

Case Study:

Reporting,



Forecasting & Budgeting

Transportation and Telematics Software Company

Selects  **RTD INSIGHTS**  for Reporting, Forecasting & Budgeting

Company and Situation Overview

- Headquartered in Southeastern U.S.
- ~\$51M in annual revenue with ~15% annual revenue growth
- Backed by a growth private-equity firm

Challenges without RTD Insights

- X Finance team of five resources lacked capacity due to other daily responsibilities and workflows
- X In the midst of new ERP selection and transition; required additional expertise to create consolidated tool for future business planning
- X Need for dynamic reporting and rolling forecasts for monthly updates

Results with RTD Insights

- ✓ RTD Insights served as an extension to the company's finance team, helping create improved monthly reporting and powerful forecasting tool
- ✓ Simplified monthly reporting and reforecasting workflows
- ✓ Allowed for consolidation of numerous disparate Excel files into one centralized document

Reporting, Forecasting & Budgeting Representative Screenshots

Client Name: 2018A - 2020P
Multiple Scenario Summary (US\$ in 000's)

FYE December 31 (US\$ in 000's)	Base Case			Downside Case			Upside Case		
	2018B	2019P	2020P	2018B	2019P	2020P	2018B	2019P	2020P
Income Statement									
Revenue	\$48,212	\$47,895	\$109,281	\$47,218	\$52,860	\$77,438	\$56,124	\$55,841	\$136,842
Subscription Bookings	\$26,681	\$26,917	\$83,028	\$24,667	\$15,150	\$33,962	\$33,873	\$41,855	\$64,681
Total Bookings	\$31,840	\$36,084	\$64,828	\$29,146	\$17,969	\$40,895	\$39,239	\$51,607	\$78,113
Revenue by Type									
Subscription	\$33,346	\$35,060	\$84,037	\$31,108	\$44,796	\$61,573	\$34,691	\$63,175	\$105,329
Professional Services	6,867	7,420	11,846	5,635	2,204	7,103	6,879	8,581	14,416
Total Revenue by Type	\$40,213	\$88,089	\$95,883	\$36,743	\$47,000	\$68,676	\$41,569	\$71,756	\$120,845
Cost of Revenue by Type									
Subscription	5,921	11,140	10,790	5,796	9,451	12,648	6,111	10,650	17,387
Professional Services	8,523	6,952	7,297	8,621	8,292	6,718	8,541	6,903	7,815
Total Cost of Revenue by Type	\$14,444	\$17,832	\$23,046	\$14,177	\$18,743	\$19,367	\$14,652	\$19,558	\$24,903
Total Gross Profit by Type	\$6,442	\$10,967	\$18,204	\$6,642	\$17,814	\$12,477	\$6,729	\$13,000	\$24,011
Gross Margin %	64.1%	69.2%	75.9%	61.4%	66.5%	72.7%	64.8%	72.7%	79.4%
Operating Expenses									
Sales & Marketing	17,340	21,307	30,240	16,642	17,376	22,183	17,946	26,109	36,417
Research & Development	9,409	11,024	13,476	9,353	10,271	11,242	9,370	11,359	13,883
General & Administrative	12,274	15,003	16,003	12,117	14,344	14,700	12,327	16,305	17,837
Total Operating Expenses	\$38,920	\$47,334	\$59,719	\$38,111	\$41,990	\$48,125	\$39,643	\$53,773	\$68,137
Other Expense	1,791	1,051	1,051	1,791	1,051	1,051	1,791	1,051	1,051
EBITDA	\$18,081	\$16,191	\$11,877	\$(17,334)	\$(11,788)	\$473	\$(14,516)	\$2,406	\$28,884
EBITDA Margin %	-37.4%	-14.0%	12.5%	-47.2%	-25.1%	1.0%	-34.9%	-3.7%	22.2%

Break-even in Q4 2019 | Break-even in Q3 2020 | Break-even in Q4 2019

Client Name: 2018A - 2020P
Booking by Rep Summary (US\$ in 000's)

