



MASTERING METRICS: LEVERAGING ANALYTICS FOR STARTUP SUCCESS





KNOW YOUR EXPERT

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Education

CGMA from CIMA, UK Fellow Certified Management Accountant from the ICWAI Qualified Company Secretary from the ICSI EGMP from IIM-Bangalore

Experience

- Founder and CEO at Srf Capital Studio
- VP Finance at E4E, a US based IT/ITeS multinational
- Head of finance at MAS Holdings, UK

Relevant Professional Expertise

- Managed various Boards during the corporate and consulting career
- Working currently with more than 50 companies managing their finance function, doing monthly reporting, reviewing with management, giving strategic advisory
- Mentor with more than 20 startup Incubators

WHAT DOES SRF CAPITAL STUDIO OFFER?



Finance Function

- Bookkeeping Services
- Monthly Closure of Books
- Cashflow Forecasting
- MIS
- Monthly Financial Review with Founders
- Investor Reporting
- Audit Support



Investor Readiness

- Comprehensive Business Plans
- Financial Model
- Pitch Deck
- Business Valuation
- Term sheet & SHA Drafting
- Due Diligence
- Pre Due Diligence
- Secretarial Services



Strategic Consulting

- Pricing Advisory
- Pricing Discovery
- Metrics and Benchmarking
- KPIs and Performance Management
- Strategic Playbook
- Research and Strategy

WHAT WILL WE COVER TODAY

- Key Components of a startup
- Importance of Key North Star Metrics
- Sales Metrics for Each Business Model
- Operational Metrics for each Business Model
- Financial Metrics for each Business Model
- Case Studies

KEY COMPONENTS OF A STARTUP

Business Models

- Manufacturing
- Product
- Service
- SaaS
- E-Commerce
- Marketplace

Customer Segment

- B2B
- B2C
- B2B & B2C

Industry

AI, Big Data & Analytics
Textiles & Apparels
Environment, Sustainability & Governance
Advanced Manufacturing & Robotics
Technology & Innovation
Media & Entertainment

Mobility
Healthtech & Wellness
E-Commerce
Fintech
Gaming
Fashion & Beauty
EdTech
Food & Beverage
Real Estate and Housing

Agritech & New Food

METRICS AND ITS IMPORTANCE

METRICS OFFER INSIGHTS FOR STARTUPS INTO THEIR:



Growth trajectory



Profitability



Customer retention



Operational efficiency



Risk levels

HOW TO IDENTIFY METRICS FOR YOUR STARTUP:



Align with Business Goals



Understand your Business Model



Focus on Early vs. Growth Stages



Measure Customer behavior



Benchmark Against Industry Standards

HOW TO SET UP A PROCESS TO MEASURE METRICS FOR YOUR STARTUP :



Define Key Metrics



Implement Data Collection Tools



Establish a Reporting Framework



Assign Responsibility



Review and Adjust

WHAT IS NORTH STAR METRICS?

North Star Metrics are **key indicators** that represent the **core value a company delivers** to its customers, aligning the organization around a shared growth objective. They focus on **driving sustainable growth** by tracking the primary factor that contributes to **long-term success**.

KEY SALES METRICS FOR GROWTH

KEY SALES METRICS ACROSS BUSINESS MODELS

SaaS	Manufacturing	Product
• Customer Acquisition Cost (CAC) • Monthly Recurring Revenue (MRR) • Churn Rate	• Sales Growth Rate • Average Order Value • Customer Lifetime Value (CLV)	• Conversion Rate • Average Order Value • Repeat Purchase Rate

KEY SALES METRICS ACROSS BUSINESS MODELS

Service	Platform	E-Commerce
• Revenue per Client • Customer Satisfaction Score (CSAT) • Customer Retention Rate	• User Activation Rate • Daily Active Users (DAU) • Take Rate	• Cart Abandonment Rate • Gross Merchandise Volume (GMV) • Customer Acquisition Cost (CAC)

KEY CASE STUDIES DRIVING GROWTH

SaaS



Metrics: CAC: \$700, MRR: \$1.5M,
Churn Rate: 3%.

Insights: Reduced churn by 15% in six months using automated emails.

Manufacturing



Metrics: Growth: 30% YoY, AOV:
₹4,500, CLV: ₹25,000.

Insights: Boosted CLV with digital marketing and bundled sales.

Product



Metrics: Conversion Rate: 5%, AOV:
₹2,000, Repeat Purchase: 20%.

Insights: Increased repeat purchases by 15% through targeted events.

Service



Metrics: Revenue/Client: ₹4,000,
CSAT: 85%, Retention Rate: 60%.

Insights: Improved retention by 10% using feedback loops.

Platform



Metrics: Activation Rate: 50%, DAU:
1M, Take Rate: 20%.

