

# 4 Key Finance Data Sources

## 5 Pillars to Financial Transparency



Ben Murray  
Founder  
The SaaS CFO



# My Story!



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- Airlines & software
- FP&A
- MBA & CPA
- In-house SaaS CFO
- Fractional CFO, Coach
- SaaS Finance Instructor
- 25+ years





*I have directly helped 100+ SaaS companies with their accounting, finances, forecasting & metrics!*



*From...*  
**1M ARR**  
*to*  
**100M+ ARR**





# *No Accident!*

It's no accident when  
SaaS companies  
reach \$480M in ARR!

It's takes formulaic  
approach to scale!

Tech

IPO News

## **OneStream files to go public, looks to raise \$465M in offering**

Jul. 15, 2024 12:39 PM ET | **OneStream, Inc. (OS) Stock** | KKR | By: Chris Ciaccia, SA News  
Editor





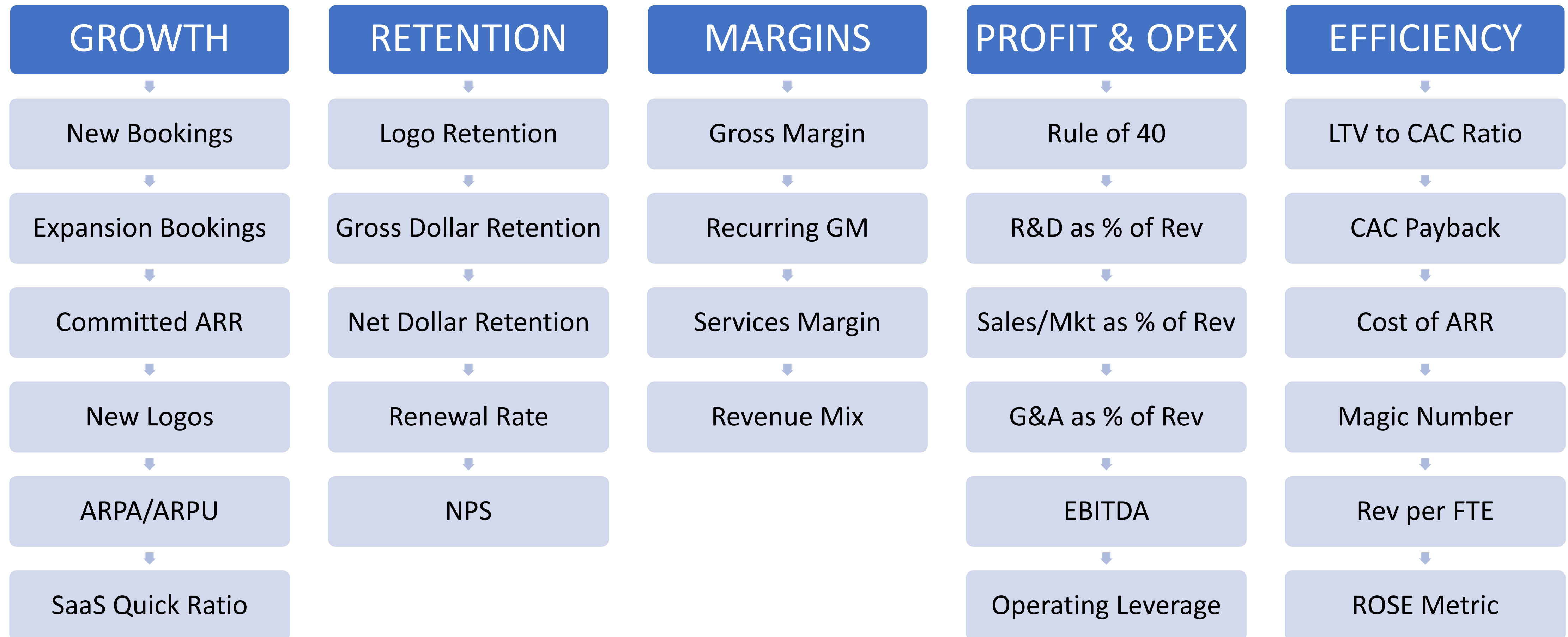
*How do we get there?*

**We need a roadmap.**





# 5 Pillar SaaS Metrics Framework







# *The Right Metrics for the Right Stage of Your Business*



# 5 Pillar SaaS Metrics Framework

GROWTH / MATURITY





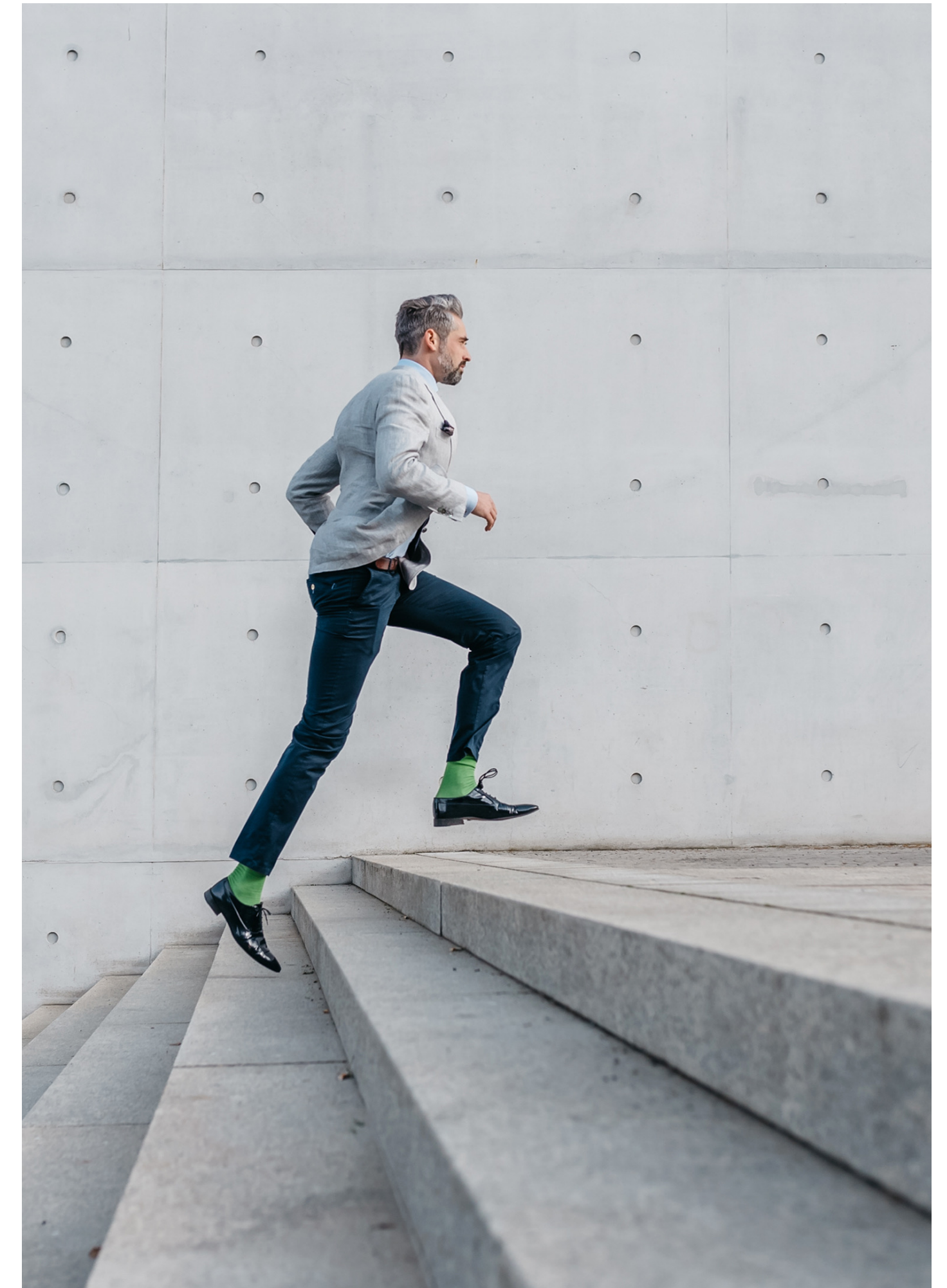
# ***4 Key SaaS Finance Data Sources***

**Our Data Inputs!**



# *To Be Successful...*

- Bookings Data
- Financial Data
- HRIS Data
- Customer / Revenue Data





*We are*  
**data hungry!**







*3 Months!*  
**even with the  
right data.**



We must have a clean  
and repeatable data  
process every month.

