

Metrics That Matter for Fast-Growth Tech

From Tactical Signals to Board-Level KPIs



The Paradox of Data

Marketing leaders often face a paradox: abundant data, yet difficulty proving impact. Dashboards multiply, KPIs expand, but CEOs still ask: "Which numbers truly show business growth?"

The core issue isn't data scarcity, but a lack of hierarchy and context.



Ask Better Questions First

Before defining metrics, align on foundational questions to ensure clarity and actionability.



Decision Enablement

What decision should this metric enable?



Action Trigger

What action do we take if this number changes?



Outcome Ownership

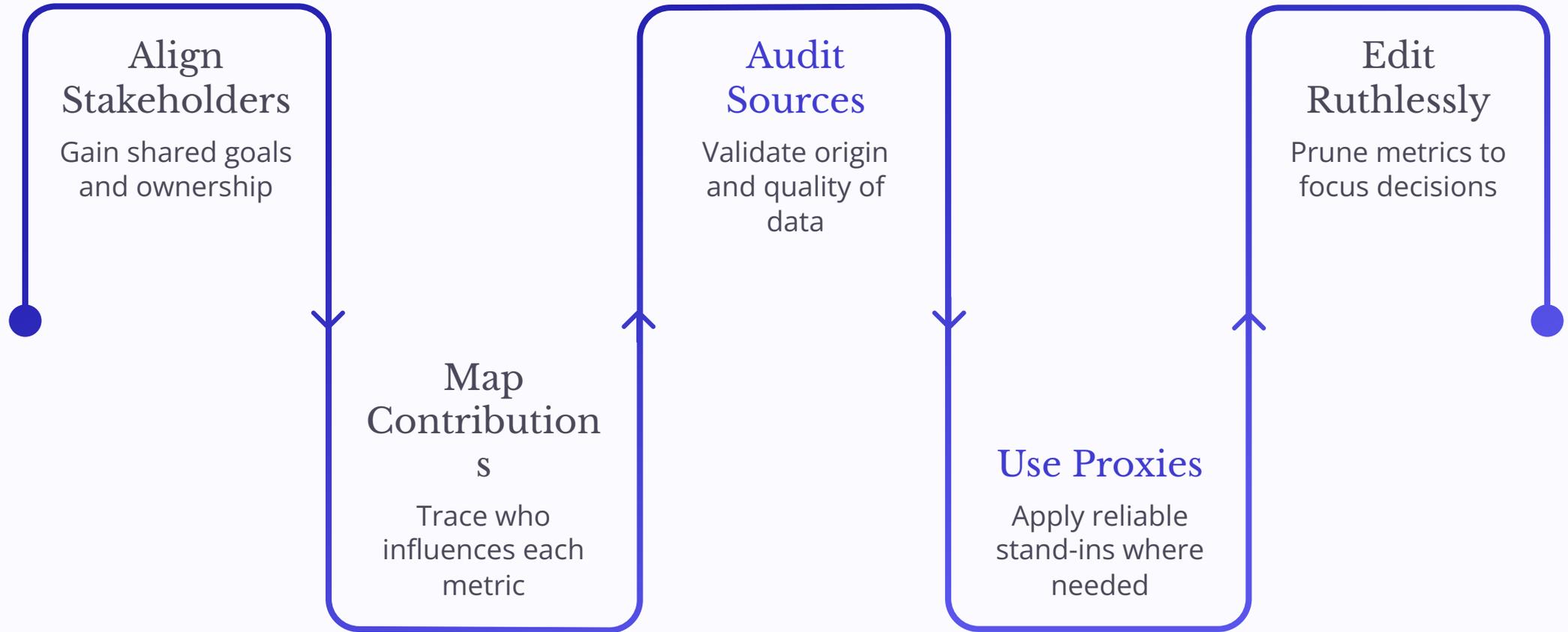
Who owns the outcome of this metric?



Behavior Cadence

At what cadence does this metric influence behavior?

Operationalizing Metrics: A 5-Step Plan



Gartner's structured plan transforms raw data into actionable decisions for fast-growth companies.

Hierarchy of Marketing Metrics

Not all metrics deserve the same attention or audience. Organize for clarity at scale.



Tier 1: Business Outcomes

ARR, YoY revenue growth, CLTV. Board-level, monthly review.



Tier 2: Strategic Levers

CAC, CLTV:CAC ratio, ROI. Guides investment decisions for CMOs.



Tier 3: Operational Diagnostics

Conversion ratios, attribution trends. Explains business outcomes.



Tier 4: Tactical Signals

CTR, CPL, experimentation results. Daily inputs for growth teams.

KPIs by Growth Stage

Align metrics to strategic intent, not habit. Avoid applying late-stage KPIs too early.



Problem-Solution Fit

Retention is the signal (Churn, Activation Rate).

Product-Market Fit

Revenue starts to tell the story (NRR, Pipeline).

Readiness to Scale

Efficiency becomes strategy (CAC, Payback Period).

