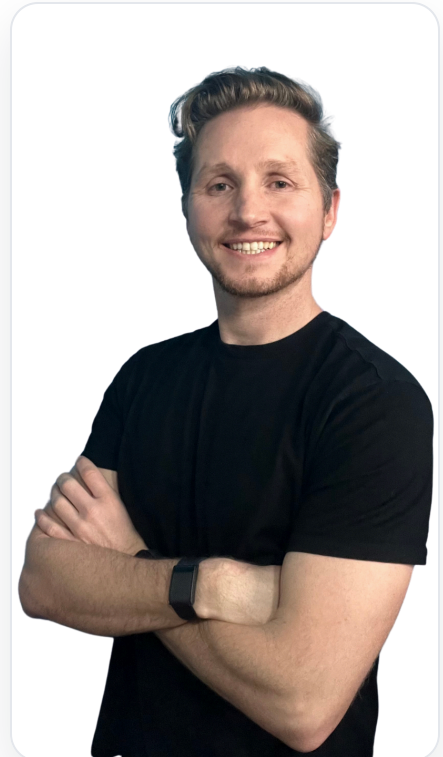
Here is what I see now in almost every owner I meet. Good people running good businesses, carrying a weight they were never meant to carry, just because nobody ever showed them their numbers.

That is the whole reason this exists. These are the seven numbers that actually run a business. You do not need a finance background. You need to know these seven and check them on a rhythm. I will walk you through each one the way I wish someone had walked me through them.

This is about stewardship. It is hard to steward well what you cannot see. Let me help you see it.

Nathan Newberry

Founder, Growing Pro CFO



Hundreds of owners coached

2 agencies built and exited

Millions of dollars sold

Former pastor

Stewardship first

WHY THIS MATTERS

You built a real business. Why does the money still feel out of control?

Payroll hits Friday and you are doing the math in your head at 2am. Again. A tax bill you never saw coming just erased a quarter you thought was good. You want to make a hire, and you honestly cannot say whether you can afford it. So you wait. And the growth waits with you.

That is not a bookkeeping problem. That is what running a business with nobody watching the numbers feels like. You are reacting to your money instead of directing it. And underneath it all, most businesses your size are quietly leaking **two to five thousand dollars a month** they cannot see. That is not a character flaw. It is a missing seat on your team.

- Payroll is due and you are not sure it clears. **Nobody should run a business like that.**
- Tax time is a number someone hands you after it is too late to change it.
- Revenue is up, and somehow there is less in the account. Nobody can tell you why.
- You avoid opening the books because they feel like bad news. So the problems find you first.

Revenue is vanity. Profit is sanity. Cash in your bank account is the holy grail.

DAN MARTELL

Here is the good news. You do not need a hundred numbers to fix this. You need seven. Know them, and you can run the whole business in under an hour a month, with sharper calls than most owners twice your size. Here they are.

1

NUMBER 1 OF 7

Revenue

What it is. The total money coming into your business before anything goes back out. Your top line.

WHY IT MATTERS

Revenue is the size of the room you get to work in. It sets the ceiling. But it is only the ceiling. Big revenue with no profit is just a big problem moving fast. That is why Dan calls it vanity. It feels like the score. It is not.

SOUND FAMILIAR

A contractor I know crossed a million in sales and felt like he had arrived. Then we looked closer. Half of it came from one client who paid late every single time. His best month on paper was his scariest month in the bank. Revenue told him he was winning. The full picture told the truth.

THE FRAMEWORK

Watch revenue as a trend, not a single number. One month tells you nothing. Three months tells you the direction. Track your growth rate month over month, and know what is actually driving it. When you know the source of your best months, you can repeat it on purpose instead of hoping.

THE TRAP

Chasing revenue you cannot deliver or cannot collect. More sales poured into a broken business just breaks it faster.

ASK THIS MONTH**Is my revenue growing on purpose, or by accident?**

2

NUMBER 2 OF 7

Expenses

What it is. What it costs to keep the lights on. Every dollar that leaves to run the business.

WHY IT MATTERS

Making money means nothing if you spend more than you earn. Most owners know their revenue and have no real idea where the money goes. That gap is where profit quietly dies. You cannot fix what you refuse to look at.

SOUND FAMILIAR

One owner swore she ran lean. We printed twelve months of expenses and read them out loud. Three tools nobody used. A subscription from a project that ended last spring. A vendor charging more than the one down the street. None of it looked big. Together it was eleven hundred dollars a month walking out the door. That was a family vacation, every year, gone before she ever saw it.

