Executive Data Insights Report

Workforce Management SaaS Portfolio - Performance, Risk, and Growth Opportunities

TOTAL ARR	TOTAL MRR	ACTIVE ACCOUNTS	CHURN RATE
$231,677,826	**$19,306,486**	**500**	**9.2%**

NET REVENUE RETENTION	AVG RENEWAL PROBABILITY	EXPANSION MRR (MONTHLY)	AVG DISCOUNT %
102.1%	**79.3%**	**$1,569,788**	**10.7%**

Executive Summary

Overall performance is healthy with $231,677,826 in ARR across 500 active accounts and a portfolio-wide churn rate of 9.2%. Net Revenue Retention stands at 102.1%, supported by $1,569,788 in monthly expansion MRR. The average renewal probability is 79.3%, suggesting a stable base with targeted opportunities to improve at-risk segments.

Revenue concentration remains material, with top accounts driving a significant share of ARR. The highest ARR vertical is Retail and the largest regional contribution is LATAM. The strongest retention pressure appears in the Starter plan tier and 24-month contracts.

Adoption is a leading indicator. Usage to expansion correlation is 0.36, and the largest usage cohort is 1.10-1.25. Customer sentiment averages 43.8 NPS, which aligns with renewal outcomes shown in the scatter analysis.

Key Evidence Snapshot

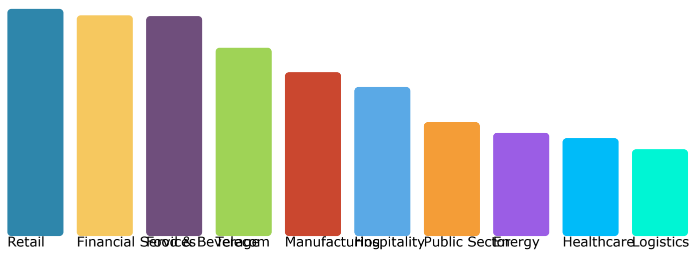
Evidence Point	Value	Why It Matters
Top ARR Vertical	Retail ($31,846,451)	Concentration risk and upsell focus area.
Top ARR Region	LATAM ($71,884,669)	Regional focus for pipeline and service capacity.
Highest Churn Plan	Starter (13.2%)	Retention playbooks should be tailored here.
Highest Churn Term	24 months (11.2%)	Shorter terms show higher renewal risk.
Best ARR/Account Channel	Events ($589,893)	Prioritize budget allocation to high-ROI channels.
Lowest Churn Channel	Referrals (6.0%)	Quality pipeline and longer-term fit.
Highest Discount Churn	0-5% (11.6%)	Discount governance opportunity.
Highest Ticket Churn	6-10 (10.9%)	Support load links to retention risk.

Revenue and Growth

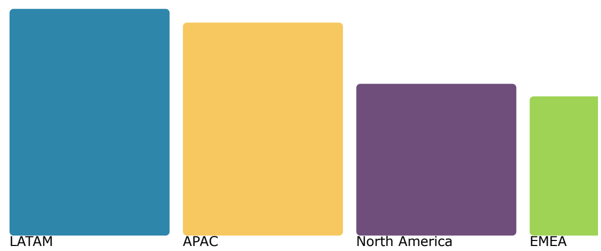
Revenue is concentrated in a small number of verticals and regions, which creates both strength and exposure. The trend view highlights the month-by-month ARR intake, indicating the timing and stability of onboarding. The top accounts table underscores the importance of enterprise governance and proactive renewal forecasting.

Actionable focus: Protect the top ARR verticals with tailored enablement, while building pipeline depth in adjacent verticals to reduce concentration risk.

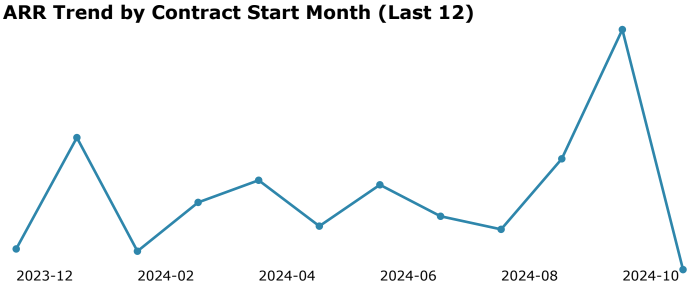
ARR by Vertical (Top 10)