Insights: Boosted take rate by introducing premium services.

E-Commerce



Metrics: Cart Abandonment: 40%,
GMV: ₹500 crores, CAC: ₹1,200.

Insights: Lowered CAC by 25% with influencer marketing.

KEY OPERATIONAL METRICS FOR EFFICIENCY

KEY OPERATIONAL METRICS ACROSS BUSINESS MODELS

SaaS

- Uptime/Downtime
- Feature Adoption Rate
- Support Response Time

Manufacturing

- Overall Equipment Effectiveness (OEE)
- Inventory Turnover
- Lead Time

Product

- Production Efficiency
- Stockout Rate
- Quality Return Rate

KEY OPERTIONAL METRICS ACROSS BUSINESS MODELS

Service	Platform	E-Commerce
• Average Time to Resolve • Resource Utilization • Project Completion Rate	• Transaction Success Rate • Content Upload Rate • System Latency	• Fulfillment Time • Return Rate • Inventory Accuracy

KEY CASE STUDIES DRIVING GROWTH

SaaS



Metrics: Uptime: 99.9%, Feature Adoption: 40%, Response Time: 15 min.
Insights: 20% improvement in customer satisfaction by reducing response time.

Manufacturing

ATHER

Metrics: OEE: 85%, Inventory Turnover: 4x/year, Lead Time: 2 weeks.
Insights: Improved efficiency by 25% with better inventory management.

Product

SLEEPYCAT

Metrics: Efficiency: 90%, Stockout Rate: 5%, Return Rate: 2%.
Insights: Reduced return costs by 15% with strict quality control.

Service



Metrics: Resolution Time: 1 hour, Utilization: 75%, Completion Rate: 95%.
Insights: 10% increase in repeat customers by speeding up resolutions.

Platform

zomato

Metrics: Transaction Success: 95%, Upload Rate: 1,000/day, Latency: 500 ms
Insights: 30% growth in order volume from higher transaction success.

E-Commerce

bigbasket

Metrics: Fulfillment Time: 2 days, Return Rate: 4%, Inventory Accuracy: 98%.
Insights: 15% drop in cancellations by enhancing inventory accuracy.

KEY FINANCIAL METRICS FOR STABILITY

KEY OPERATIONAL METRICS ACROSS BUSINESS MODELS

SaaS

- Gross Margin
- Revenue Growth Rate
- Burn Rate

Manufacturing

- Cost of Goods Sold (COGS)
- Operating Margin
- Working Capital Ratio

Product

- Profit Margin
- Return on Investment (ROI)
- Breakeven Point

KEY OPERTIONAL METRICS ACROSS BUSINESS MODELS

Service	Platform	E-Commerce
• Billable Utilization Rate • Cash Flow • Gross Profit	• Take Rate • Gross Margin • Cost per Acquisition (CPA)	• Gross Profit Margin • Average Revenue Per User (ARPU) • Refund Rate

KEY CASE STUDIES DRIVING GROWTH

SaaS

Chargebee

Metrics: Gross Margin: 80%, Revenue Growth: 40% YoY, Burn Rate: \$200K/month.

Insights: Extended runway by 6 months by lowering the burn rate.

Manufacturing



Metrics: ₹80K/unit, Operating Margin: 20%, Working Capital: 1.5.

Insights: Lowered COGS with local suppliers.

Product

Chumbak[®]

Metrics: Profit Margin: 30%, ROI: 3x, Breakeven: 2 years.

Insights: Diversified products to reach breakeven earlier.

Service

practo

Metrics: Billable Utilization: 70%, Cash Flow: Positive, Gross Profit: 50%.

Insights: Achieved profitability by optimizing service delivery.

Platform



Metrics: Take Rate: 15%, Gross Margin: 60%, CPA: ₹50.

Insights: Lower CPA with targeted ads, supporting sustainable growth.

E-Commerce

NYKAA

Metrics: Gross Margin: 40%, ARPU: ₹1,500, Refund Rate: 5%.

Insights: Improved profitability by maintaining a low refund rate.

KEY TAKEAWAYS

WHY METRICS ARE IMPORTANT AT EACH STAGE OF THE STARTUP



Early stage: Metrics help validate the product-market fit and guide resource allocation.



Growth Stage: Metrics track scalability, optimize processes, and measure efficiency.



Maturity Stage: Metrics focus on maximizing profitability, sustainability, and long-term value.

WHY METRICS ARE CRITICAL FOR INVESTOR CONVERSATIONS



Demonstrates Business Health: Shows the startup's ability to manage growth and sustainability.



Informs Valuation: Metrics such as MRR and CAC can influence a startup's valuation.



Builds Credibility: Provides data-backed insights to support projections and growth strategies.



Best Of Luck