THE FRAMEWORK

Sort every expense into two piles. Fuel and drag. Fuel makes you money or buys back your time. Drag is the tool nobody uses and the vendor you never renegotiated. Review the full list every month and cut the drag. Do it on a rhythm and it never piles up.

THE TRAP

Death by a thousand small charges. No single line looks big enough to matter. Together they eat your margin while you watch the big stuff.

ASK THIS MONTH

If I had to cut 10 percent today, what would go, and why is it still here?

3

NUMBER 3 OF 7

Leads

What it is. The number of people who have actually shown interest in buying from you. Not followers. Not likes. People who raised a hand.

WHY IT MATTERS

Leads are the top of everything. No leads means no customers, which means no revenue. When sales feel slow, this is almost always the number that went quiet first. Most owners feel the drop in the bank weeks before they trace it back here.

SOUND FAMILIAR

A studio owner told me sales just felt slow, no reason he could name. We tracked where leads came from for two weeks. The referral partner who used to send five people a month had quietly sent zero since January. Nobody noticed, because nobody was counting. The tap had been off for months, and the first place he felt it was payroll.

THE FRAMEWORK

Count leads every week and know where they come from. Rank your sources by how many real leads they produce, not by how busy they make you feel. Then feed the sources that actually work, and stop pouring hours into the ones that do not.

THE TRAP

Confusing attention with interest. A viral post is not a lead. A booked call is. Vanity metrics feel like progress and pay you nothing.

ASK THIS MONTH

How many real leads came in, and exactly where did they come from?

4

NUMBER 4 OF 7

Conversions

What it is. The number of those leads who take action and become paying customers.

WHY IT MATTERS

This is where marketing turns into money. You can have all the leads in the world. If they do not convert, nothing changes in your account. A small lift here often pays you more than a big lift anywhere else, because it costs you nothing extra to get.

SOUND FAMILIAR

An agency was getting plenty of calls and closing almost none. They blamed the leads. We looked at the follow up instead. Every lead got one email, and if they did not reply, silence. We added three simple follow ups. Same leads. Same offer. The close rate went from one in ten to three in ten. Nothing else changed. They just stopped quitting after the first no.

THE FRAMEWORK

Divide customers by leads. That is your conversion rate. Watch it over time. If it drops, the problem is your offer, your follow up, or your fit. Fix your follow up first. Most sales are lost in the silence after the first no.

THE TRAP

Pouring more leads into a funnel that does not convert. You just spend more to lose more, then blame the leads.

ASK THIS MONTH

Out of every ten leads, how many say yes, and what happens to the other nine?

5

NUMBER 5 OF 7

Acquisition Cost

What it is. What it costs to get a single customer into your world. Everything you spend to win a sale, divided by the sales you won. Also called CAC.

WHY IT MATTERS

This is the number that tells you whether you can grow. If a customer costs more to get than they are worth, growth makes you poorer, not richer. Most owners have never once done this math, then wonder why more sales did not mean more money.

SOUND FAMILIAR

A coach was thrilled his ads were working. Revenue kept climbing, so he kept spending. We did the math nobody had done. Every customer cost him four hundred dollars to get, and was worth three hundred and twenty. He was paying to lose money, faster every month. Growth was the problem, not the solution. The numbers were the only thing that could have told him.

THE FRAMEWORK

Add up everything you spent to get customers. Ad spend, tools, commissions, your team's time. Divide by the customers you got. Then compare that to what a customer is worth over their whole life with you. A simple target: a customer worth at least three times what they cost to acquire.

THE TRAP

Flying blind on this one number. You scale your ads, revenue climbs, and you never notice you are buying dollars for a dollar and ten cents.

ASK THIS MONTH

What does one customer cost me, and are they worth a lot more than that?

6

NUMBER 6 OF 7

Retention

What it is. How many of your customers decide to stick around each month.

WHY IT MATTERS

This is the quiet giant. Dan points out that it is roughly seven times cheaper to sell to a customer you already have than to hunt down a new one. Keep customers longer and every other number gets easier. Lose them quietly and you run on a treadmill, working hard just to stay in place.

SOUND FAMILIAR

A gym owner chased new members all year and could not figure out why the total never moved. So we counted the back door. He was signing thirty a month and losing almost thirty right back. He was not running a business. He was running on a treadmill. We fixed one thing, a real welcome in the first week, and the leak slowed almost overnight. He grew more that quarter doing nothing new at the front.

THE FRAMEWORK

Track how many customers stay versus how many leave each month. That is your retention. The leak is almost always silent. Nobody sends an angry email. They just stop. So build one moment of real value early, and give them one reason to stay every month after.

