Appendix - 📄 Operating Model Template

What It Is:
A practical, founder-friendly spreadsheet template for mapping out your revenue, expenses, and financial runway—based on how your business actually operates.

This is not a fundraising pitch tool. It's a tool for running your business, making decisions under uncertainty, and tracking what must be true for your model to hold.

📊 What the Template Includes

Sheet	Purpose
Inputs	Centralized assumptions (pricing, CAC, churn, hiring plan)
Revenue Forecast	Bottom-up monthly forecast (MRR/ARR or transactional revenue)
Expense Forecast	Team, tools, infra, sales, marketing, services
Cash Flow	Inflow – Outflow + starting cash
Runway + Milestones	Visual cash-out date and milestone planning

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🔧 How to Use It

1. **Start with Inputs**
   Fill out customer pricing, CAC, headcount plan, marketing channels, and core assumptions.

2. **Forecast Revenue**
   Use base case growth logic:
   e.g., leads → demos → trials → paying users → expansion revenue.
   Keep the logic grounded in actual funnel math or early data.

3. **Build the Expense Plan**
   Use monthly buckets. Include both fixed (e.g., salaries, rent) and variable (e.g., ad spend, contractor) costs.

4. **Track Burn and Runway**
   The cash position and runway should update automatically month by month. Watch how it shifts if revenue or hiring changes.

5. **Clone for Stretch and Downside**
   Make copies of the sheet for scenario planning. Adjust growth, delay revenue, or shift hiring dates to test resilience.

✅ Best Practices

- Keep all assumptions in one sheet at the top.
- Use comments to explain line items.
- Link metrics to the same weekly stack you use operationally.
- Update monthly; version quarterly (e.g., v0.3 → v0.4).

🧾 FIELD NOTE

"We thought we had 4 months of runway. When we modeled it, it was 9 weeks. That single line item—legal spend—was killing us."

🚀 Use If:

- You need a clear decision-ready model for cash and growth
- You want to simulate future scenarios with real assumptions
- You want a tight connection between operations and strategy

📥 [Download the Operating Model Template (XLSX)](#)