*No fire drills. No  
manual data  
massaging.*





# *What terrifies a SaaS CFO?*

*3<sup>rd</sup> parties finding errors in your DD data*

*&*

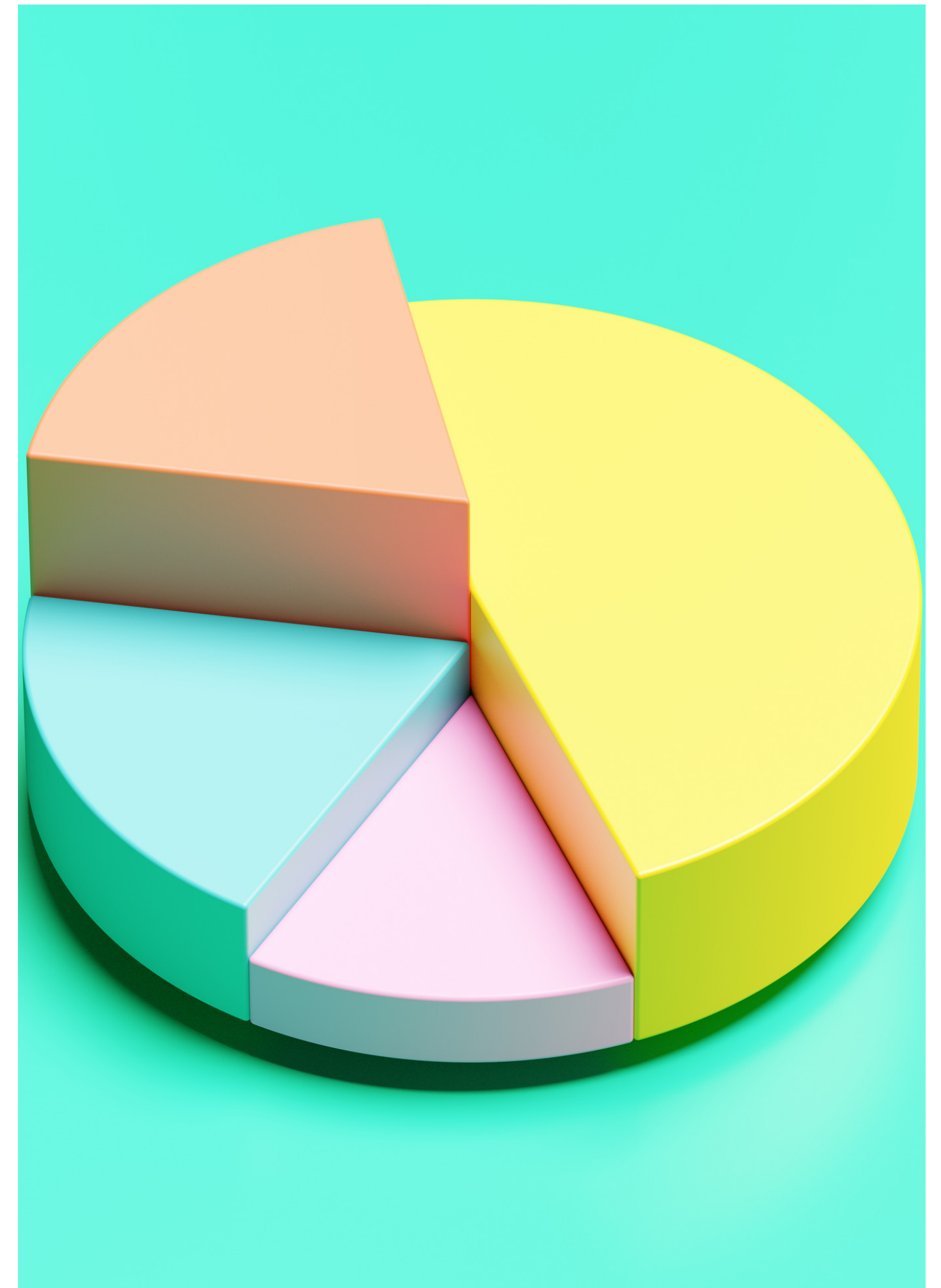
*Board members finding errors in your metrics.*