Fiscal Year Ended December 31	YTD Growth %					CAGR %				
	2016A	2017A	2018B	2019P	2020P					
Total Revenue	\$91,938	\$86,614	\$48,308	\$73,173	\$123,081	28.5%	21.6%	41.4%	67.5%	46.6%
Booking by Revenue Type										
Subscription	\$16,138	\$33,327	\$39,807	\$96,402	NA	100.0%	9.8%	88.7%	NA	NA
Professional Services	11,625	8,211	3,887	16,132	NA	NA	-25.2%	-47.6%	33.5%	NA
Total Bookings by Revenue Type	\$27,763	\$41,538	\$43,694	\$112,534						
Upseed Add	1	1,466	9,708	9,881	6,660	NA	189.4%	27.2%	42.8%	NA
Upseed PG	0	0	620	1,813	(198)	NA	NA	208.6%	-108.6%	NA
Booking by Rep Detail										
Revenue Sales - Subscription	Rate of Hires	Total Counts								
2017-2018	61,800	NA	100.0%	NA	NA	NA	NA	NA	NA	NA
1/2018-2/2018	10,373	0	NA	100.0%	NA	NA	NA	NA	NA	NA
3/2018-4/2018	11,215	0	NA	100.0%	NA	NA	NA	NA	NA	NA
5/2018-6/2018	11,215	4,097	NA	100.0%	NA	NA	NA	NA	NA	NA
7/2018-8/2018	11,215	667	NA	100.0%	NA	NA	NA	NA	NA	NA
9/2018-10/2018	11,215	3,286	NA	100.0%	NA	NA	NA	NA	NA	NA
11/2018-12/2018	11,215	8,490	NA	100.0%	NA	NA	NA	NA	NA	NA
1/2019-2/2019	11,215	3,271	NA	100.0%	NA	NA	NA	NA	NA	NA
3/2019-4/2019	11,215	3,271	NA	100.0%	NA	NA	NA	NA	NA	NA
5/2019-6/2019	11,215	3,271	NA	100.0%	NA	NA	NA	NA	NA	NA
7/2019-8/2019	11,215	3,271	NA	100.0%	NA	NA	NA	NA	NA	NA
9/2019-10/2019	11,215	3,271	NA	100.0%	NA	NA	NA	NA	NA	NA
11/2019-12/2019	11,215	3,271	NA	100.0%	NA	NA	NA	NA	NA	NA
Other / Terminated	2,110	0	NA	100.0%	NA	NA	NA	NA	NA	NA
Total Revenue Sales - Subscription	\$48,809	\$9	\$15,688	\$29,586	\$13,336	\$41,673	NA	100.0%	-95.7%	NA
Revenue Sales - Subscription	Rate of Hires	Total Counts								
2017-2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
1/2018-2/2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
3/2018-4/2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
5/2018-6/2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
7/2018-8/2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
9/2018-10/2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
11/2018-12/2018	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
1/2019-2/2019	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
3/2019-4/2019	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
5/2019-6/2019	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
7/2019-8/2019	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
9/2019-10/2019	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
11/2019-12/2019	11,984	100	NA	100.0%	NA	NA	NA	NA	NA	NA
Other / Terminated	0	0	NA	100.0%	NA	NA	NA	NA	NA	NA
Total Revenue Sales - Subscription	\$16,284	\$9	\$15,688	\$2,781	\$7,400	\$14,024	NA	100.0%	100.0%	100.0%
Total Revenue Management - Subscription	\$9	\$9	\$9	\$9	\$9	\$9	NA	100.0%	100.0%	100.0%

Granular Case & Scenario Analyses

Sales Performance Build by Rep

Client Name: 2018A - 2020P
Balance Sheet and Cash Flow Build (US\$ in 000's)