ARR by Region



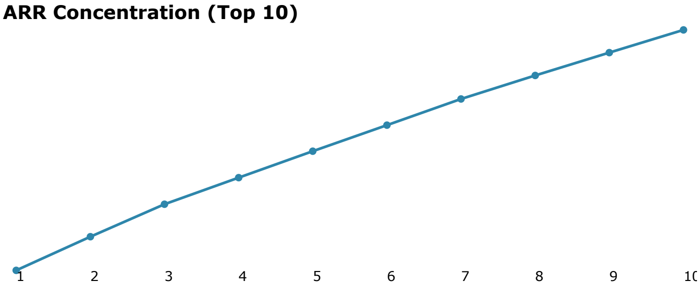
ARR Trend by Contract Start Month (Last 12)



Top 10 Accounts by ARR

Account	ARR	Region	Plan
Delta Labs LLC	$7,367,345	LATAM	Enterprise
Delta Industries Corp	$6,651,534	APAC	Enterprise
Delta Pharma Corp	$6,432,030	EMEA	Enterprise
Zenith Manufacturing LLC	$5,268,048	EMEA	Enterprise
Quantum Works LLC	$5,228,525	LATAM	Enterprise
Summit Health PLC	$5,177,280	APAC	Enterprise
Zenith Networks LLC	$5,171,246	North America	Enterprise
Crescent Technologies LLC	$4,658,767	LATAM	Enterprise
First Manufacturing LLC	$4,519,499	APAC	Enterprise
Copper Pharma Corp	$4,496,132	LATAM	Enterprise

ARR Concentration (Top 10)



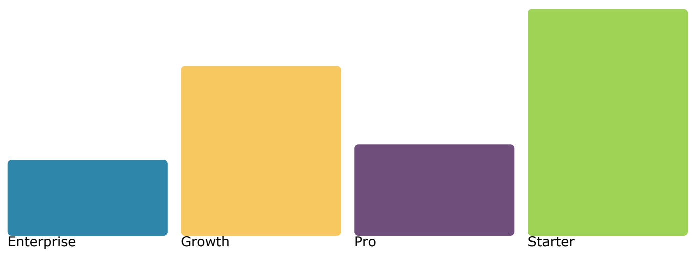
Cumulative share of ARR across top 10 accounts.

Customer Health and Retention

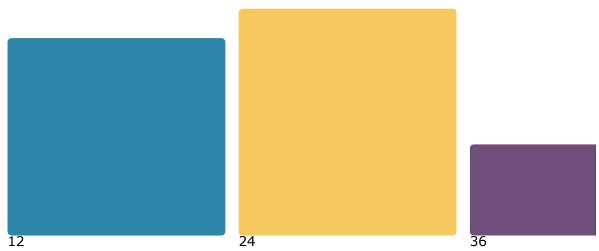
Retention varies meaningfully by plan tier and contract term. Higher churn in specific tiers suggests product-market or pricing-fit challenges. The renewal distribution indicates how much of the base is high-confidence (0.8-1.0) versus at-risk.

Support ticket volume is a leading indicator for churn; the worst ticket bucket shows materially higher churn. Focused CSM outreach and customer enablement are expected to lift renewal probability and reduce churn in these segments.

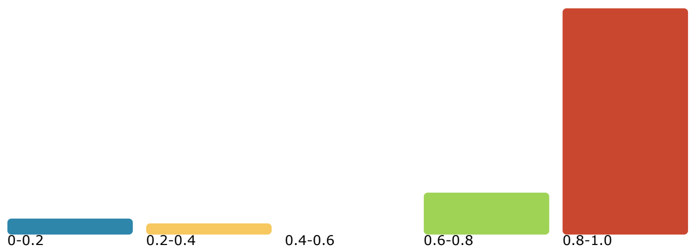
Churn Rate by Plan Tier



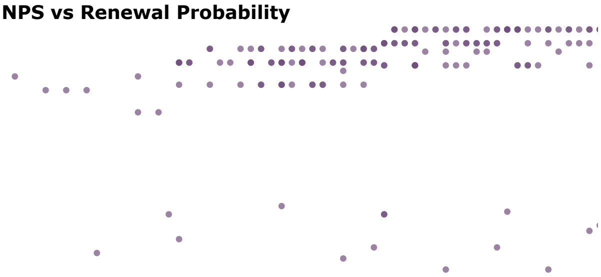
Churn Rate by Contract Term (Months)