THE TRAP

Filling a leaky bucket. You celebrate new sales at the front door while old customers walk out the back, and the total never moves.

ASK THIS MONTH

How many customers did I keep, and do I know why the ones who left, left?



7

NUMBER 7 OF 7

Profit

What it is. The actual money you get to keep after everything is paid. Your bottom line.

WHY IT MATTERS

This is the whole point. Revenue is vanity. Profit is sanity. Profit is what pays you, funds your family, and lets you give. A business with no profit is not a business. It is a job that owns you.

SOUND FAMILIAR

An owner doing a million and a half in sales sat across from me and admitted he took home less than the man he had hired. All the money was moving, and none of it was staying. We set his profit first and took it off the top, then built the business on what was left. Same revenue. For the first time in years, he paid himself on purpose.

THE FRAMEWORK

Decide your profit first, not last. Take it off the top as a set percentage, then run the business on what is left. Watch profit two ways, as a dollar amount and as a margin. Growing revenue with a shrinking margin is a warning, not a win. Protect the margin and the dollars take care of themselves.

THE TRAP

Waiting until the end of the year to find out whether you made money. By then it is a report you cannot change, not a decision you can still make.

ASK THIS MONTH

How much did I actually keep, and is that number growing?

Numbers do not change your business

What you do with them does. And that is where most owners get stuck.

A cockpit full of gauges does not fly the plane. A pilot reads them and decides. Most owners now have the gauges. QuickBooks, a dashboard, a bookkeeper, more reports than they will ever open. What they do not have is someone who reads the panel with them every month and says, here is what this means, and here is what to do next.

Knowing your seven numbers is step one. The change shows up when someone sits with you, connects them, and turns them into a decision. That is the difference between data and direction. One sits in a report. The other moves your business.

This is what a CFO actually does. Not the person who records the past. The person who looks forward with you and helps you steer. For years that seat was only affordable to companies doing millions. That is not true anymore.

WHERE THE SEVEN ARE POINTING

They all serve one number: your Freedom Number

Underneath all seven is a single question. What does this business need to produce so you can live, give, and be free, without carrying it on your back. We call that your Freedom Number. It has a personal side, what you need, and a business side, what the company must produce to fund it. Once you know it, the seven numbers stop being homework and start being a map. That is the work we do together.

YOUR MONTHLY TOOL

The 7 Numbers Scorecard

Print this page. Fill it in once a month. Ten minutes with these seven will tell you more about your business than a full day of guessing.

NUMBER	THIS MONTH	LAST MONTH	UP OR DOWN
1 Revenue			
2 Expenses			
3 Leads			
4 Conversions			
5 Acquisition Cost			
6 Retention			
7 Profit			

THE NUMBER UNDER ALL SEVEN

My Freedom Number

What this business needs to produce each month so I can live, give, and be free.

You do not have to do this alone

These are owners our founder has coached. Same person. Same eyes on the numbers. The operator who helped them find clarity now sits with you and reads yours every month.



Mike W.

\$60K contract in month one



"I was running a million dollar business and taking almost nothing home. One month in, we repositioned my offer and I closed a \$60,000 contract. The return is not even close."



Scott V.

\$50K to \$250K months



"I was stuck at \$50K months, selling my Pokemon cards to make payroll. We got clarity on my offer and my numbers. We close \$250,000 a month now."



Laurie H.

\$10K to \$38K months



"You guys actually care. You are in there with us every step. And if something is not right, you are just honest about it."



Dr. Jesse D.

\$35K in month one



"I started with no offer, no pricing, and no lead system. We built the whole engine, and I did \$35,000 in my first month."



Cory D.

\$0 to \$10K+ months



"I had the experience but no business. We packaged it, and now I coach studio owners at over \$10,000 a month."



Penny P.

\$0 to \$37K a month



"We went from zero revenue to real recurring income, with a clear plan that actually worked."

Individual results vary. Every business is different, which is exactly why the guarantee exists.

THE NEXT STEP

See your numbers with a CFO in your corner

You now know the seven. If you want someone to help you read them, find the money hiding in them, and build the plan to your Freedom Number, that is exactly what we do.

FREE AND SPECIFIC

Book your free Profit Leak Review

Fifteen minutes. We look at your numbers with you and show you what we find. No pitch until you ask. Most owners leave the call seeing money they did not know they were losing.

[Book at helpgrowpro.com](https://helpgrowpro.com)

helpgrowpro.com



The 3x Guarantee. In your first 90 days, if we do not find you at least 3x what you invested with us, we refund your advisory fees and we keep working free until we do.

Hundreds of owners coached

2 agencies built and exited

Former pastor

Stewardship first

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