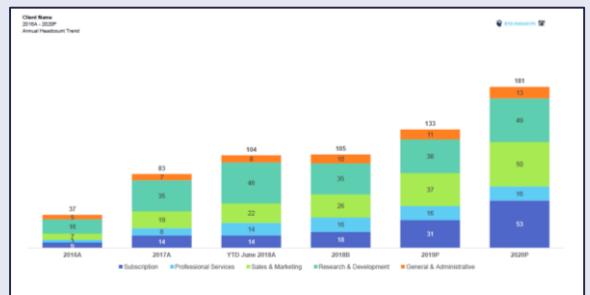
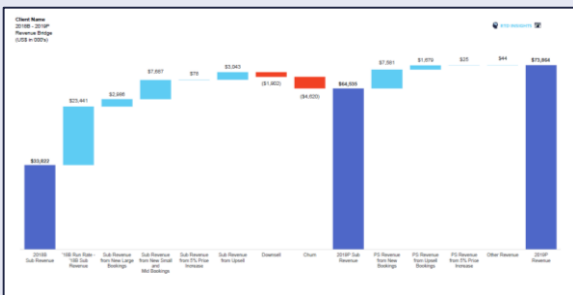
Fiscal Year Ended December 31	YTD Growth %					CAGR %				
	2016A	2017A	2018B	2019P	2020P					
Total Revenue	\$31,308	\$48,814	\$49,296	\$73,779	\$123,081	28.5%	29.8%	41.4%	67.2%	46.6%
Total Cost of Revenue	\$6,800	\$13,609	\$17,274	\$22,078	\$29,366	46.8%	38.8%	23.9%	31.7%	34.9%
Book Schedule										
Beginning Cash Balance		\$1,964	\$1,964	\$1,964	NA	NA	0.0%	0.0%	NA	NA
CF From Operations & Investing Activities		(20,065)	(14,655)	1,104	NA	NA	-39.1%	-107.0%	NA	NA
Minimum Cash Balance		(1,964)	(1,964)	(1,964)	NA	NA	0.0%	0.0%	NA	NA
Cash Available For Debt Service		\$29,699	\$41,400	\$5,934	NA	NA	-36.1%	-102.2%	NA	NA
Line of Credit Draw		\$3,162	\$2,217	\$0	NA	NA	-29.9%	-100.0%	NA	NA
Remaining Cash Available After Draw		0	0	\$593	NA	NA	NA	NA	NA	NA
Line of Credit Payment		0	0	(593)	NA	NA	NA	NA	NA	NA
Remaining Cash Available		\$3,162	\$2,217	\$0	NA	NA	-29.9%	-100.0%	NA	NA
Line of Credit										
Beginning Balance		\$979	\$15,979	\$17,587	NA	NA	1531.6%	10.1%	NA	NA
Debt (Profit/Loss)		3,162	2,217	0	NA	NA	-29.9%	-100.0%	NA	NA
Ending Balance		\$4,141	\$18,196	\$17,587	NA	NA	339.3%	6.1%	NA	NA
Line of Credit Availability		\$20,000	\$20,000	\$20,000	NA	NA	0.0%	0.0%	NA	NA
Line of Credit Beginning Balance		\$79	\$15,979	\$17,587	NA	NA	1531.6%	10.1%	NA	NA
Line of Credit Available for Draw in Current Period		\$44,821	\$53,937	\$5,823	NA	NA	-42.4%	-75.9%	NA	NA
Line of Credit Used in Current Period		\$20,588	\$6,084	\$1,968	NA	NA	-67.4%	16.2%	NA	NA
Adjusted Quick Ratio		3.52	2.80	4.54	5.80	4.57	-28.5%	76.4%	1.2%	-6.6%
Interest Expense		\$15	\$149	\$754	NA	NA	2189.2%	136.4%	NA	NA

Client Name: 2018B - 2020P
Booked EBITDA Detail (US\$ in 000's)

	As of December 31,		
	2018B	2019P	2020P
ARR	\$61,014	\$87,442	\$141,264
Run Rate Cost of Revenue	17,048	25,444	34,194
Booked Gross Profit	\$43,966	\$61,998	\$107,070
% Margin	72.1%	70.9%	75.8%
Run Rate Sales & Marketing	21,627	32,010	45,476
Run Rate Research & Development	11,376	14,770	19,539
Run Rate General & Administrative	17,745	19,457	22,200
Run Rate Operating Expenses	\$50,749	\$66,236	\$87,215
Booked EBITDA	\$(6,783)	\$(4,238)	\$19,855
% Margin	-11.1%	-4.8%	14.1%

Dynamic Debt & Financing Schedules

Run-Rate Analyses & Outlooks



Revenue and EBITDA Bridges

Detailed Headcount Build & Trends