

# The MSP Owner's Scorecard

*Why You're Busy, Broke, and Burned Out  
And the 10 Metrics You Need to Finally Run a  
Profitable, Scalable MSP*

Build a Bad Ass  
Scalable MSP!



COACHING

*Petrozzi*

CONSULTING



# Why Metrics Matter

## (and Why Scrappy Isn't Scaling)

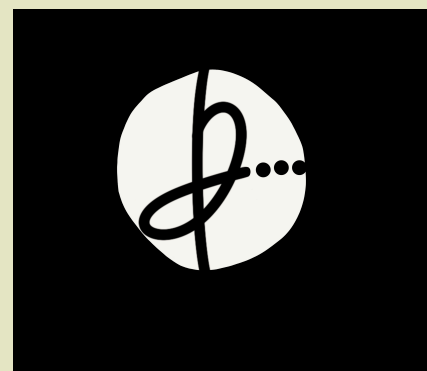
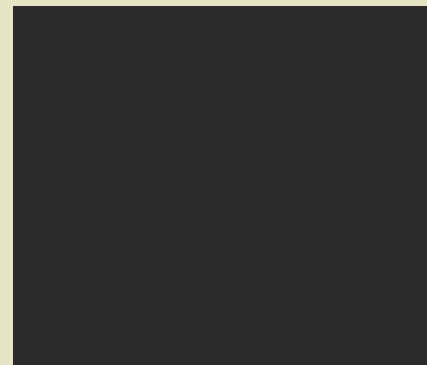
**Let's be real:** running your MSP without the right metrics is like driving at night with your headlights off. You might keep moving, but eventually, you're going to hit something.

**Here's the kicker:** most MSPs are buried in dashboards but still blind to the truth. They obsess over lagging numbers like tickets closed, hours billed, "busy" activity, and wonder why growth feels like a grind.

Scrappy got you here. Hustle, duct-tape fixes, doing it all yourself. But scrappy won't scale, and it isn't going to build you a bad ass business. It's slowly killing your margins, burning out your team, and capping your valuation.

And if you're still measuring success by how many tickets you close or whether there's enough cash in the bank to cover payroll this month, you're already behind.

The difference between an MSP that struggles and one that thrives isn't the number of hours the owner works, or anyone else, for that matter. While there are many factors that contribute to the success of any business, one key component is whether the organization has a Scorecard that makes the business predictable, scalable, and sellable (whether you plan to sell or not).



# The MSP Scorecard Starter Kit

This MSP Scorecard Starter Kit cuts through the noise and gives you the 10 metrics that actually matter. We'll break them down into:

- **Monthly outcomes** → revenue growth, client retention, and EBITDA/profitability (your scoreboard).
- **Weekly leading indicators** → pipeline, activity, efficiency, and service quality (your playbook).

**Here's why that matters:** if you're only looking at monthly outcomes, you only get 11 chances a year to course correct. But when you measure weekly leading indicators, you get 51 chances. That's how you get ahead of issues before they become fires.

These aren't vanity metrics. They're the levers that let you:

- Get out of firefighting mode
- Spot issues before clients do
- Protect cash flow and profitability
- Build a business that runs without you

**Bottom line:** Metrics are your headlights. Without them, you're leading in the dark. With them, you're a CEO with clarity, confidence, and control.



# The 10 Metrics Every MSP Should Track

## Monthly Outcomes

Monthly metrics are your scoreboard — they tell you if you won or lost, but only after the game is over.



**Results. Reality. Scoreboard.**



**Measure.  
Reflect.  
Adjust.**





# 1 Monthly Recurring Revenue (MRR) Growth

## Why It Matters

Predictability and valuation. MRR is the lifeblood of your MSP.

## What Good Looks Like

15–25% Year-Over-Year Growth.

## Pro Tip

Don't stop at tracking topline MRR. Break it down by **client and by service type** (cloud, security, managed endpoints). That way, you'll see whether your growth is broad and healthy or concentrated in a few big accounts. Concentration risk is the enemy of a healthy business. If one client makes up more than 15–20% of revenue, you're vulnerable. This breakdown also helps you double down on profitable service lines instead of chasing low-margin work.

