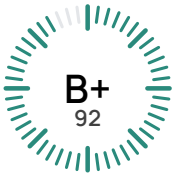
PREPARED FOR

Healthcare software business, 1,000+ accounts



Submitted date 30 Oct 2026 1,000+ accounts

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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 — 100 A+

- 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 account totals — CR-04
- The amount matches the status word — CR-05

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 — 79 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 — 100 A+

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	
A new product line copies a price the account already had Mirrored prices on under 10% of the accounts that gained a product.	AN-04	**Not checked**
Odd or negative amounts	AN-05	

5 more

What this file says

The core numbers reconcile. Your customer rows add up to the annual recurring revenue you report, exactly, in every reported period. The movements in your bridge (new, expansion, churn and the rest) rebuild from those same rows with nothing left unexplained. A buyer who checks the arithmetic will find it holds.

The grade is B+ (overall 92.8) at detail level 3. Ownership is what keeps it from going higher. A quarter of your revenue has no owner, and one owner holds about as much as the unowned share. 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?
- Who owns the 25% of annual recurring revenue with no owner?

The three months where the book moved most were January 2025 at $19.6M (9%), January 2024 at $15.4M (10.1%), and March 2023 at $6.0M (5.8%). In each case one customer drove the move. A buyer may still ask what happened in those months, so a one-line note on each will save you a conversation.

What to do first

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

- Assign an owner to $62.8M of ARR. 936 active accounts have no owner. The largest owner holds 25.7% of ARR. The parent field is the least filled-in tag. Filling in owners fixes two problems at once: the tags will cover more of the book, and no single owner will hold too much of it. Cited as CP-05. This would lift your Multi-Dimensional Insights 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 rebuild your KPI table and get the same answer. Cited as CP-07. This lets us check your definitions and moves you closer to diligence-ready.
- Send the inputs we could not check. Add the tables listed under "What we could not check" so every check can run. More of your file gets graded, and less is assumed.
- Re-grade after each month-end close. A monthly re-grade catches broken ties, duplicates and status drift before they reach the board pack. This protects your Audit-Grade Accuracy score.
- Keep a change log for manual adjustments. Record who changed which row, when, and why. A buyer's quality-of-earnings team will ask for it. This supports diligence-ready.

Where the grade comes from

You sent 2 files with 8 sheets and 320,650 data rows. They cover January 2023 through December 2025, which is 36 months. The form said you have 1,000 to 10,000 customers, and the file billed 4,000 accounts. The form said ARR is 150,000,000 to 500,000,000, and the file's ARR in its last month is $251.0M. Both fall inside the ranges you gave.

We ran 40 of 42 checks. The other 2 could not be run, and they are listed below.

- Unified, Finance-Approved Foundation: 86.5 (B)
- Audit-Grade Accuracy: 100 (A+)
- Cohort-Centric Design: 100 (A+)
- Multi-Dimensional Insights: 79.2 (C+)
- Anomalies: 100 (A+)

Each check

Below are the checks that found something, grouped by pillar. The short code after each one is a citation, in case you want to look it up.

Unified, Finance-Approved Foundation

Bookings with no product or no owner

Unified, Finance-Approved Foundation. Cited as CP-05, owner.

We checked how much of your latest revenue has no product and how much has no owner. 936 accounts carrying $62.8M have no owner, which is 25% of revenue. Buyers cut the book by owner as well as by product, so these blanks will slow them down. A buyer will want to know who covers this revenue today.

> **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

Unified, Finance-Approved Foundation. Cited as CP-07.

We looked for the standard terms, such as ARR, NRR and churn, in your definitions. We check that the terms are written down, not that they match your numbers. Your definitions cover 5 of the 9 terms we look for. The missing ones are MRR, GRR, new and reactivation. A buyer will ask: where are the written definitions 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); Bookings with no product, the product side (CP-05, product); 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

This is where the file is on firmest ground. Every check passed. The bridge adds up, the customer rows tie to it, the product lines tie to billing, and the headline KPIs rebuild from the rows.

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); 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).

Cohort-Centric Design

Start dates, contract end dates and returning customers all hold up. A buyer can build cohorts from this file without cleaning it first.

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

Multi-Dimensional Insights. Cited as SG-06.

We measured how much of your latest revenue sits with the largest owner, and how much has no owner. You have 3 owners. The largest holds $64.4M, which is 25.7% of revenue. That is close to the size of the unowned share. 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

Multi-Dimensional Insights. Cited as SG-02.

For each tag, we measured how much of your latest revenue sits on accounts with a real value. You have 6 tags, and on average they cover 79.2% of revenue. Most are complete. The two gaps are the parent field, which is the least filled-in, and owner. A buyer will ask: why are so many accounts 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.**

Came through clean: The cuts a buyer expects are present (SG-01); A tag is a category, not free text (SG-03); The same idea is spelled one way (SG-04); Parent accounts are used (SG-05).

Anomalies

The talking points we tested match the file.

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); Duplicate rows (AN-06); The book sits in a few customers (AN-07); Prices did not move where an escalator was promised (AN-08); A sentence in the talking points does not match the file (AN-09).

What we could not check

- A new product line copies a price the account already had (AN-04). We only run this check in a month when the whole book moved sharply, and no month in your file moved that much.
- Tags stay stable over the year (SG-07). Your file stores one tag per account, not one per month, so we cannot see whether segments shifted. If you can export each tag as of each month, we can run this check.

Two inputs are also missing for diligence-ready: unit or price detail, and payment records. Adding them would let a buyer tie revenue to what customers actually bought and paid.

How this was graded

Each pillar counts toward the grade as follows: 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 by adding up the monthly amounts. Rules version e1ed077ee33b.

Readiness: decision-ready not yet, diligence-ready no, AI-ready yes. Decision-ready is held back by the two ownership gaps above. Diligence-ready is held back by those same gaps and by the missing unit, price and payment inputs. The letter grade comes only from the five pillar scores. Readiness is a separate test and 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 revenue model looks like for your business.

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