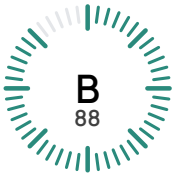
PREPARED FOR

Education business, 100–1,000 accounts



Submitted date 30 Oct 2026 100–1,000 accounts

Read this report online

Unified Foundation — 86 B

- Bookings with no product or no owner — CP-05
- The words in the definitions were written down — CP-07
- Enough history to follow a customer — CP-01
  12 months or more gives a buyer enough history to trust the trends.
- Months where the whole book went quiet — CP-02
- A customer goes quiet without a churn mark — CP-03

6 more

Audit-Grade Accuracy — 88 B

- The bridge and the KPI table agree — CR-08
- Product and segment totals add up — CR-09
- Duplicate dollars that break the tie — CR-10
- The bridge foots on its own — CR-01
- Customer detail matches the bridge ending — CR-02

6 more

Cohort-Centric — 100 A+

- Customers have a start date — CO-01
- The start date matches the first revenue month — CO-02
- Too many customers share one start month — CO-03
- A returning customer kept the same key — CO-04
- Contract end dates exist and fall after the start — CO-05

2 more

Multi-Dimensional — 77 C+

- One owner does not hold the book — SG-06
  One owner under 15% of the book, and unassigned under 2%.
- Those tags actually cover the book — SG-02
- The same idea is spelled one way — SG-04
- The cuts a buyer expects are present — SG-01
- A tag is a category, not free text — SG-03

2 more

Anomalies — 95 A-

A sentence in the talking points does not match the file	AN-09
Duplicate rows	AN-06
One customer spikes for a month and reverts	AN-01
A customer drops to zero and comes back unmarked	AN-02
One month moves the whole book	AN-03

5 more

What this file says

Start with what holds up. Your customer rows add up exactly to the annual recurring revenue you report, in every reported period. Your bridge rebuilds from those same rows with nothing left unexplained. That is the hardest part of a revenue file to get right, and a buyer will see it holds.

The grade is B, with an overall score of 88.9 at detail level 3. Most of what keeps it from going higher comes from one gap: who owns the revenue. A buyer would ask two questions first. *What happens to the revenue held by the largest owner, and who covers the accounts with no owner?* And: *Who owns the 23% of annual recurring revenue with no owner?*

A buyer will also notice that your KPI table and your bridge tell different churn stories.

For context, the three largest monthly moves in the book were January 2025 at $806K (6.2%), January 2024 at $657K (6.9%), and April 2023 at $392K (5.6%). Each was led by a single customer.

What to do first

These five changes would move your grade the most. They are listed in order.

- Assign an owner to $3.1M of ARR. 164 active accounts have no rep, and the top rep holds 27.6% of ARR. The parent account field is the least-covered tag in the file. Owner coverage affects two of your Multi-Dimensional Insights checks: how well your tags cover the book, and whether one owner holds too much of it. Cited as CP-05. This would lift your Multi-Dimensional Insights score toward a B.
- Remove 6 row-level defects. We found 6 duplicate rows, and those same 6 rows are the ones flagged as defects. Cited as AN-06. Fixing them would lift your Anomalies and Audit-Grade Accuracy scores together.
- Restate the KPI table from the bridge. Your KPI table reports churn below 1% for 2024 and for 2025. Your bridge implies 8.33% for 2024 and 16.28% for 2025. A buyer will ask which one is right. Either restate the table from the bridge, or add one line of definition per metric that explains the gap. Cited as AN-09. This would lift your Audit-Grade Accuracy score toward a B.
- Add a definitions tab. Write one line each for ARR, NRR, GRR, churn, new, expansion, reactivation and cohort. With written definitions, anyone can reproduce your KPI table. Cited as CP-07. This lets us check your definitions and moves you closer to diligence-ready.
- Normalize 2 tag fields. In 2 fields, the same value shows up with different capitals or extra spaces. One cleanup pass removes the variants. Cited as SG-04. This would lift your Multi-Dimensional Insights score by a letter.

Where the grade comes from

You sent 2 files with 8 sheets and 57,317 data rows. The data runs from January 2023 through December 2025, which is 36 months.

The form said 100 to 1,000 customers, and the file billed 900 accounts. The form said 5,000,000 to 20,000,000 ARR, and the file shows $13.6M of ARR in its last month. Both fall inside the ranges you gave.

We ran 40 of 42 checks. The 2 we could not run are listed below.

- Unified, Finance-Approved Foundation: 86.5 (B)
- Audit-Grade Accuracy: 88.1 (B)
- Cohort-Centric Design: 100 (A+)
- Multi-Dimensional Insights: 77.5 (C+)
- Anomalies: 95.4 (A-)

Your cohort data came through clean, and your anomaly results are close to clean. Multi-Dimensional Insights is the lowest pillar, mainly because of the owner gap.

Each check

These are the checks that found something, grouped by pillar. The short code is only a citation, in case you want to look the check up.

Unified, Finance-Approved Foundation

Bookings with no product or no owner

Cited as CP-05, owner.

We checked how much of your latest revenue has no product and how much has no owner. Buyers cut the book by product and by owner, so blanks get in the way. Every dollar has a product. The gap is ownership: 164 accounts carry $3.1M of revenue with no owner, which is 23% of the book. A buyer will ask who owns that 23%.

> **Next step. Assign a product and an owner to the revenue that has none before your next export.**

The words in the definitions were written down

Cited as CP-07.