YoY Growth

**15% – 25%**



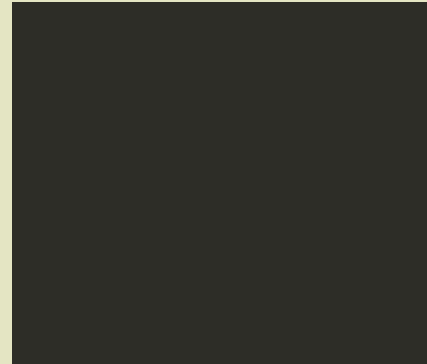
## NOTE:

This metric can also be tracked weekly to keep a pulse on trends toward monthly targets.





# 2 Client Churn Rate



## Why It Matters

Growth doesn't count if you can't keep what you sell.

## What Good Looks Like

<5% annually.

## Pro Tip

Always track churn in two ways: **logo churn** (how many clients you lose) and **revenue churn** (how much money/services you lose). Losing a \$500/month client isn't the same as losing a \$10K/month client. Churn tells you more than retention; it also points to where you may be overpromising, underdelivering, or serving the wrong client profile. Pair churn data with client surveys or NPS to get the full picture.

# <5%

Annually



# 3 EBITDA / Profitability

## Why It Matters

Revenue is vanity, EBITDA is sanity. This is the number private equity buyers care about most and so should you. It proves whether your business is healthy, scalable, and worth top-dollar.

## What Good Looks Like

15–20% EBITDA margin for MSPs.

## Pro Tip

Don't just track EBITDA at year-end. Look at it quarterly, and tie it back to operational drivers like **pricing, utilization, and gross margin**. If you see margin compression, it's usually because of poor pricing discipline or carrying too much overhead. Leverage tools to force accountability on costs and efficiency.

15–20%  
EBITDA



# 4 Revenue Per Headcount

## Why It Matters

Shows whether you're scaling efficiently or bloating payroll.

## What Good Looks Like

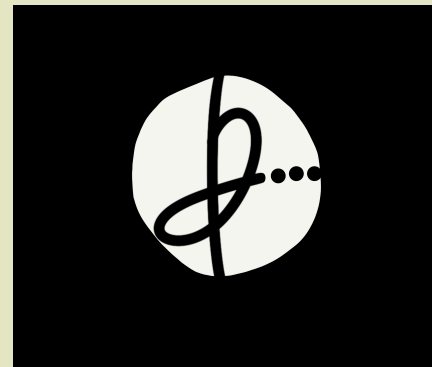
\$150K–\$200K per FTE annually, however \$200K+ is what high-performing and PE-attractive MSPs achieve.

## Pro Tip

Healthy MSPs generate **\$150K–\$200K per FTE annually**. If you dip below \$125K, you're either **overstaffed**, **underpriced**, or your team isn't operating efficiently.

Compare this number across quarters and line it up against your hiring plan, and if revenue per headcount is trending down while payroll costs go up, you've got a scalability issue. Use your Accountability Chart to pinpoint if the problem is people, pricing, or process.

- Security-heavy or cloud-heavy MSPs often drive more revenue per person.
- Smaller MSPs, or those still stuck in labor-based pricing, often land at the lower end.



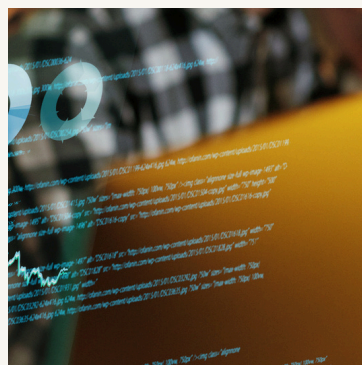
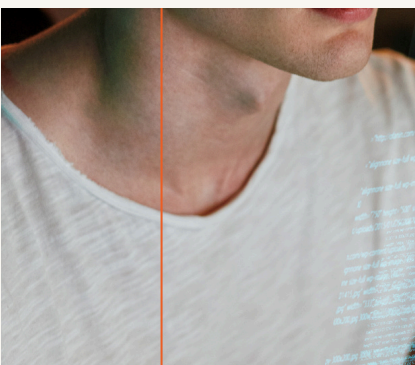
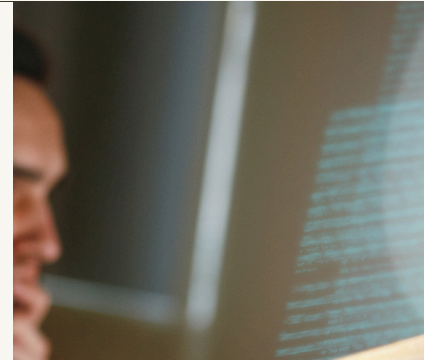