# *4 Key Data Sources*

- Financial data
- HRIS data
- Bookings data
- Customer/revenue data





*“Without these data sources, we are running blind.”*

Every SaaS CFO





**DATA  
SOURCE**

*01*

Financial Data



1

# For financial data, we need...

1) P&L data

2) clear and distinct revenue streams

3) expense coding to the department level

4) focus first on employee and contractor expenses

5) the right balance of GL detail

Income	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19
<b>Subscription Revenue</b>													
iApp Subscription	60,045	62,667	83,589	56,611	72,133	64,405	59,677	61,944	64,666	64,021	66,880	60,602	62,124
iApp Other Revenue	1,000	2,800			1,000			1,000	1,000	1,000		1,000	1,000
<b>Total Subscription Revenue</b>	<b>61,045</b>	<b>62,667</b>	<b>86,389</b>	<b>56,611</b>	<b>73,133</b>	<b>64,405</b>	<b>60,677</b>	<b>62,944</b>	<b>65,666</b>	<b>65,021</b>	<b>66,880</b>	<b>61,602</b>	<b>63,124</b>
<b>iTalk Revenue</b>													
iTalk Initiation	21,980	10,356	10,777	10,898	6,969	11,440	11,161	6,532	9,303	8,649	9,524	7,399	8,924
iTalk Maintenance	7,417	3,156	1,479	1,952	1,656	1,663	2,003	1,371	6,677	4,447	5,284	3,164	3,164
iTalk Renewal	60,085	53,256	76,497	61,098	73,019	72,590	72,461	76,695	73,298	88,024	80,372	80,941	93,926
<b>Total iTalk Revenue</b>	<b>89,482</b>	<b>66,768</b>	<b>88,753</b>	<b>73,948</b>	<b>81,644</b>	<b>85,693</b>	<b>85,625</b>	<b>84,598</b>	<b>89,278</b>	<b>101,120</b>	<b>95,180</b>	<b>91,504</b>	<b>106,014</b>
<b>Total Income</b>	<b>150,527</b>	<b>129,435</b>	<b>175,142</b>	<b>130,559</b>	<b>154,777</b>	<b>150,098</b>	<b>146,302</b>	<b>147,542</b>	<b>154,944</b>	<b>166,141</b>	<b>162,060</b>	<b>153,106</b>	<b>169,138</b>
<b>Cost of Goods Sold</b>													
<b>Application Infrastructure</b>													
App Dependencies	181	181	184	220	220	220	220	220	220	220	270	270	270
Backup Server	109	110	109	109	109	109	109	109	110	109	165	166	165
DNS Service / Hosting	1,350			1,350			1,350		5	4,850		7,000	4,850
Domains and SSL	110	165	370	330	108	17	347	315	272	49	317	733	115
File Storage - Amazon S3								184	119	944	87	87	90
Heroku	1,504	1,532	1,536	1,547	1,517	1,563	1,568	1,567	1,547	1,568	1,567	1,567	1,567
Server Monitoring	221	276	211	221	221	221	221	221	221	221	221	221	221
<b>Total Application Infrastructure</b>	<b>3,475</b>	<b>2,263</b>	<b>2,411</b>	<b>3,777</b>	<b>2,175</b>	<b>2,130</b>	<b>3,815</b>	<b>2,622</b>	<b>2,489</b>	<b>7,961</b>	<b>2,628</b>	<b>10,044</b>	<b>7,278</b>
<b>Reseller Fee</b>	400	550	800	800	750	750	850	850	850	850	850	850	850
<b>Independent Contractor / Content Writers</b>	4,200	2,501	2,514	3,135	2,820		3,690	6,740	6,227	1,995	5,640	8,523	10,565
Stock Photos Subscription									498	249	249	249	249
<b>Total Cost of Goods Sold</b>	<b>8,075</b>	<b>5,314</b>	<b>5,725</b>	<b>7,712</b>	<b>5,745</b>	<b>2,880</b>	<b>8,355</b>	<b>10,211</b>	<b>9,566</b>	<b>11,304</b>	<b>9,367</b>	<b>19,666</b>	<b>18,942</b>
<b>Gross Profit</b>	<b>142,452</b>	<b>124,121</b>	<b>169,418</b>	<b>122,847</b>	<b>149,032</b>	<b>147,218</b>	<b>137,946</b>	<b>137,331</b>	<b>145,378</b>	<b>154,837</b>	<b>152,693</b>	<b>133,439</b>	<b>150,197</b>
<b>Expenses</b>													
<b>Bank</b>													
Backup Merchant Services	30	30	30	30	30	30	30	30	30	30	30	30	30
Bank Service Charges	17	240	16	17	21	14	18	15	17	21	25	22	24
Merchant Account Fees	3,235	2,683	3,345	2,659	2,974	3,300	3,162	3,200	3,409	3,565	3,463	3,503	3,736
<b>Total Bank</b>	<b>3,282</b>	<b>2,953</b>	<b>3,391</b>	<b>2,706</b>	<b>3,025</b>	<b>3,344</b>	<b>3,210</b>	<b>3,245</b>	<b>3,456</b>	<b>3,616</b>	<b>3,517</b>	<b>3,555</b>	<b>3,790</b>
<b>Computer</b>													
Hardware	1,491	2,235	1,032		4,459		502		4,016	(32)			6,513
Software	334	151	472	100	159	477	51	64	650	408	64	64	77