Renewal Probability Distribution



NPS vs Renewal Probability



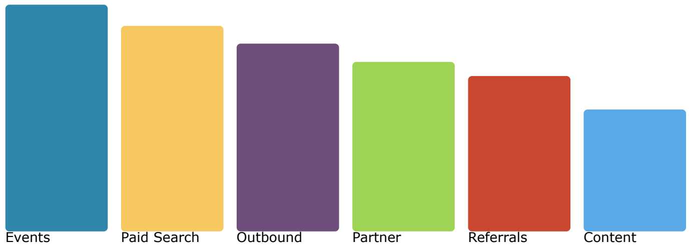
Churn Reasons

Sales and Channel Performance

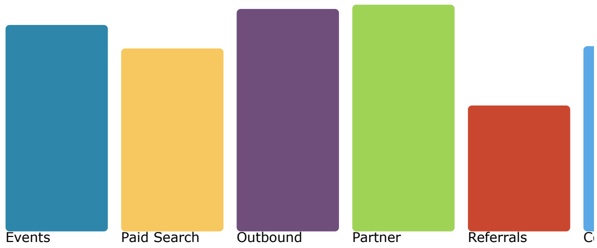
Channel efficiency varies significantly. ARR per account highlights where the strongest commercial outcomes originate, while churn rates by channel reveal the sustainability of those wins. This should inform near-term budget allocation and qualification criteria.

NRR leaderboards identify the sales and CSM practices correlated with long-term retention and expansion. Replicate top-performer playbooks across the team.

ARR per Account by Channel



Churn Rate by Channel



Sales Rep NRR Leaderboard

Sales Rep	NRR
G. Brown	108.7%
E. Kim	107.9%
C. Johnson	107.8%
B. Nguyen	107.7%
F. Garcia	106.9%
I. Martinez	104.2%
J. Wilson	102.7%
D. Silva	102.6%
H. Lee	97.3%
A. Patel	68.1%

CSM Owner NRR Leaderboard

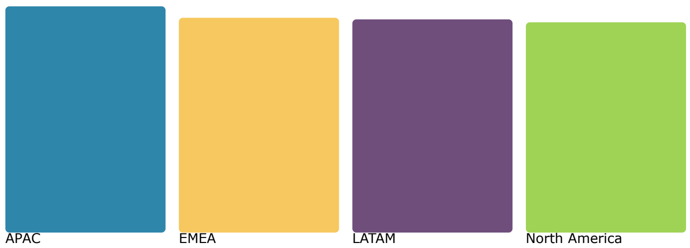
CSM Owner	NRR
M. Chen	112.1%
T. Jones	111.2%
L. Brooks	108.3%
R. Hassan	107.4%
P. Flores	106.5%
K. Adams	106.3%
S. Iyer	105.7%
Q. Gupta	105.5%
O. Edwards	95.0%
N. Davis	76.4%

Pricing and Discounting

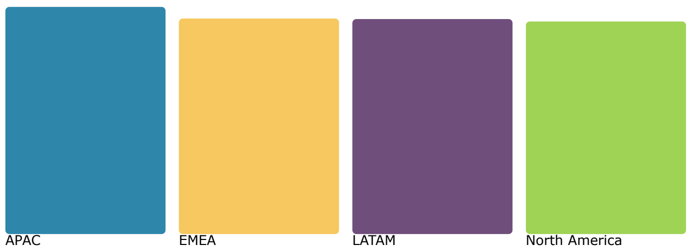
Regional pricing disparities indicate room for pricing alignment and margin optimization. Discount distribution highlights the extent of price concessions across the base, while churn by discount bucket signals whether aggressive discounting is eroding account stability.

Tighten discount controls for buckets with elevated churn and consider value-based packaging adjustments in high-discount regions.