## Weekly Outcomes

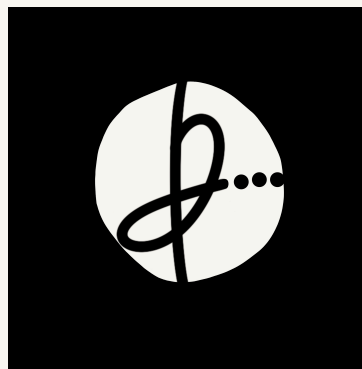
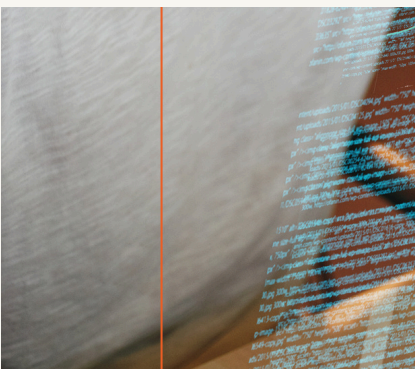
Weekly metrics are your playbook — they show you the moves you need to make now to win the game before it's over.



**Lead. Act. Win.**



**Focus.  
Execute.  
Improve.**



# 5 Pipeline Value (Qualified Opportunities)

## Why It Matters

No pipeline, no growth. Pipeline is the engine that fuels MRR.

## What Good Looks Like

3–5x your monthly sales goal.

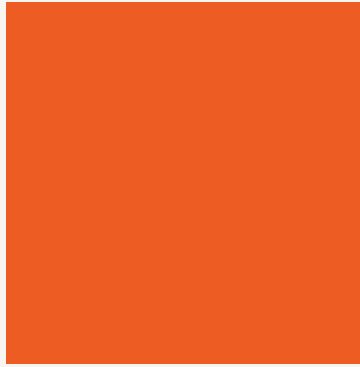
## Pro Tip

Don't just look at pipeline dollars. Track **stages and velocity** (how fast deals move from discovery → proposal → closed). A fat pipeline stuck at the top is just window dressing. Real growth comes from momentum. This is what shows whether your sales process is healthy or stuck.

# 3–5x

Monthly Sales Goal





**3-5  
FTAs**

# 6 New Meetings / First-Time Appointments

## Why It Matters

First-time appointments (FTA) are the #1 leading indicator for pipeline health. No meetings, no new revenue.

## What Good Looks Like

3-5 per rep per week.

## Pro Tip

Track meetings that actually **happen**, not just ones booked. And go one step further: track the source of each new meeting (referral, outbound, inbound). Over time you'll see where your best leads come from, and which activities are wasting time. A pipeline full of unqualified prospects just eats energy. Aim for consistency: 3-5 quality FTAs per rep per week keeps the pipeline fed.



# 7 Tickets per Endpoint (Rolling 30-Day Average)

## Why It Matters

Ticket volume per endpoint shows whether your stack and processes are working.

## What Good Looks Like

<0.25 tickets/endpoint/month.

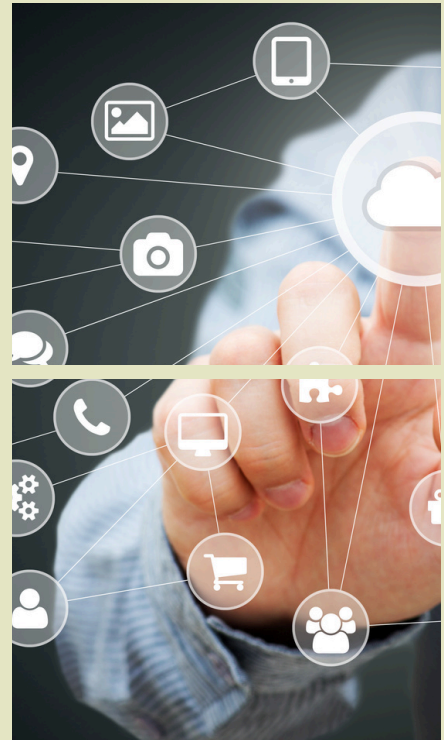
## Pro Tip

Track this metric as a **rolling 30-day average**, not a raw weekly number, to smooth out noise from patch cycles or vendor outages.

Rising tickets per endpoint mean one of two things: your stack isn't optimized, or your processes aren't being followed.

Use this metric to spark an IDS (Identify, Discuss, Solve) conversation with your team about root causes, not just volume.