<b>Total Computer</b>	<b>1,824</b>	<b>2,387</b>	<b>1,504</b>	<b>100</b>	<b>4,618</b>	<b>477</b>	<b>553</b>	<b>64</b>	<b>4,666</b>	<b>376</b>	<b>64</b>	<b>64</b>	<b>6,590</b>
<b>Infrastructure - Development</b>													
Development Tools	107	57	179	186	57	57	107	107	107	107	107	107	107
<b>Total Infrastructure - Development</b>	<b>107</b>	<b>57</b>	<b>179</b>	<b>186</b>	<b>57</b>	<b>57</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>
<b>Infrastructure - Office</b>													
Alarm	56	56	56	56	76	56	56	56	76	56	56	56	56
Rent Expense	5,280	5,280	5,280	5,129	5,242	15,975	5,242	5,268	5,418	5,938	520	5,949	5,949
Telephone and Internet Expense	1,289	334	328	2,223	301	2,256	306	4,576	3,663	526	4,351	348	2,368
<b>Total Infrastructure - Office</b>	<b>6,625</b>	<b>5,670</b>	<b>5,664</b>	<b>7,408</b>	<b>5,619</b>	<b>18,287</b>	<b>5,604</b>	<b>9,900</b>	<b>9,157</b>	<b>6,520</b>	<b>4,927</b>	<b>6,353</b>	<b>8,373</b>
<b>Infrastructure - Operations</b>													
Adobe Creative Cloud	117	117	225	171	171	171	201	237	282	282	5,741	282	282
Collaboration													11
CRM								1,088					
Cross-Browser Testing Software	95	79	79	16	95	95	95	95	95	95	79	111	95
Dunning Software	50	50	50	50	50	50	50	50	50	50	50	50	50
Email Hosting	338	340	5	346	320	328	327	334	342	298	295	313	313
eSignatures / eFax			90	90	90	90	90	90	90	90	90	90	90
Meeting/Webinar Software	107	107	107	107	107	107	7	80	29				
Office Supplies	324	638	680	569	326	478	263	87	332	395	131	145	766
Online Storage	40	40	41	103	43	43	300	43	43	43	43	43	43
Postage				6					1				
Project Management Software	117	167	117	117	167	167	117	117	117	117	2,409	117	391
Status Page	63	29	29	29	29	29	29	29	29	29	29	29	29
Support Software	281	281	301	326	326	326	341	596	607	641	641	641	641
Time Tracking Software	499										84	84	84
<b>Total Infrastructure - Operations</b>	<b>2,031</b>	<b>1,848</b>	<b>1,724</b>	<b>1,929</b>	<b>1,724</b>	<b>1,883</b>	<b>1,821</b>	<b>2,846</b>	<b>2,017</b>	<b>2,041</b>	<b>9,592</b>	<b>1,906</b>	<b>2,796</b>
<b>Labor</b>													
Contract Labor (1099)	362	362	362	362	492	8,258	2,339	712	712	1,456			
Health Benefits Paid	2,695	2,695	3,130	2,350	2,351	2,353	2,632	2,417	2,133	2,628			
Insurance Reimbursement										399			
Payroll - Salary	88,380	92,018	91,601	86,904	88,526	90,309	90,451	93,066	86,804	95,803			
Payroll Processing	1,961	2,014	2,228	2,098	2,212	2,212	2,155	2,155	1,928	1,928			
Payroll Taxes	11,000	9,435	8,074	6,973	6,992	7,009	7,083	7,389	6,942	7,439			
PEO	-	-	-	-	170	15	-	-	-	-	102,030	97,238	110,990
Worker's Comp Expense	262	279	269	260	262	276	275	291	266	304			
<b>Total Labor</b>	<b>104,660</b>	<b>106,803</b>	<b>105,664</b>	<b>98,948</b>	<b>101,006</b>	<b>110,431</b>	<b>104,936</b>	<b>106,029</b>	<b>98,784</b>	<b>109,957</b>	<b>102,030</b>	<b>97,238</b>	<b>110,990</b>
<b>Marketing Expenses</b>													
<b>Content Service Affiliate</b>													
<b>Commissions</b>	6,991	6,807	5,937	10,137	6,222	8,322	6,102	6,170	5,900	5,930	6,165	2,588	2,588
<b>Infrastructure</b>													
A/B Testing For Advertising	9	9	117										
Form Processing	100	100	100	100	100	100	100	100	100	100	100	100	100
Hosting / Scripts For Marketing	15	25	15	15	89	20	15	115	318	1,315	37	157	37
Marketing Automation Software								34,577					
Marketing Research	59	59	158	158	158	158	158	158	268	168	168	168	374
<b>Total Infrastructure</b>	<b>124</b>	<b>193</b>	<b>291</b>	<b>273</b>	<b>347</b>	<b>278</b>	<b>273</b>	<b>34,950</b>	<b>686</b>	<b>1,583</b>	<b>305</b>	<b>425</b>	<b>511</b>
<b>Misc Marketing</b>													
Marketing Consultant											3,000	750	3,000
Outsourced Marketing Content	500		500				1,920	800		2,653			
<b>Total Misc Marketing</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,920</b>	<b>800</b>	<b>-</b>	<b>2,653</b>	<b>3,000</b>	<b>750</b>	<b>3,000</b>
<b>Offline Ads</b>													
Print Advertising							50						