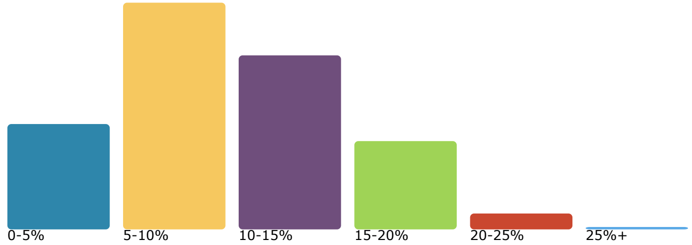
Average List Price by Region



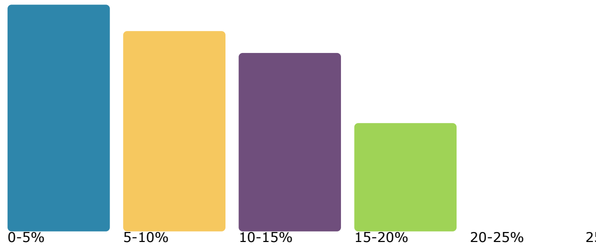
Average Net Price by Region



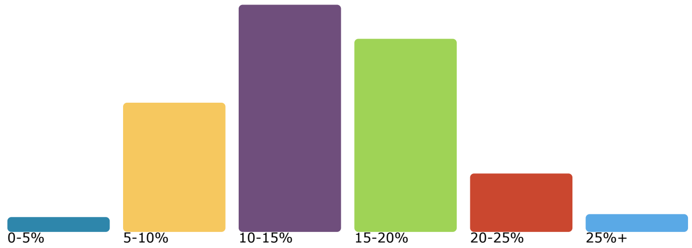
Discount Distribution



Churn Rate by Discount Bucket



ARR by Discount Bucket

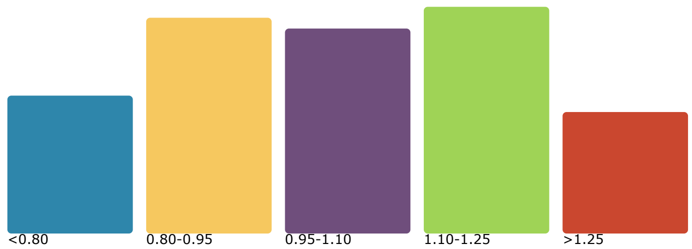


Usage and Adoption

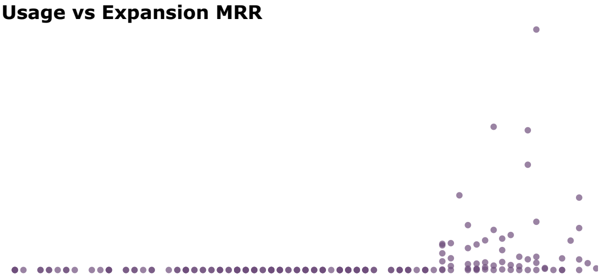
Usage is a direct predictor of expansion and retention. The usage distribution identifies adoption gaps, and the usage vs expansion plot highlights accounts with immediate growth potential. Seat penetration by plan shows where adoption is most mature and where it remains underutilized.

Adoption programs should target low-usage buckets and low seat penetration segments to unlock expansion MRR.

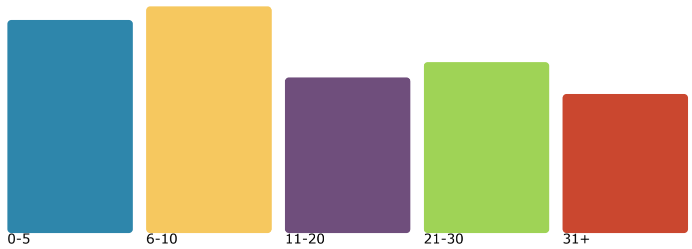
Usage Distribution (Last Quarter)



Usage vs Expansion MRR



Churn Rate by Ticket Volume



Seat Penetration by Plan

Recommendations and Action Plan

1) Retention and Renewal

Prioritize the Starter tier and 24-month contracts for proactive renewal campaigns. Combine CSM outreach with targeted enablement and tighter success milestones. Consider incentive alignment around renewal probability and renewal dates.

2) Channel Rebalancing

Shift acquisition budget toward Events (highest ARR per account) and protect quality leads from Referrals (lowest churn). For underperforming channels, introduce stronger qualification, longer trial-to-pay conversion nurturing, or revised pricing packages.

3) Discount Governance

Discount bucket 0-5% has the highest churn at 11.6%. Enforce approval thresholds, link discounting to term length, and require adoption milestones for deep discounts.

4) Adoption Acceleration

The largest usage cohort is 1.10-1.25. Focus onboarding and in-product guidance to move accounts into higher usage buckets, where expansion MRR is more likely. Prioritize low seat penetration tiers like Growth if under-adoption is present.

5) Support Load as Early Warning

The 6-10 ticket bucket shows the highest churn. Implement escalation rules, root-cause analysis, and product fixes for recurring issues to reduce support friction.

Appendix: Methodology

All charts and calculations are derived from the dataset in Sheets/saas_workforce_management_dataset.xlsx. ARR and MRR are computed at the account level, churn is defined as accounts with Churned = Yes, and renewal probability is the average of Renewal Probability. NRR is calculated as (ARR + Expansion MRR * 12 - Churned ARR) / ARR. Usage, discount, and ticket distributions are bucketed into standard ranges for interpretability.