We looked for standard terms such as ARR, NRR and churn in your definitions. We check whether the terms are written down. We do not check whether they match your numbers. Your definitions cover 5 of the 9 terms we expect. A buyer will ask where the written definitions are for the metrics your summary reports.

> **Next step. Write a short definition for each headline metric your summary uses, so a buyer reads the same meaning you do.**

Came through clean: Enough history to follow a customer (CP-01); Months where the whole book went quiet (CP-02); A customer goes quiet without a churn mark (CP-03); Billing rows with revenue and no customer identity (CP-04); the product side of Bookings with no product or no owner (CP-05); The product file covers the same months as billing (CP-06); Billed customers appear on the customer list (CP-08); One account, one key (CP-10).

Audit-Grade Accuracy

The bridge and the KPI table agree

Cited as CR-08.

We worked out churn and net retention from your bridge and compared them with your KPI table. We tested 6 figures, and 2 disagree. Both are churn, as described in step 3 above. A buyer will ask why the KPI table and the bridge disagree on churn.

> **Next step. Make the KPI table match what the bridge implies, or show the definition that explains the difference.**

Product and segment totals add up

Cited as CR-09.

We added up the product or segment rows in your summary and compared the result with the summary total and with ending ARR. The rows add up in every period but 1. In that 1 period, they do not match the stated total.

> **Next step. Make the product and segment subtotals add up to the summary and to ending ARR.**

Came through clean: The bridge foots on its own (CR-01); Customer detail matches the bridge ending (CR-02); Movements rebuild from the customer rows (CR-03); Product lines tie to billing (CR-04); The amount matches the status word (CR-05); Statuses tell a legal story over time (CR-06); Headline KPIs can be reproduced (CR-07); Duplicate dollars that break the tie (CR-10).

Cohort-Centric Design

Start dates, contract dates and returning customers all hold up.

Came through clean: Customers have a start date (CO-01); The start date matches the first revenue month (CO-02); Too many customers share one start month (CO-03); A returning customer kept the same key (CO-04); Contract end dates exist and fall after the start (CO-05); Retention looks earned, not just unexpired (CO-06); A trailing year has a year of history behind it (CO-07).

Multi-Dimensional Insights

One owner does not hold the book

Cited as SG-06.

We measured how much of your latest revenue sits with the largest owner, and how much has no owner. The book is split across 3 owners. The largest holds $3.8M, which is 27.6% of revenue. A buyer will ask what happens to the revenue held by the largest owner, and who covers the accounts with no owner.

Next step. Reassign the largest concentrations and fill in the missing owners, so the book does not depend on one person.

Those tags actually cover the book

Cited as SG-02.

For each tag, we measured how much of your latest revenue sits on accounts that have a real value. Across the 6 tags we found, average coverage is 79.5%. Owner and parent account are the two tags pulling the average down. A buyer will ask why so many accounts are missing tag values, and which ones matter most.

Next step. Fill in the blank tags on the accounts that carry the most revenue, starting with product and owner.

The same idea is spelled one way

Cited as SG-04.

We grouped tag values that read the same once capitals and spaces are ignored. Then we counted how many spellings each one has. In 2 tags, segment and status, the same value shows up with more than one spelling. A buyer will ask which spellings of the same category can be merged.

Next step. Pick one spelling for each category and use it throughout the file.

Came through clean: The cuts a buyer expects are present (SG-01); A tag is a category, not free text (SG-03); Parent accounts are used (SG-05).

Anomalies

Duplicate rows

Cited as AN-06.

We counted duplicate billing rows, duplicate product rows and duplicate customer rows. We found 6 duplicate rows carrying $133K, and 5 of them are in the revenue rows. A buyer will ask why there are duplicate rows in the file.

Next step. Remove the duplicates, so there is one record per account and month.

A sentence in the talking points does not match the file

Cited as AN-09.

We tested the numbers quoted in your talking points against figures we can produce from the file. Of 4 figures tested, we could not reproduce 1: the 2025 churn rate. A buyer will ask which talking points the customer rows can actually back up.

Next step. Rewrite or remove the sentences that the customer rows cannot back up.

Came through clean: One customer spikes for a month and reverts (AN-01); A customer drops to zero and comes back unmarked (AN-02); One month moves the whole book (AN-03); Amounts do not match the file's own format (AN-05); The book sits in a few customers (AN-07); Prices did not move where an escalator was promised (AN-08).

What we could not check

- A new product line copies a price the account already had (AN-04). We had nothing to test here, because no month in the file moved the whole book.
- Tags stay stable over the year (SG-07). We could not run this check, because your file stores one tag per account and not one per month.

How this was graded

Each pillar carries a fixed weight: Unified, Finance-Approved Foundation 30%, Audit-Grade Accuracy 25%, Cohort-Centric Design 15%, Multi-Dimensional Insights 15%, Anomalies 15%. Letter bands are A 93 or above, B 80 or above, C 60 or above, D 45 or above.

We read your bridge as monthly amounts added up. Rules version e1ed077ee33b.

On readiness, the file is AI-ready. It is not yet decision-ready, and it is not diligence-ready. Both readiness gaps trace back to the owner gap. The letter comes from the five pillar scores. Readiness is a separate test, and it does not change the letter.

Next step

The Strategic Revenue Intelligence Assessment walks through these findings with a FinQore analyst. It also shows what a decision-ready and diligence-ready cube looks like for your business.

Your files are retained in FinQore infrastructure for the stated retention period and deleted on request.