*This is*

**NOT**

*SaaS P&L!*

	Jan-18	Feb-18	Mar-18	Apr-18
<b>Income</b>				
<b>Subscription Revenue</b>				
iApp Subscription	60,045	62,667	83,589	56,611
iApp Other Revenue	1,000		2,800	
<b>Total Subscription Revenue</b>	<b>61,045</b>	<b>62,667</b>	<b>86,389</b>	<b>56,611</b>
<b>iTalk Revenue</b>				
iTalk Initiation	21,980	10,356	10,777	10,898
iTalk Maintenance	7,417	3,156	1,479	1,952
iTalk Renewal	60,085	53,256	76,497	61,098
<b>Total iTalk Revenue</b>	<b>89,482</b>	<b>66,768</b>	<b>88,753</b>	<b>73,948</b>
<b>Total Income</b>	<b>150,527</b>	<b>129,435</b>	<b>175,142</b>	<b>130,559</b>
<b>Cost of Goods Sold</b>				
<b>Application Infrastructure</b>				
App Dependencies	181	181	184	220
Backup Server	109	110	109	109
DNS Service / Hosting	1,350			1,350
Domains and SSL	110	165	370	330
File Storage - Amazon S3				
Heroku	1,504	1,532	1,536	1,547
Server Monitoring	221	276	211	221
<b>Total Application Infrastructure</b>	<b>3,475</b>	<b>2,263</b>	<b>2,411</b>	<b>3,777</b>
<b>Reseller Fee</b>	<b>400</b>	<b>550</b>	<b>800</b>	<b>800</b>
<b>Independent Contractor / Content Writers</b>	<b>4,200</b>	<b>2,501</b>	<b>2,514</b>	<b>3,135</b>
<b>Stock Photos Subscription</b>				
<b>Total Cost of Goods Sold</b>	<b>8,075</b>	<b>5,314</b>	<b>5,725</b>	<b>7,712</b>
<b>Gross Profit</b>	<b>142,452</b>	<b>124,121</b>	<b>169,418</b>	<b>122,847</b>
<b>Expenses</b>				
<b>Bank</b>				
Backup Merchant Services	30	30	30	30
Bank Service Charges	17	240	16	17
Merchant Account Fees	3,235	2,683	3,345	2,659
<b>Total Bank</b>	<b>3,282</b>	<b>2,953</b>	<b>3,391</b>	<b>2,706</b>



# The Modern SaaS P&L

Clear & distinct revenue streams.



Correct COGS dept's. Dictated by revenue streams.



No creativity need here. Just how it is.



SaaS P&L	Jan-22	Feb-22	Mar-22
Subscriptions	300	274	321
Prof. Services	85	90	108
Variable	40	41	42
Manages Services	-	-	-
Hardware	-	-	-
Other	4	0	0
<b>Total Revenue</b>	<b>\$429</b>	<b>\$406</b>	<b>\$471</b>
Support	12	12	10
Services	43	37	45
Transaction	20	21	22
Customer Success	4	4	5
Hardware	-	-	-
Dev Ops	8	7	7
<b>Total COGS</b>	<b>\$87</b>	<b>\$80</b>	<b>\$88</b>
<b>Gross Profit</b>	<b>\$342</b>	<b>\$325</b>	<b>\$383</b>
Margin %	80%	80%	81%
R&D	59	53	64
Sales	94	108	73
Marketing	23	29	31
G&A	75	79	78
<b>Total Operating Expenses</b>	<b>\$252</b>	<b>\$269</b>	<b>\$247</b>

*This*

**IS**

*a SaaS P&L!*





**DATA  
SOURCE**

*02*

HRIS Data



For HRIS data, we need...

- 1) Historical wage summary reports by employee to create FTE reports
- 2) Current headcount census for our forecast model

	I	J	L	N	U
1	Empl ID	Name	Pay Freq	Worked De	Gross Earnings
2	9 13099-852		Biweekly	100	4423.08
3	1 12890-867		Biweekly	100	2141.46
4	5 12890-860		Biweekly	100	4506.01
5	3 12890-855		Biweekly	100	3643.56
6	3 12890-857		Biweekly	100	3604
7	3 12890-864		Biweekly	100	2351.99
8	0 13100-043		Biweekly	100	2153.85
9	3 12890-859		Biweekly	100	2820.6
10	6 12890-854		Biweekly	100	728
11	9 12890-858		Biweekly	100	2100
12	6 12890-861		Biweekly	100	60.5
13	9 13099-852		Biweekly	100	2211.5
14	1 12890-867		Biweekly	100	2141.46
15	5 12890-860		Biweekly	100	4506.01
16	3 12890-855		Biweekly	100	3643.56
17	3 12890-857		Biweekly	100	3704
18	7 12890-865		Biweekly	100	2974
19	3 12890-864		Biweekly	100	2351.99
20	0 13100-043		Biweekly	100	1076.92
21	3 12890-859		Biweekly	100	2820.6
22	6 12890-854		Biweekly	100	1263.08
23	5 12890-862		Biweekly	100	1000
24	9 12890-858		Biweekly	100	2100
25	8 12890-863		Biweekly	100	1042.41
26	9 13099-852		Biweekly	100	4423.08