<0.25  
Tickets/  
Endpoint





# 8 Average Response / Resolution Time

## Why It Matters

Clients don't quit because of price — they quit because they feel ignored.

## What Good Looks Like

<15 min first response; 90% resolution within SLA.

## Pro Tip

Automate your first-response ("we got your ticket") but **keep the resolution metric human**. Don't confuse "speed" with "service." Automating a quick "we got your ticket" response can bring your average response time down, but the real win comes from resolution speed.

Track whether your team is consistently meeting SLAs and delivering on first-call resolution. Clients don't remember the stopwatch but they do remember how long they were frustrated. This is a culture metric as much as a technical one.

90%  
Resolution  
within SLA



# 9 Reopen Ticket Rate



<5%  
Reopen  
Tickets

## Why It Matters

Every reopen destroys client trust and eats engineer time.

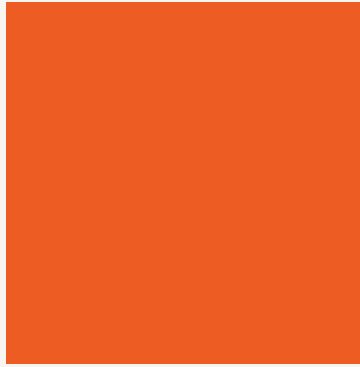
## What Good Looks Like

<5% of tickets reopened.

## Pro Tip

A high reopen rate is a red flag. It usually means techs are **rushing to close tickets or documentation is weak**. Every reopen erodes client trust and wastes valuable engineer time.

Treat this metric as a quality check, not just an efficiency stat. Look for patterns — are certain clients reopening more tickets? Are certain engineers closing tickets prematurely? Use it as coaching fuel.



# 10 First-Call Resolution



## Why It Matters

Solving issues on the first call keeps clients loyal and saves hours.

## What Good Looks Like

70–75%+ First-Call Resolution (FCR).

## Pro Tip

FCR is a huge driver of client satisfaction and profitability. Every ticket solved on the first touch saves hours of time and keeps clients loyal. If your FCR is low, don't just blame the tech, ask whether they had the right authority, tools, and documentation to resolve the issue. High FCR shops often have **strong knowledge bases and empower techs to make decisions** instead of escalating everything up.

**70–75%**  
FCR



# From Chaos to Clarity

Scrappy got you here. But scrappy won't get you to scale and build the bad ass business you've always dreamed of.

The MSPs that thrive don't work harder; they measure smarter. They use a Scorecard to focus on the few numbers that matter, review them every single week, and hold their teams accountable.

That's how they:

- Keep cash flow steady
- Spot issues before clients do
- Scale profitably (without burning out the owner and the team)
- Build valuation that attracts buyers and investors

You now have the 10 metrics every MSP should track. The question is: will you use them to lead, or keep reacting to chaos?

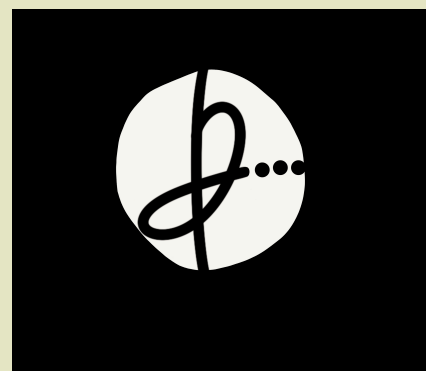
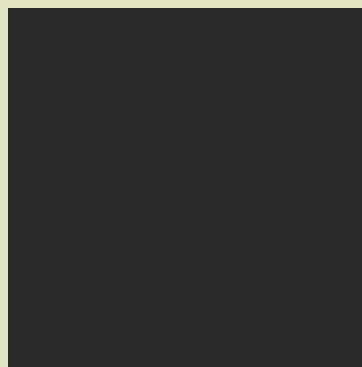


## NEXT STEPS

Metrics are powerful, but without an accountability system, they're just numbers. Let's turn those numbers into action, alignment, and results!

Plug these metrics into your scorecard and run it with your leadership team this week.

Track these numbers for the next 90-days and look for trends. Something off? Dig into the root issues and make adjustments!





I hope you found this guide useful and that it sparked a few “aha” moments about how to run your MSP with more clarity and control. Remember – metrics are only powerful if you use them consistently and hold your team accountable to them.

If you're ready to go beyond the numbers and build a business that scales profitably, keeps clients loyal, and doesn't depend on you to put out every fire, let's talk.