KPIs by Growth Stage (Continued)

Growth Acceleration

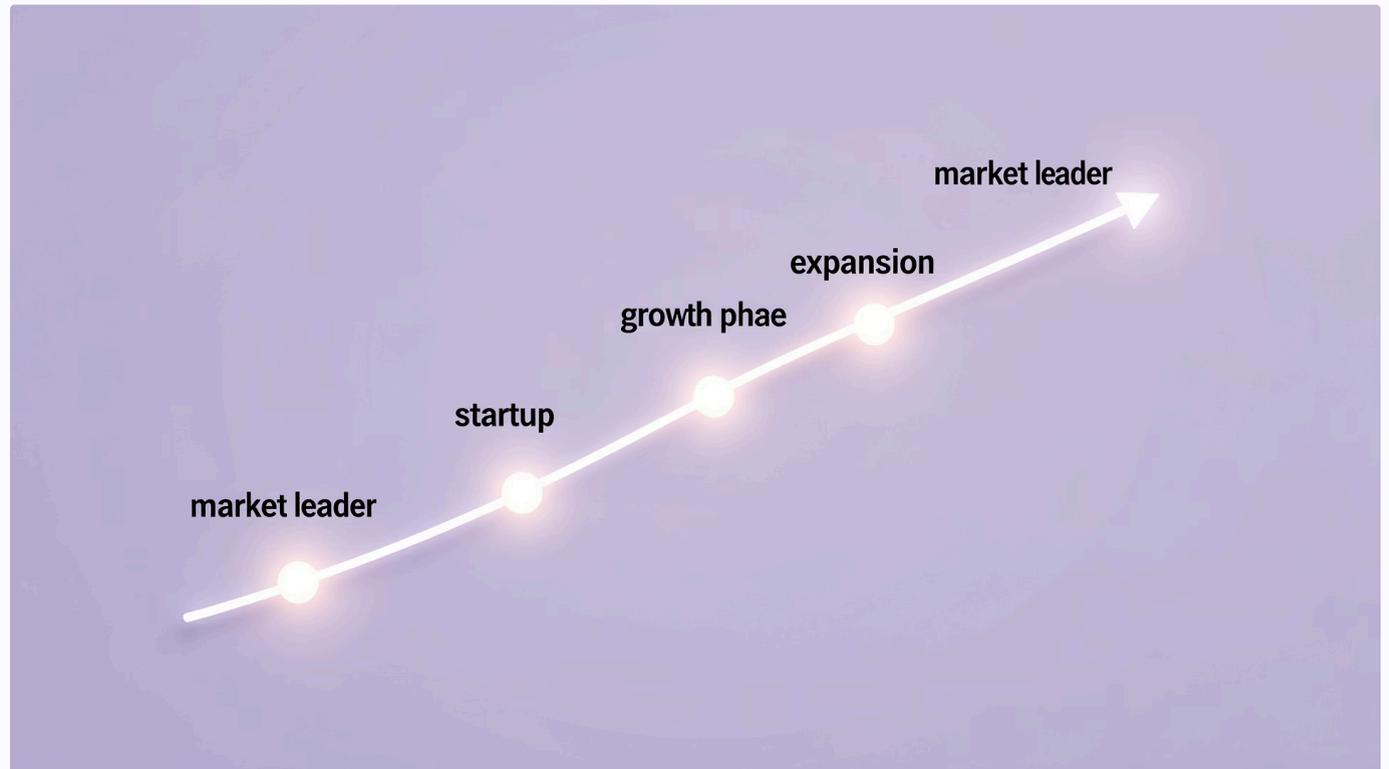
Market share over experimentation
(Revenue Growth Rate, Market Share).

Expansion

New markets, new complexity
(Revenue by Market, Partner
Revenue).

Transformation

Growth bets define the future (New
Offerings Revenue, ROI by Bet).



Presenting Metrics: Tailor Your Message

The art of marketing leadership is translating complexity into clarity for different audiences.



Board / CEO (Monthly)

One-page view: ARR vs target, Revenue retention, CLTV, CAC, high-level pipeline.



Sales + Marketing Leadership (Weekly)

Marketing-influenced pipeline, SQL conversion, CAC by channel, win-loss trends.



Growth Teams (Daily)

Experiment performance, CTR, CPL, landing page conversion, activation events.

Metrics as Leadership, Not Reporting

In fast-growth tech, metrics are alignment mechanisms. A strong marketing leader shapes decisions, prioritizes resources, and builds scalable systems.

Elevate marketing from a support function to a core driver of revenue and value.



Key Acronyms

- **ARR:** Annual Recurring Revenue
- **CAC:** Customer Acquisition Cost
- **CLTV:** Customer Lifetime Value
- **CMO:** Chief Marketing Officer
- **CPL:** Cost Per Lead
- **CTR:** Click-Through Rate
- **EBIT:** Earnings Before Interest and Taxes
- **KPI:** Key Performance Indicator
- **ROI:** Return On Investment
- **SQL:** Sales-Qualified Lead



ABOUT THE
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