# Wage/Contractor Coding Accuracy

B	F	G	H	I	J
Row Labels	6/1/2021	7/1/2021	8/1/2021	9/1/2021	10/1/2021
Customer Success	268	173	173	173	173
G&A	173	173	173	173	173
Marketing	347	347	363	520	520
R&D	347	347	347	347	347
Sales	725	693	693	693	693
Support	173	173	173	173	173
#N/A					
<b>Grand Total</b>	<b>2033</b>	<b>1907</b>	<b>1923</b>	<b>2080</b>	<b>2080</b>
	2033	1907	1923	2080	2080
FTE	173.33	173.33	173.33	173.33	173.33

Total FTE's	11.7	11.0	11.1	12.0	12.0
Support Services	1.0	1.0	1.0	1.0	1.0
Customer Success	1.5	1.0	1.0	1.0	1.0
Transaction					
Dev Ops					
R&D	2.0	2.0	2.0	2.0	2.0
Sales	4.2	4.0	4.0	4.0	4.0
Marketing	2.0	2.0	2.1	3.0	3.0
G&A	1.0	1.0	1.0	1.0	1.0
G&A Other					
<b>Total FTE's</b>	<b>11.7</b>	<b>11.0</b>	<b>11.1</b>	<b>12.0</b>	<b>12.0</b>

	4/1/2021	5/1/2021	6/1/2021	7/1/2021	8/1/2021	9/1/2021	10/1/2021
Dev Ops	\$3,750	\$4,096	\$4,548	\$7,526	\$8,333	\$8,333	
R&D		\$2,884	\$22,833	\$22,833	\$22,833	\$21,833	
Sales	\$1,800	\$5,069	\$8,883	\$8,883	\$9,499	\$15,550	
Marketing	\$7,500	\$9,000	\$10,500	\$11,000	\$10,500	\$10,500	
G&A	\$14,570	\$26,990	\$17,278	\$15,470	\$14,970	\$15,053	
G&A Other	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	
<b>Total FTE's</b>	<b>11.7</b>	<b>11.0</b>	<b>11.1</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	
<b>Grand Total</b>	<b>\$59,492</b>	<b>\$51,870</b>	<b>\$68,292</b>	<b>\$69,962</b>	<b>\$70,385</b>	<b>\$75,520</b>	
Support Services	20%	13%	8%	6%	6%	6%	6%
Customer Success	2%	12%	8%	7%	11%	12%	11%
Transaction	0%	0%	0%	0%	0%	0%	0%
Hardware	0%	0%	0%	0%	0%	0%	0%
Dev Ops	0%	0%	0%	0%	0%	0%	0%
R&D	5%	24%	17%	15%	16%	15%	14%
Sales	64%	46%	52%	25%	22%	21%	20%
Marketing	9%	6%	10%	13%	13%	13%	21%
G&A	0%	0%	6%	33%	33%	32%	29%
	100%	100%	100%	100%	100%	100%	100%

## Tips & Tricks

- 1) Wages, taxes, benefits, bonus, and commissions have their own GL accounts.
- 2) Contractors coded separately and by department.





**DATA  
SOURCE**

*03*

Bookings Data



3

# For Bookings data, we need...

- 1) Closed Won opportunity reports
- 2) New vs. expansion
- 3) By revenue stream
- 4) Pulled monthly
- 5) Feeds S&M metrics

The screenshot shows a CRM interface for an Opportunity record titled "Crane Productions - Process Improvement". The record is owned by John Draginis and is in the "Needs Analysis" stage with a 20% probability. It includes details on marketing sources, financials, and next steps.

Opportunity	
<b>Crane Productions - Process Improvement</b>	
Opportunity Owner	John Draginis
Opportunity Name	Crane Productions - Process Improvement
Account Name	Crane Productions
Type	New Customer
Forecast Category	Pipeline
Opportunity Record Type	New Business
Close Date	8/31/2023
Next Step	Build Proposal based on Needs Analysis (08/24)
Stage	Needs Analysis
Probability (%)	20%
Last Stage Change	8/8/2023
Marketing Details	
Primary Campaign Source	Keys to Effective Change Management Webinar
Lead Source	Web
Financial Details	
Average ARR	\$41,667.00
Amount	\$150,000.00
Order Number	OR-3456
Software Revenue	\$125,000.00
Services Amount	\$25,000.00



# 3 Bookings Data

This data feeds our GTM efficiency metrics.

