

Act as a coordinated executive advisory team reviewing a fictional SaaS business with \$45,000 MRR, 600 customers, 4% monthly churn, 180 new

Executive Advisory Report

Executive conclusion

The business has attractive apparent unit economics, but growth decisions are constrained by unclear CAC definitions, missing funnel data, and high churn. The immediate priority is to validate economics, reduce attrition, and scale only channels producing retained revenue.

Completed analysis

- Derived ARPA: \$75/month (\$45,000 MRR ÷ 600 customers).
- Estimated churn: 24 customers/month, or approximately \$1,800 MRR lost monthly.
- Required lead-to-customer conversion to replace churn: 13.3% (24 ÷ 180).
- Identified major data gaps across CAC, funnel conversion, revenue churn, customer segments, and retention drivers.
- No integrations, external actions, or data modifications were performed.

Five priority risks and opportunities

1. High churn

- Risk: 4% monthly churn compounds to roughly 38.7% annually.
- Opportunity: Reducing churn to 3% could retain about six additional customers monthly, worth approximately \$450 MRR at current ARPA.

2. Unclear CAC economics

- Risk: The \$120 figure may be cost per lead or customer CAC; profitability cannot be validated.
- Opportunity: Establish fully loaded, channel-level CAC and gross-margin payback.

3. Insufficient funnel visibility

- Risk: Lead volume may conceal weak qualification, conversion, or sales capacity.
- Opportunity: Measure every stage from lead through retained customer.

4. Unknown revenue quality

- Risk: Average ARPA may conceal concentration, low-value new customers, or disproportionate revenue churn.
- Opportunity: Segment by plan, size, source, usage, tenure, and retention.

5. Premature scaling

- Risk: More spend before validating retention, conversion, and capacity could amplify inefficiency.
- Opportunity: Use controlled experiments and scale only validated channels.

Recommended 90-day strategy

Days 1-30: Establish control

- Define CAC, churn, activation, and funnel stages.
- Reconcile customer-level MRR, cohorts, sources, and cancellations.
- Build weekly lead-to-customer reporting.
- Identify high-value, at-risk accounts and principal churn reasons.
- Establish gross margin, sales capacity, response time, and onboarding baselines.

Days 31-60: Test improvements

- Launch structured onboarding and customer-health scoring.
- Test retention interventions, win-back, qualification, response speed, and nurture.
- Assess channels using qualified pipeline, retained customers, MRR, and payback.
- Test packaging, annual plans, expansion, or referral motions where appropriate.

Days 61-90: Scale selectively

- Increase investment only in channels meeting agreed CAC, retention, and payback thresholds.
- Formalize renewal-risk alerts and ownership.
- Reallocate sales effort toward high-fit segments.
- Review support and onboarding capacity before adding demand.
- Decide which experiments to scale, pause, or redesign.

KPI dashboard

Executive: MRR, net new MRR, ARPA, logo churn, revenue churn, gross/net revenue retention, gross margin, CAC, CAC payback.

Sales and marketing: Leads by source, qualified-lead rate, opportunity rate, win rate, lead-to-customer conversion, speed-to-lead, sales cycle, pipeline coverage, retained MRR by

source.

Customer operations: Activation, time-to-value, cohort retention, health-score distribution, at-risk account value, onboarding completion, support resolution time, churn reasons, expansion and win-back MRR.

Dependencies

Customer-level billing and cohort data; CRM source and stage data; product usage and activation data; support and cancellation records; gross-margin and expense data; reliable attribution; defined ICP; and named owners with sufficient sales, onboarding, and customer-success capacity.

Assumptions

- The 4% figure is monthly logo churn.
- \$75 ARPA is an average and assumes uniform customer value.
- \$1,800 churn loss assumes churned customers have average ARPA.
- The \$120 acquisition cost has no confirmed unit definition.
- No net-growth forecast is asserted because conversion, new-customer volume, expansion, and revenue mix are unavailable.

Failures / unresolved items

No execution failures were reported. The following remain unresolved because authoritative data was not provided: true CAC, funnel conversion, gross margin, revenue churn, churn causes, customer concentration, channel performance, and operational capacity.