	A	Z	AA	AB	AC	AD	AE	AF	AG
1	<b>Bookings Report - ARR</b>								
2	SaaS Co								
3	CY2023-2024								
4									
5									
6	<b>New Customers</b>	<b>Sep-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Jan-24</b>	<b>Feb-24</b>	<b>Mar-24</b>	<b>Apr-24</b>
7	ARR	435,170	35,087	21,573	23,885	147,516	54,248	12,281	185,898
8	Field Services								
9	<b>Sub-total New</b>	<b>\$ 435,170</b>	<b>\$ 35,087</b>	<b>\$ 21,573</b>	<b>\$ 23,885</b>	<b>\$ 147,516</b>	<b>\$ 54,248</b>	<b>\$ 12,281</b>	<b>\$ 185,898</b>
10									
11									
12	<b>Existing Customers</b>	<b>Sep-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Jan-24</b>	<b>Jun-22</b>	<b>Mar-24</b>	<b>Apr-24</b>
13	Expansion	320,022	273,585	566,872	113,362	225,983	266,109	199,903	310,710
14	Downgrades	(457,867)	(93,022)	(249,970)	(156,048)	(117,649)	(50,468)	(137,394)	(68,402)
15	Field Services								
16	<b>Sub-total Existing</b>	<b>\$ (137,845)</b>	<b>\$ 180,563</b>	<b>\$ 316,903</b>	<b>\$ (42,686)</b>	<b>\$ 108,334</b>	<b>\$ 215,640</b>	<b>\$ 62,509</b>	<b>\$ 242,308</b>
17									
18	ARR	297,325	215,650	338,475	(18,802)	255,850	269,888	74,790	428,206
19	Field Services	-	-	-	-	-	-	-	-
20	<b>Total Bookings</b>	<b>\$ 297,325</b>	<b>\$ 215,650</b>	<b>\$ 338,475</b>	<b>\$ (18,802)</b>	<b>\$ 255,850</b>	<b>\$ 269,888</b>	<b>\$ 74,790</b>	<b>\$ 428,206</b>
21									
22									
23	<b>Churn</b>	<b>Sep-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Jan-24</b>	<b>Jun-22</b>	<b>Mar-24</b>	<b>Apr-24</b>
24	Dollars	\$ (74,458)	\$ (43,870)	\$ (122,304)	\$ (165,839)	\$ (25,346)	\$ (66,566)	\$ (63,212)	\$ (14,299)
25	Logos	(23)	(31)	(25)	(25)	(25)	(24)	(14)	(15)
26									
27	<b>Counts</b>	<b>Sep-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Jan-24</b>	<b>Jun-22</b>	<b>Mar-24</b>	<b>Apr-24</b>
28	New Logos	22	18	9	18	11	20	15	17





**DATA  
SOURCE**

*04*

Customer / Revenue  
Data



# For Customer data, we need...

- 1) Subscription and invoicing data
- 2) MRR schedules by revenue stream

	A	B	P	Q	R	S	T	U	V	W	X
1											
2	<b>ARR ASP</b>	\$ 8,987	\$ 7,064	\$ 7,025	\$ 7,397	\$ 6,854	\$ 7,536	\$ 6,808	\$ 6,892	\$ 7,212	\$ 7,062
3	<b>MRR ASP</b>	\$ 749	\$ 589	\$ 585	\$ 616	\$ 571	\$ 628	\$ 567	\$ 574	\$ 601	\$ 588
4	<b>Rev Rec</b>	\$ 64,406	\$127,157	\$132,306	\$144,235	\$140,501	\$160,135	\$192,882	\$202,748	\$215,157	\$214,789
5	<b>Customers</b>	86	216	226	234	246	255	340	353	358	365
6											
7	<b>Customer</b>	<b>Aug-21</b>	<b>Oct-22</b>	<b>Nov-22</b>	<b>Dec-22</b>	<b>Jan-23</b>	<b>Feb-23</b>	<b>Mar-23</b>	<b>Apr-23</b>	<b>May-23</b>	<b>Jun-23</b>
11	Customer 4		606	590	707	684	707	707	684	707	684
12	Customer 5		161	156	161	156	161	161	156	161	156
13	Customer 6							411	587	606	587
14	Customer 7										10
15	Customer 8		304	294	304	294	304	304	294	304	294
16	Customer 9		203	196	203	196	203	203	196	203	196
17	Customer 10	202	203	196	203	196	682	1,344	1,301	1,344	1,301
18	Customer 11								3	101	98
19	Customer 12	303	304	294	304	294	304	304	294	284	
20	Customer 13	1,020	1,023	990	1,023	990	1,023	1,023	990	1,023	990
21	Customer 14		706	684	706	684	713	908	879	908	879
22	Customer 15		700	721	800	818	886	943	967	1,049	1,015
23	Customer 16							137	195	202	195





*Your MRR  
schedule is...*

**GOLD!**



# 4 Key Data Sources

- Financial data
- HRIS data
- Bookings data
- Customer/revenue data





# Q&A

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